

Section 3 - A: People & Communities

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

Budget Period: 2021-22 to 2025-26

Net Revised Opening Budget 2020-21 £000	Policy Line	Gross Budget 2021-22 £000	Fees, Charges & Ring-fenced Grants 2021-22 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000
	Director of Adults and Safeguarding							
-22,679	Strategic Management - Adults	-16,621	-319	-16,940	-17,430	-17,989	-18,336	-18,611
1,997	Transfers of Care	2,046	-1	2,045	2,045	2,045	2,045	2,045
8,994	Prevention & Early Intervention	10,050	-467	9,583	9,573	9,451	9,401	9,401
1,300	Principal Social Worker, Practice and Safeguarding	1,842	-226	1,616	1,496	1,376	1,376	1,376
1,231	Autism and Adult Support	1,617	-68	1,549	1,829	2,113	2,399	2,691
150	Carers	150	-	150	150	150	150	150
602	Finance Assessments	623	-	623	623	623	623	623
	<i>Learning Disability Partnership</i>							
5,673	Head of Service	7,563	-885	6,678	8,652	10,695	12,809	14,997
36,905	LD - City, South and East Localities	40,308	-2,226	38,082	39,226	40,290	41,147	42,004
30,107	LD - Hunts and Fenland Localities	33,170	-2,072	31,098	32,125	33,080	33,849	34,618
8,303	LD - Young Adults Team	8,718	-256	8,462	8,616	8,759	8,874	8,989
7,137	In House Provider Services	7,516	-180	7,336	7,336	7,336	7,336	7,336
-20,272	NHS Contribution to Pooled Budget	-450	-20,382	-20,832	-23,940	-24,437	-24,837	-25,237
	<i>Older People and Physical Disability Services</i>							
12,495	Physical Disabilities	16,035	-2,209	13,826	14,968	16,021	16,957	17,690
22,751	OP - City & South Locality	35,321	-8,021	27,300	29,557	32,160	34,747	37,293
9,056	OP - East Cambs Locality	14,023	-3,465	10,558	11,645	13,069	14,523	15,952
10,740	OP - Fenland Locality	16,222	-3,582	12,640	14,010	15,597	17,197	18,770
13,371	OP - Hunts Locality	21,608	-5,657	15,951	17,576	19,473	21,385	23,265
	<i>Mental Health</i>							
1,863	Mental Health Central	1,901	-20	1,881	1,881	1,881	1,881	1,881
5,504	Adult Mental Health Localities	6,207	-456	5,751	6,056	6,364	6,637	6,912
6,271	Older People Mental Health	7,883	-994	6,889	7,351	7,817	8,270	8,734
141,499	Subtotal Director of Adults and Safeguarding	215,732	-51,486	164,246	173,345	185,874	198,433	210,879
	Director of Commissioning							
234	Strategic Management - Commissioning	236	-	236	236	236	236	236
1,247	Access to Resource & Quality	1,283	-	1,283	1,283	1,283	1,283	1,283
300	Local Assistance Scheme	300	-	300	300	300	300	300
	<i>Adults Commissioning</i>							
11,997	Central Commissioning - Adults	46,455	-34,150	12,305	12,651	12,721	12,778	12,835
1,070	Integrated Community Equipment Service	6,656	-5,536	1,120	1,153	1,187	1,221	1,256
3,729	Mental Health Commissioning	4,079	-342	3,737	3,737	3,737	3,737	3,737
	<i>Childrens Commissioning</i>							
21,703	Children in Care Placements	21,078	-	21,078	21,810	22,565	23,343	24,145
245	Commissioning Services	245	-	245	245	245	245	245
40,525	Subtotal Director of Commissioning	80,332	-40,028	40,304	41,415	42,274	43,143	44,037

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Budget Period: 2021-22 to 2025-26

Net Revised Opening Budget 2020-21 £000	Policy Line	Gross Budget 2021-22 £000	Fees, Charges & Ring-fenced Grants 2021-22 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000
	Director of Communities and Partnerships							
181	Strategic Management - Communities and Partnerships	281	-296	-15	53	53	53	53
3,445	Public Library Services	4,179	-587	3,592	3,592	3,642	3,692	3,692
	- Cambridgeshire Skills	2,311	-2,311	-	-	-	-	-
368	Archives	483	-104	379	379	379	379	379
109	Cultural Services	360	-247	113	113	113	113	113
-640	Registration & Citizenship Services	1,219	-1,694	-475	-539	-604	-604	-604
1,533	Coroners	2,427	-848	1,579	1,639	1,703	1,772	1,847
694	Trading Standards	694	-	694	694	694	694	694
844	Domestic Abuse and Sexual Violence Service	1,493	-555	938	864	864	864	864
469	Think Communities	563	-79	484	494	494	494	494
377	Youth and Community Services	1,031	-638	393	393	393	393	393
7,380	Subtotal Director of Communities and Partnerships	15,041	-7,359	7,682	7,682	7,731	7,850	7,925
	Director of Children & Safeguarding							
3,055	Strategic Management - Children & Safeguarding	3,012	-72	2,940	2,940	2,940	2,940	2,940
2,395	Safeguarding and Quality Assurance	2,561	-205	2,356	2,606	2,606	2,606	2,606
13,353	Children in Care	16,688	-3,302	13,386	13,604	13,829	14,061	14,301
2,013	Integrated Front Door	2,389	-316	2,073	2,073	2,073	2,073	2,073
6,699	Children's Disability Service	7,439	-595	6,844	6,829	6,818	6,911	7,008
-170	Children's Centres Strategy	-	-170	-170	-	-	-	-
61	Support to Parents	1,155	-1,083	72	72	72	72	72
6,106	Adoption	6,037	-43	5,994	6,289	6,621	6,994	7,413
2,010	Legal Proceedings	2,050	-	2,050	2,050	2,050	2,050	2,050
1,112	Youth Offending Service	2,318	-1,160	1,158	1,158	1,158	1,158	1,158
	<i>District Delivery Service</i>							
3,776	Safeguarding Hunts and Fenland	3,853	-	3,853	3,853	3,853	3,853	3,853
2,716	Safeguarding East & South Cambs and Cambridge	3,170	1,239	4,409	4,409	4,409	4,409	4,409
4,459	Early Help District Delivery Service - North	4,625	-19	4,606	4,606	4,606	4,606	4,606
4,679	Early Help District Delivery Service - South	4,873	-36	4,837	4,837	4,837	4,837	4,837
52,264	Subtotal Director of Children & Safeguarding	60,170	-5,762	54,408	55,326	55,872	56,570	57,326
	Director of Education							
888	Strategic Management - Education	2,255	-801	1,454	1,035	921	921	921
2,257	Early Years Service	3,084	-794	2,290	2,290	2,290	2,290	2,290
1,009	School Improvement Service	1,836	-803	1,033	1,048	1,048	1,048	1,048
566	Schools Partnership Service	1,961	-1,369	592	592	592	592	592
-77	Outdoor Education (includes Grafham Water)	1,914	-1,991	-77	-77	-77	-77	-77
	- Cambridgeshire Music	1,832	-1,832	-	-	-	-	-

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2,896	Redundancy & Teachers Pensions <i>SEND Specialist Services (0 - 25 years)</i>	3,385	-504	2,881	2,881	2,881	2,881	2,881
11,227	SEND Specialist Services	11,508	-205	11,303	11,310	11,310	11,310	11,310
32,404	Funding to Special Schools and Units	32,404	-	32,404	32,404	32,404	32,404	32,404
25,657	High Needs Top Up Funding	25,657	-	25,657	25,657	25,657	25,657	25,657
11,306	SEN Placements	12,197	-891	11,306	11,306	11,306	11,306	11,306
4,084	Out of School Tuition	4,084	-	4,084	4,084	4,084	4,084	4,084
7,103	Alternative Provision and Inclusion	7,140	-35	7,105	7,105	7,105	7,105	7,105
-12,744	SEND Financing - DSG <i>0-19 Place Planning & Organisation Service</i>	-12,744	-	-12,744	-12,744	-12,744	-12,744	-12,744
3,268	0-19 Organisation & Planning	4,404	-1,108	3,296	3,296	3,296	3,296	3,296
179	Education Capital	296	-115	181	181	181	181	181
12,013	Home to School Transport - Special	14,981	-111	14,870	16,419	18,307	20,417	22,777
1,785	Children in Care Transport	1,590	-	1,590	1,640	1,692	1,746	1,800
9,482	Home to School Transport - Mainstream	10,524	-191	10,333	10,589	10,906	11,099	11,272
113,303	Subtotal Director of Education	128,308	-10,750	117,558	119,016	121,159	123,516	126,103
	Executive Director							
992	P&C Executive Director	1,841	-331	1,510	2,457	2,707	2,707	2,707
90	Central Financing	91	-	91	91	91	91	91
1,082	Subtotal Executive Director	1,932	-331	1,601	2,548	2,798	2,798	2,798
-81,977	DSG Adjustment	-	-81,977	-81,977	-81,977	-81,977	-81,977	-81,977
	Future Years							
	- Inflation	-	-	-	5,790	11,206	16,722	22,339
	- Savings	-	-	-				
274,076	P&C BUDGET TOTAL	501,515	-197,693	303,822	323,145	344,937	367,055	389,430

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Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Director of Adults and Safeguarding							
Strategic Management - Adults	-22,679	1,081	3,139	651	93	775	-16,940
Transfers of Care	1,997	48	-	-	-	-	2,045
Prevention & Early Intervention	8,994	322	-	-	417	-150	9,583
Principal Social Worker, Practice and Safeguarding	1,300	31	-	45	240	-	1,616
Autism and Adult Support	1,231	27	303	13	-	-25	1,549
Carers	150	-	-	-	-	-	150
Finance Assessments	602	21	-	-	-	-	623
<i>Learning Disability Partnership</i>							
Head of Service	5,673	-	1,989	2	-	-986	6,678
LD - City, South and East Localities	36,905	214	-	963	-	-	38,082
LD - Hunts and Fenland Localities	30,107	126	-	865	-	-	31,098
LD - Young Adults Team	8,303	30	-	129	-	-	8,462
In House Provider Services	7,137	199	-	-	-	-	7,336
NHS Contribution to Pooled Budget	-20,272	-110	-	-450	-	-	-20,832
<i>Older People and Physical Disability Services</i>							
Physical Disabilities	12,495	33	740	358	-	200	13,826
OP - City & South Locality	22,751	2,207	1,718	615	107	-98	27,300
OP - East Cambs Locality	9,056	305	1,009	285	-	-97	10,558
OP - Fenland Locality	10,740	529	1,083	350	-	-62	12,640
OP - Hunts Locality	13,371	922	1,327	377	-	-46	15,951
<i>Mental Health</i>							
Mental Health Central	1,863	18	-	-	-	-	1,881
Adult Mental Health Localities	5,504	28	212	94	-	-87	5,751
Older People Mental Health	6,271	215	305	125	-	-27	6,889
Subtotal Director of Adults and Safeguarding	141,499	6,246	11,825	4,422	857	-603	164,246
Director of Commissioning							
Strategic Management - Commissioning	234	2	-	-	-	-	236
Access to Resource & Quality	1,247	36	-	-	-	-	1,283
Local Assistance Scheme	300	-	-	-	-	-	300
<i>Adults Commissioning</i>							
Central Commissioning - Adults	11,997	71	-	63	-	174	12,305
Integrated Community Equipment Service	1,070	18	32	-	-	-	1,120
Mental Health Commissioning	3,729	8	-	-	-	-	3,737
<i>Childrens Commissioning</i>							
Children in Care Placements	21,703	433	188	-	-	-1,246	21,078
Commissioning Services	245	-	-	-	-	-	245
Subtotal Director of Commissioning	40,525	568	220	63	-	-1,072	40,304

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Budget Period: 2021-22

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Director of Communities and Partnerships							
Strategic Management - Communities and Partnerships	181	4	-	-	-	-200	-15
Public Library Services	3,445	98	-	49	-	-	3,592
Cambridgeshire Skills	-	-	-	-	-	-	-
Archives	368	11	-	-	-	-	379
Cultural Services	109	4	-	-	-	-	113
Registration & Citizenship Services	-640	36	-	-	-	129	-475
Coroners	1,533	28	55	-37	-	-	1,579
Trading Standards	694	-	-	-	-	-	694
Domestic Abuse and Sexual Violence Service	844	20	74	-	-	-	938
Think Communities	469	15	-	-	-	-	484
Youth and Community Services	377	16	-	-	-	-	393
Subtotal Director of Communities and Partnerships	7,380	232	129	12	-	-71	7,682
Director of Children & Safeguarding							
Strategic Management - Children & Safeguarding	3,055	135	-	-	-	-250	2,940
Safeguarding and Quality Assurance	2,395	46	-	-85	-	-	2,356
Children in Care	13,353	275	58	-	-	-300	13,386
Integrated Front Door	2,013	60	-	-	-	-	2,073
Children's Disability Service	6,699	114	81	-	-	-50	6,844
Children's Centres Strategy	-170	-	-	-	-	-	-170
Support to Parents	61	11	-	-	-	-	72
Adoption	6,106	125	263	-	-	-500	5,994
Legal Proceedings	2,010	40	-	-	-	-	2,050
Youth Offending Service	1,112	46	-	-	-	-	1,158
<i>District Delivery Service</i>							
Safeguarding Hunts and Fenland	3,776	77	-	-	-	-	3,853
Safeguarding East & South Cambs and Cambridge	2,716	93	-	-	-	1,600	4,409
Early Help District Delivery Service - North	4,459	147	-	-	-	-	4,606
Early Help District Delivery Service - South	4,679	158	-	-	-	-	4,837
Subtotal Director of Children & Safeguarding	52,264	1,327	402	-85	-	500	54,408
Director of Education							
Strategic Management - Education	888	33	-	-	-	533	1,454
Early Years Service	2,257	33	-	-	-	-	2,290
School Improvement Service	1,009	24	-	-	-	-	1,033
Schools Partnership Service	566	26	-	-	-	-	592
Outdoor Education (includes Grafham Water)	-77	-	-	-	-	-	-77
Cambridgeshire Music	-	-	-	-	-	-	-
Redundancy & Teachers Pensions	2,896	-15	-	-	-	-	2,881

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Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<i>SEND Specialist Services (0 - 25 years)</i>							
SEND Specialist Services	11,227	76	-	-	-	-	11,303
Funding to Special Schools and Units	32,404	-	-	-	-	-	32,404
High Needs Top Up Funding	25,657	-	-	-	-	-	25,657
SEN Placements	11,306	-	-	-	-	-	11,306
Out of School Tuition	4,084	-	-	-	-	-	4,084
Alternative Provision and Inclusion	7,103	2	-	-	-	-	7,105
SEND Financing - DSG	-12,744	-	-	-	-	-	-12,744
<i>0-19 Place Planning & Organisation Service</i>							
0-19 Organisation & Planning	3,268	28	-	-	-	-	3,296
Education Capital	179	2	-	-	-	-	181
Home to School Transport - Special	12,013	408	1,649	800	-	-	14,870
Children in Care Transport	1,785	58	47	-	-	-300	1,590
Home to School Transport - Mainstream	9,482	306	345	200	-	-	10,333
Subtotal Director of Education	113,303	981	2,041	1,000	-	233	117,558
Executive Director							
P&C Executive Director	992	18	-	500	-	-	1,510
Central Financing	90	-	-	-	-	-	91
Subtotal Executive Director	1,082	18	-	500	-	-	1,601
DSG Adjustment	-81,977	-	-	-	-	-	-81,977
P&C BUDGET TOTAL	274,076	9,372	14,617	5,912	857	-1,013	303,822

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Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
1	OPENING GROSS EXPENDITURE	461,304	501,515	521,696	544,168	566,793		
A/R.1.001	Permanent Virements and budget preparation adjustments	2,814	-	-	-	-	Increase in expenditure budgets (compared to published 2020-25 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2020-21.	Adults, C&YP
A/R.1.002	Transfer of Traded Services from C&I	3,668	-	-	-	-	- Transfer of Traded Services from C&I to P&C.	Adults, C&YP
A/R.1.003	Base Adjustment - High Needs Block DSG	6,128	-	-	-	-	- Increase in High Needs Block DSG (Dedicated Schools grant) baseline managed within P&C, following increases in funding and transfers from Schools Block in 2020/21.	C&YP
A/R.1.004	Transferred Function - Independent Living Fund (ILF)	-34	-	-	-	-	- The ILF, a central government funded scheme supporting care needs, closed in 2015. Since then the local authority has been responsible for meeting eligible social care needs for former ILF clients. The government has told us that their grant will be based on a 5% reduction in the number of users accessing the service each year, with none remaining past 2021/22.	Adults
A/R.1.008	Transferred Function - Repatriation of Financial Assessments Team	602	-	-	-	-	- Repatriation of Financial Assessments Team from LGSS to P&C	Adults
A/R.1.009	Transferred Function - Joint Recruitment Team	-290	-	-	-	-	- Transfer of the cross-function Recruitment Team to HR within Corporate Services	Adults, C&YP
A/R.1.010	Increase in expenditure funded from ringfenced grants	-1,600	-	-	-	-	- Increase in expenditure budgets funded from ringfenced grants (compared to published 2020-25 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2020-21.	C&P, C&YP, Adults
A/R.1.011	Base adjustment - Increase in Retained Duties grant	382	-	-	-	-	- Budget increase funded by increase in Retained Duties grant.	C&YP
1.999	REVISED OPENING GROSS EXPENDITURE	472,974	501,515	521,696	544,168	566,793		
2	INFLATION							
A/R.2.001	Centrally funded inflation - Staff pay and employment costs	2,654	1,928	1,928	1,928	1,928	Forecast pressure from inflation relating to pay and employment costs. 2% pay inflation has been budgeted for years 1 and 2, with 1% for years 3-5.	C&P, C&YP, Adults
A/R.2.002	Centrally funded inflation - Care Providers	3,375	787	2,158	2,223	2,290	Forecast pressure from general inflation relating to care providers, particularly on residential and nursing care for older people, which has seen around 7% of inflation through 2019/20 and 2020/21. Further pressure funding is provided below to enable the cost of the rising minimum wage to be factored into rates paid to providers. This line includes a challenging trajectory to bring care home inflation back to RPI by 2024/25.	Adults, C&YP
A/R.2.003	Centrally funded inflation - Children in Care placements	639	653	666	680	694	Inflation is currently forecast at 1.8%.	C&YP
A/R.2.004	Centrally funded inflation - Transport	770	497	507	517	527	Forecast pressure for inflation relating to transport. This is estimated at 3.2%.	C&YP
A/R.2.005	Centrally funded inflation - Miscellaneous other budgets	1,503	1,454	658	675	692	Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 0.2% increase.	C&P, C&YP, Adults
A/R.2.006	Centrally funded inflation - Recommissioning of existing blocks	927	975	-	-	-	- The Council's 360 historic block residential and nursing beds are reaching the end of the original contract period and need to be recommissioned. These beds are below the current market rate because of fixed uplifts over the contract life. While this has saved the council money, when recommissioned these beds will likely cost similar to current market rates, and so result in a pressure. If this was not done, the cost of 360 spot beds would be higher, and would be subject to greater inflationary increases each year.	Adults
2.999	Subtotal Inflation	9,868	6,294	5,917	6,023	6,131		

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Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
3	DEMOGRAPHY AND DEMAND							
A/R.3.002	Funding for additional Physical Disabilities demand	740	717	658	618	415	The needs of people with physical disabilities are increasing and so care packages are becoming more complex. In particular, more hours of domiciliary care are being provided per person, and there is expected to be a rise in the number of residential placements. Funding has been redirected from the Older People's demand bid to allow service users over 65 to continue being supported within the Physical Disabilities service.	Adults
A/R.3.003	Additional funding for Autism and Adult Support demand	303	264	269	274	280	Additional funding to ensure we meet the rising level of needs amongst people with autism and other vulnerable people. It is expected that 33 people will enter this service in 2021/22 with 8 leaving and so, based on the anticipated average cost, we are investing an additional £195k to ensure we give them the help they need. We are also investing an additional £64k to meet the increasing complexity in the needs of the people already cared for by the service and a further £45k to employ an additional social worker to help the team manage an unprecedented increase in the number of people accessing the service. This brings the total demand funding requested to £303k for 2021/22.	Adults
A/R.3.004	Additional funding for Learning Disability Partnership (LDP) demand	1,989	1,972	2,041	2,112	2,186	Additional funding to ensure we meet the rising level of needs amongst people with learning disabilities - We need to invest an additional £707k in 2021/22 to provide care for a projected 51 new service users (primarily young people) who outnumber the number of people leaving services. We also need to invest £1,768k in the increasing needs of existing service users and the higher complexity we are seeing in adults over age 25. A further £83k is need to increase the number of social workers, which has remained static for a number of years as service user numbers have increased. We're therefore allocating a total of £1,989k as the council's share to this pooled budget to ensure we provide the right care for people with learning disabilities.	Adults
A/R.3.005	Funding for Adult Mental Health Demand	212	217	204	189	191	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, and we estimate that numbers will increase by about 1.5% each year. Some account is taken of the recovery over time of clients in receipt of section 117 aftercare and the additional demand this is placing on social care funding streams. This work has supported the case for additional funding of £212k in 2021-22 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.006	Additional funding for Older People demand	5,137	5,526	6,091	6,105	5,980	Additional funding to ensure we meet the increased demand for care amongst older people, providing care at home as well as residential and nursing placements. Population growth in Cambridgeshire and the fact that people are living longer results in steeply increasing numbers of older people requiring care. We estimate that numbers will increase by around 5.6% each year and the current pattern of activity and expenditure is modelled forward to estimate the additional budget requirement for each age group and type of care. Account is then taken of increasing complexity of cases coming through the service. This work has supported the case for additional funding of £5,137k in 2021-22 to ensure we can continue to provide the care for people who need it.	Adults

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
A/R.3.007	Funding for Older People Mental Health Demand	305	313	328	341	352	Additional funding to ensure we meet the increased demand for care amongst older people with mental health needs, providing care at home as well as residential and nursing placements. The current pattern of activity and expenditure is modelled forward using population forecasts to estimate the additional budget requirement for each age group and type of care. We estimate that numbers will increase by about 3.3% each year. Some account is then taken of the recovery over time of clients in receipt of section 117 aftercare and the additional demand this is placing on social care funding streams. This work has supported the case for additional funding of £305k in 2021-22 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.008	Home to school transport mainstream	270	331	317	193	173	Additional funding required to provide home to school transport for pupils attending mainstream schools. This additional funding is required due to the anticipated 2.8% increase in the number of pupils attending Cambridgeshire's schools in 2021-22.	C&YP
A/R.3.009	Home to school transport Children in Care	47	50	52	54	54	Additional funding required to provide home to school transport for Children in Care. This additional funding is required due to an anticipated 3.1% increase in the number of school-aged Children in Care in 2021-22.	C&YP
A/R.3.010	Funding for Home to School Special Transport demand	1,510	1,688	1,888	2,110	2,360	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.	C&YP
A/R.3.011	Funding for rising numbers and need of Children in Care	246	950	980	1,010	1,042	Additional budget required to provide care for children who become looked after. As with many local authorities we have experienced a steady rise in the number of Children in Care in recent years, and an increase in the complexity of need and therefore the cost of suitable placements. The additional investment will ensure we can fully deliver our responsibilities as corporate parents and fund suitable foster, residential or other supported accommodation placements for all children entering care.	C&YP
A/R.3.016	Funding for additional Special Guardianship Orders demand costs	263	295	332	373	419	Additional funding required to cover the cost of placing children with extended family and other suitable guardians. For children who come into the care system we need to invest in guardianship placements which provide stable, loving and permanent care for these children.	C&YP
A/R.3.017	Funding for additional demand for Community Equipment	32	33	34	34	35	Over the last five years, our social work strategy has been successful in supporting a higher proportion of older people and people with disabilities to live at home (rather than requiring residential care). Additional funding is required to maintain the proportion of service users supported to live independently, through the provision of community equipment and home adaptations. This requirement is patent in the context of a rising population and the increasing complexity of the needs of the people in question.	Adults
A/R.3.018	Coroner Service	55	60	64	69	75	Extra costs associated with an increasing population and thus a higher number of deaths.	C&P
A/R.3.019	Children with Disabilities	81	85	89	93	97	Additional funding required for the increase in care packages provided for children and young people with disabilities under the age of 18 years.	C&YP
A/R.3.022	COVID Impact - Adult Social Care Demand	3,139	-514	-459	-345	-273	Adult social care is expected to face additional costs from Covid-19 mainly due to increased need over 2020/21. In older people, despite a reduction in people receiving care, more people are now receiving more expensive residential and nursing care than would otherwise have been the case. Within working age adults with disabilities, there has been some deconditioning over the pandemic period and more breakdowns in placements resulting in increased need. In addition, it is anticipated that need increase resulting from day centre closures and the need to maintain social distancing will result in additional pressure.	Adults
A/R.3.023	COVID Impact - Home to School Transport Mainstream demand	75	-75	-	-	-	It is assumed that additional costs for ensuring that no LA transport serves multiple schools will continue into summer term 2021.	C&YP

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Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
A/R.3.024	COVID Impact - Home to School Transport Special demand	139	-139	-	-	-	- It is assumed that some pupils at special schools will continue to travel in bubbles in the summer term of 2021.	C&YP
A/R.3.025	COVID Impact - Domestic Abuse Service	74	-74	-	-	-	- It is assumed that we will see increased referrals for Domestic Abuse services in 2021-22 requiring additional staffing capacity.	C&P
3.999	Subtotal Demography and Demand	14,617	11,699	12,888	13,230	13,386		
4	PRESSURES							
A/R.4.009	Impact of National Living Wage (NLW) on Adult Social Care Contracts	4,040	4,625	4,184	3,372	3,372	Following announcements in December 2019, the NLW rose by 51p to £8.72 per hour for 2020/21, and we expect further steady rises in future years taking the wage to £11.08 by 2025/26 based on Office for Budget Responsibility projections. This will have an impact on the cost of purchasing care from external providers. Our analysis suggests it will have between a 1% and 4% impact on costs depending on the type of care being purchased.	Adults
A/R.4.012	Sleep-ins	400	-	-	-	-	- Pressure due to the need, should the resolution to an ongoing court case require, to ensure external care providers are funded sufficiently to pay care staff at least the minimum wage for working hours spent sleeping. Currently a flat, per-night rate amounting to less than the minimum wage is commonly used.	Adults
A/R.4.013	Deprivation of Liberty Safeguards	45	-	-	-	-	- The council has seen rising costs due to the need to progress a large number of best interest assessments where people are subject to deprivation of liberty safeguards. This has resulted in an increased level of spend on independent assessors. As legislation changes over coming years, the level of resource needed will be kept under review.	Adults
A/R.4.022	Dedicated Schools Grant Contribution to Combined Budgets	500	750	250	-	-	- Based on historic levels of spend, an element of the Dedicated Schools Grant (DSG) spend is retained centrally and contributes to the overall funding for the LA. Schools Forum is required to approve the spend on an annual basis and, following national changes, these historic commitments/arrangements will unwind over time. This pressure reflects the reduction in the contribution to combined budgets, which is subject to an annual decision by Schools Forum.	C&YP
A/R.4.023	Libraries to serve new developments	49	-	50	50	-	- Revenue costs of providing library services to new communities.	C&P
A/R.4.028	Independent reviewing officers	-85	-	-	-	-	- Reversal of temporary investment into additional Independent Review Officer (IRO) capacity.	C&YP
A/R.4.029	Coroner Service	-37	-	-	-	-	- Reversal of temporarily funded posts in the Coroner Service.	C&P
A/R.4.032	Home to School Transport - Special	800	-	-	-	-	- A greater than anticipated increase in the number of pupils with Education, Health and Care Plans (EHCPs) requiring transport to school, especially in the post-19 cohort, has resulted in an ongoing pressure of £800k on the Home to School - Special budget.	C&YP
A/R.4.035	Home to School Transport - Mainstream	200	-	-	-	-	- Additional funding to cover inflationary market pressures in prior years.	C&YP
4.999	Subtotal Pressures	5,912	5,375	4,484	3,422	3,372		
5	INVESTMENTS							
A/R.5.001	Permanent Funding for Investments into Social Work	510	-	-	-	-	- As part of the Adults Positive Challenge Programme, a number of investments were made from the Transformation Fund to deliver an ambitious package of demand management measures. This funding in 2021/22 is to provide a permanent basis for those investments that will need to continue, particularly investment in additional staff and equipment in Technology Enabled Care, and the ongoing costs of a mobile working system for Reablement.	Adults
A/R.5.003	Flexible Shared Care Resource	-	174	-	-	-	- Ending of five year investment repayment period, for previous invest to save bid to bridge the gap between fostering, community support and residential provision. Investment repaid over 5 years, at £174k pa from 17/18 to 21/22, from savings in placement costs.	C&YP

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Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
		Outline Plans						
A/R.5.005	Investment in additional block beds	107	-	-	-	-	- Following review by Adults Committee, a large number of additional block beds are being commissioned to replace spot purchases. This investment is the small increase in cost that results as newly commissioned beds will replace older ones that had lower prices. Over the medium term, this will save the council money as price increases will be managed, reflected in saving A/R.6.185 below	Adults
A/R.5.006	Care Homes Team	240	-120	-120	-	-	- A two year pilot starting as part of the Covid response in October 2020, using a dedicated team of social workers to provide support to care homes.	Adults
A/R.5.008	Family Group Conferencing	-	250	-	-	-	- Permanent investment in Family Group Conferencing service to replace temporary grant funding.	C&YP
5.999	Subtotal Investments	857	304	-120				
6	SAVINGS Adults							
A/R.6.114	Learning Disabilities Commissioning	-250	-	-	-	-	- A programme of work commenced in Learning Disability Services in 2016/17 to ensure service-users had the appropriate level of care; some additional work remains, particularly focussing on high cost placements outside of Cambridgeshire and commissioning approaches, as well as the remaining part-year impact of savings made part-way through 2020/21, though at a lower level than originally anticipated.	Adults
A/R.6.174	Review of Supported Housing Commissioning	124	-	-	-	-	- An ambitious saving was included in the 2018-23 Business Plan linked to a review of commissioning arrangements for supported housing. In 2021/22 there remains £124k of this saving left. Due to Covid-19 and other changes in legislation, it is not possible to deliver the rest of this saving.	Adults
A/R.6.176	Adults Positive Challenge Programme	1,095	-100	-100	-	-	- Through the Adults Positive Challenge Programme, the County Council has set out to design a new service model for Adult Social Care, which will continue to improve outcomes whilst also being financially sustainable in the face of the huge pressure on the sector. This programme had a savings target of £7.6m over two years, but delivery in 2020/21 was severely impacted by Covid-19. A full review of what opportunities identified by the programme remain deliverable has taken place, with estimates suggesting part of the saving is permanently impaired. In later years, the Preparing for Adulthood workstream will continue to have an effect by reducing the level of demand on services from young people transitioning into adulthood.	Adults
A/R.6.177	Cambridgeshire Lifeline Project	-	-10	-122	-50	-	- The aim of this project is for Cambridgeshire Technology Enabled Care (TEC) to become a Lifeline provider so that the income from the charges to customers funds the provision of the Lifeline service, as well as additional savings.	Adults
A/R.6.179	Mental Health Commissioning	-24	-24	-	-	-	- A retender of supported living contracts gives an opportunity to increase capacity and prevent escalation to higher cost services, over several years. In addition, a number of contract changes took place in 2019/20 that have enabled a saving to be taken.	Adults
A/R.6.180	Review of commissioning approaches for accommodation based care	-	-350	-375	-	-	- We are exploring alternative models of delivery for residential and nursing care provision, including a tenancy based model that should deliver savings to the council.	Adults
A/R.6.181	Review of commissioned domiciliary care	300	-	-	-	-	- A saving was identified for 2020/21 around reviewing packages of domiciliary care to ensure that they were appropriate to meet people's needs. Following the impact of the Covid-19 pandemic, this saving is no longer achievable. The pandemic has highlighted that domiciliary care needs to be commissioned in a more outcomes focussed way, which minimises the savings opportunity originally identified. A further efficiency should be achieved once outcome focussed commissioning is established.	Adults

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Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
A/R.6.185	Additional block beds - inflation saving	-682	-200	-	-	-	- Through commissioning additional block beds, referred to in A/R.5.005, we can reduce the amount of inflation funding needed for residential and nursing care. Block contracts have set uplifts each year, rather than seeing inflationary increases each time new spot places are commissioned.	Adults
A/R.6.186	Adult Social Care Transport	-250	-	-	-	-	- Savings can be made in transport costs through a project to review commissioning arrangements, best value, route optimisation and demand management opportunities. This may require transformation funded resource to achieve fully.	Adults
A/R.6.187	Additional vacancy factor	-150	-	-	-	-	- Whilst effort is made to ensure all critical posts are filled within People and Communities, slippage in staffing spend always occurs. For many years, a vacancy factor has existed in P&C budgets to account for this; following a review of the level of vacancy savings achieved in recent years we are able to increase that vacancy factor.	Adults
A/R.6.188	Micro-enterprises Support	-30	-133	-	-	-	- Transformation funding has been agreed for new approach to supporting the care market, focussing on using micro-enterprises to enable a more local approach to domiciliary care and personal assistants. As well as benefits to an increased local approach and competition, this work should result in a lower cost of care overall.	Adults
A/R.6.189	Learning Disability Partnership Pooled Budget Rebaselining	-	-2,574	-	-	-	- The Learning Disability Partnership is a pooled budget with the NHS covering most spend on people with learning disabilities by the NHS and Council in Cambridgeshire. In November 2019, Adults Committee agreed funding for a programme of work to review the relative health and social care needs of people with learning disabilities to establish if the Council and NHS contributions to the pool should be rebaselined. While this work has been delayed due to Covid and is now expected to be completed in 2021/22, early work on a sample of cases suggests a rebaselining will likely be in the Council's favour. This line is based on the outcomes for that sample being representative, with some dampening.	Adults
A/R.6.210	C&YP Unaccompanied Asylum Seeking Young People: Support Costs	-300	-	-	-	-	- During 2020/21, the Government increased the weekly amount it provides to local authorities to support unaccompanied asylum seeking young people. This means that the grant now covers more of the costs of meeting the accommodation and support needs of unaccompanied asylum seeking young people and care leavers. Accordingly, it is possible to make a saving in the contribution to these costs that the Council has historically made from core budgets of £300K per annum. Also the service has worked to ensure that placement costs are kept a minimum, without compromising quality, and that young people move from their 'care' placement promptly at age 18 to appropriately supported housing provision.	C&YP
A/R.6.211	Adoption and Special Guardianship Order Allowances	-500	-	-	-	-	- A reduction in the number of children coming into care due to implementation of the Family Safeguarding model and less active care proceedings, means that there are fewer children progressing to adoption or to permanent arrangements with relatives under Special Guardianship Orders. This in turn means that there are fewer carers who require and/or are entitled to receiving financial support in the form of adoption and Special Guardianship Order allowances.	C&YP
A/R.6.212	Clinical Services; Children and young people	-250	-	-	-	-	- Changes to the clinical offer will include a reduction in clinical staff input in the Family Safeguarding Service (previously social work Units) due to changes resulting from the implementation of the Family Safeguarding model, including the introduction of non-case holding Team Managers and Adult practitioners. Additional investment is to be made in developing a shared clinical service for Cambridgeshire and Peterborough for corporate parenting, however a residual saving of £250k can be released. In 2022-23 this will be re-invested in the Family Group Conferencing Service (see proposal A/R.5.008)	C&YP

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Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
A/R.6.255	Children in Care - Placement composition and reduction in numbers	-246	-	-	-	-	- Through a mixture of continued recruitment of our own foster carers (thus reducing our use of Independent Foster Agencies) and a reduction in overall numbers of children in care, overall costs of looking after children and young people can be reduced in 2021/22.	C&YP
A/R.6.266	Children in Care Stretch Target - Demand Management	-1,000	-	-	-	-	- Please see A/R.6.255 above.	C&YP
A/R.6.267	Children's Disability 0-25 Service	-50	-100	-100	-	-	- The Children's Disability 0-25 service has been restructured into teams (from units) to align with the structure in the rest of children's social care. This has released a £50k saving on staffing budgets. In future years, ways to reduce expenditure on providing services to children will be explored in order to bring our costs down to a level closer to that of our statistical neighbours.	C&YP
A/R.6.268	Transport - Children in Care	-300	-	-	-	-	- The impact of ongoing process improvements in the commissioning of transport for children in care.	C&YP
A/R.6.269	C&P Communities and Partnership Review	-200	-	-	-	-	- A review of services within C&P where efficiencies, or increased income, can be found.	C&P
6.999	Subtotal Savings	-2,713	-3,491	-697	-50	-		
	TOTAL GROSS EXPENDITURE	501,515	521,696	544,168	566,793	589,682		
7	FEES, CHARGES & RING-FENCED GRANTS							
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-186,208	-197,693	-198,551	-199,231	-199,738	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	C&P, C&YP, Adults
A/R.7.002	Changes to fees and charges compared to 2021-21	-2,900	-	-	-	-	- Adjustment for changes to income expectation from decisions made during budget preparation period and permanent changes made during 2020-21.	Adults, C&YP
A/R.7.003	Fees and charges inflation	-495	-504	-501	-507	-514	Increase in external charges to reflect inflation pressures on the costs of services.	C&P, C&YP, Adults
A/R.7.004	Transfer of Traded Services income from C&I to P&C	-3,740	-	-	-	-	- Transfer of Traded Services income from C&I to P&C	Adults, C&YP
A/R.7.005	Transferred Function - Joint Recruitment Team	78	-	-	-	-	- Transfer of the cross-function Recruitment Team from P&C to HR within Corporate Services	Adults
	Changes to fees & charges							
A/R.7.107	COVID Impact - Education income	107	-107	-	-	-	- It is assumed that there will be a reduction in various traded income streams across Education.	C&YP
A/R.7.108	COVID Impact - Outdoor Centres	378	-264	-114	-	-	- We expect some reduction in the level of income received across the Cambridgeshire Outdoor Centres.	C&YP
A/R.7.109	COVID Impact - School Absence Penalty Notices	48	-48	-	-	-	- We are anticipating a small reduction in penalty notice income.	C&YP
A/R.7.110	COVID Impact - Registration Service	129	-64	-65	-	-	- It is assumed that we will see a reduced number of weddings and civil partnerships in the early part of 2021-22 resulting in a corresponding reduction in income.	C&P
A/R.7.111	Client Contributions Policy Changes	-562	-164	-	-	-	- The contributions policy for adult social care was revised by Adults Committee in 2020. This line reflects the additional income into 2022/23 as reassessments are carried out, including a projected re-phasing needed due to the impact of Covid on the reassessment plan.	Adults
	Changes to ring-fenced grants							
A/R.7.201	Change in Public Health Grant	-	293	-	-	-	- Change in ring-fenced Public Health grant to reflect expected treatment as a corporate grant from 2022-23, due to removal of ring-fence.	C&P, C&YP, Adults
A/R.7.205	Strengthening Families Protecting Children Grant	1,600	-	-	-	-	- To improve work with families and safely reduce the number of children entering care through adopting the Family Safeguarding approach	C&YP
A/R.7.209	High Needs Block DSG funding	-6,128	-	-	-	-	- Revised High Needs Block Dedicated schools grant (DSG) baseline, following increases in funding and transfers from Schools Block in 2020/21.	C&YP
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-197,693	-198,551	-199,231	-199,738	-200,252		

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Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans		Outline Plans			Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
	TOTAL NET EXPENDITURE	303,822	323,145	344,937	367,055	389,430		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
A/R.8.001	Budget Allocation	-303,822	-323,145	-344,937	-367,055	-389,430	Net spend funded from general grants, business rates and Council Tax.	C&P, C&YP, Adults
A/R.8.002	Fees & Charges	-68,107	-69,258	-69,938	-70,445	-70,959	Fees and charges for the provision of services.	C&P, C&YP, Adults
A/R.8.003	Expected income from Cambridgeshire Maintained Schools	-7,783	-7,783	-7,783	-7,783	-7,783	Expected income from Cambridgeshire maintained schools.	C&YP
A/R.8.004	Dedicated Schools Grant (DSG)	-81,977	-81,977	-81,977	-81,977	-81,977	Elements of the DSG centrally managed by P&C to support High Needs and central services.	C&YP
A/R.8.005	Better Care Fund (BCF) Allocation for Social Care	-16,950	-16,950	-16,950	-16,950	-16,950	The NHS and County Council pool budgets through the Better Care Fund (BCF), promoting joint working. This line shows the revenue funding flowing from the BCF into Social Care.	Adults
A/R.8.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500	Youth Justice Board Good Practice Grant.	C&YP
A/R.8.009	Social Care in Prisons Grant	-339	-339	-339	-339	-339	Care Act New Burdens funding.	Adults
A/R.8.011	Improved Better Care Fund	-14,725	-14,725	-14,725	-14,725	-14,725	Improved Better Care Fund grant.	Adults
A/R.8.012	Education and Skills Funding Agency Grant	-2,080	-2,080	-2,080	-2,080	-2,080	Ring-fenced grant funding for the Adult Learning and Skills service.	C&P
A/R.8.015	Staying Put Implementation Grant	-175	-175	-175	-175	-175	DfE funding to support young people to continue to live with their former foster carers once they turn 18	C&YP
A/R.8.016	Unaccompanied Asylum Seeking Children (UASC)	-3,400	-3,400	-3,400	-3,400	-3,400	Home Office funding to reimburse costs incurred in supporting and caring for unaccompanied asylum seeking children	C&YP
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	C&YP
A/R.8.401	Public Health Funding	-293	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	C&P, C&YP, Adults
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-501,515	-521,696	-544,168	-566,793	-589,682		

Section 3 - B: Place & Economy

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

Budget Period: 2021-22 to 2025-26

Net Revised Opening Budget 2020-21 £000	Policy Line	Gross Budget 2021-22 £000	Fees, Charges & Ring-fenced Grants 2021-22 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000
-8,421	Executive Director P&E Executive Director	900	-9,580	-8,680	-8,680	-8,680	-8,680	-8,680
-8,421	Subtotal Executive Director	900	-9,580	-8,680	-8,680	-8,680	-8,680	-8,680
	Highways							
160	Asst Dir - Highways	164	-	164	164	164	164	164
9,137	Local Infrastructure Maintenance and Improvement	10,782	-136	10,646	11,646	12,646	13,646	13,646
-165	Traffic Management	3,619	-3,199	420	118	-183	-183	-183
487	Road Safety	906	-403	503	623	623	623	623
6,358	Street Lighting	10,668	-4,019	6,649	6,653	6,653	6,653	6,653
461	Highways Asset Management	1,101	-535	566	516	466	466	466
-	- Parking Enforcement	6,719	-5,219	1,500	750	-	-	-
2,664	Winter Maintenance	2,744	-	2,744	2,744	2,744	2,744	2,744
7	Bus Operations including Park & Ride	1,420	-713	707	357	7	7	7
19,109	Subtotal Highways	38,123	-14,224	23,899	23,571	23,120	24,120	24,120
	Passenger Transport							
2,653	Community Transport	3,638	-920	2,718	2,718	2,718	2,718	2,718
4,663	Concessionary Fares	4,770	-17	4,753	4,753	4,753	4,753	4,753
7,316	Subtotal Passenger Transport	8,408	-937	7,471	7,471	7,471	7,471	7,471
	Environment & Commercial Services							
381	County Planning, Minerals & Waste	634	-193	441	386	331	331	331
50	Historic Environment	419	-266	153	103	53	53	53
425	Flood Risk Management	933	-508	425	425	425	425	425
33	Energy Projects Director	206	-172	34	34	34	34	34
115	Energy Programme Manager	156	-38	118	118	118	118	118
35,388	Waste Management	41,335	-4,164	37,171	37,442	37,740	38,008	38,248
36,392	Subtotal Environment & Commercial Services	43,683	-5,341	38,342	38,508	38,701	38,969	39,209

Section 3 - B: Place & Economy

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

Budget Period: 2021-22 to 2025-26

Net Revised Opening Budget 2020-21 £000	Policy Line	Gross Budget 2021-22 £000	Fees, Charges & Ring-fenced Grants 2021-22 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000
	Infrastructure & Growth							
162	Asst Dir - Infrastructure & Growth	166	-	166	166	166	166	166
1,300	Major Infrastructure Delivery	1,573	-273	1,300	-	-	-	-
34	Transport Strategy and Policy	39	-	39	39	39	39	39
557	Growth & Development	813	-246	567	567	567	567	567
-	Highways Development Management	1,310	-1,310	-	-	-	-	-
2,053	Subtotal Infrastructure & Growth	3,901	-1,829	2,072	772	772	772	772
	Future Years							
-	Inflation	-	-	-	1,985	4,081	6,231	8,463
-	Savings	-	-	-				
56,449	P&E BUDGET TOTAL	95,015	-31,911	63,104	63,627	65,465	68,883	71,355

Section 3 - B: Place & Economy

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Executive Director							
P&E Executive Director	-8,421	-260	-	-	-	-	-8,680
Subtotal Executive Director	-8,421	-260	-	-	-	-	-8,680
Highways							
Asst Dir - Highways	160	4	-	-	-	-	164
Local Infrastructure Maintenance and Improvement	9,137	509	-	-	1,000	-	10,646
Traffic Management	-165	-14	-	-	-	599	420
Road Safety	487	16	-	-	-	-	503
Street Lighting	6,358	289	-	-	-	2	6,649
Highways Asset Management	461	5	-	-	-	100	566
Parking Enforcement	-	-	-	-	-	1,500	1,500
Winter Maintenance	2,664	93	-	-	4	-17	2,744
Bus Operations including Park & Ride	7	-	-	-	-	700	707
Subtotal Highways	19,109	902	-	-	1,004	2,884	23,899
Passenger Transport							
Community Transport	2,653	65	-	-	-	-	2,718
Concessionary Fares	4,663	90	-	-	-	-	4,753
Subtotal Passenger Transport	7,316	155	-	-	-	-	7,471
Environment & Commercial Services							
County Planning, Minerals & Waste	381	4	-	-54	-	110	441
Historic Environment	50	3	-	-	-	100	153
Flood Risk Management	425	-	-	-	-	-	425
Energy Projects Director	33	1	-	-	-	-	34
Energy Programme Manager	115	3	-	-	-	-	118
Waste Management	35,388	1,003	780	-	-	-	37,171
Subtotal Environment & Commercial Services	36,392	1,014	780	-54	-	210	38,342

Section 3 - B: Place & Economy

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Infrastructure & Growth							
Asst Dir - Infrastructure & Growth	162	4	-	-	-	-	166
Major Infrastructure Delivery	1,300	-	-	-	-	-	1,300
Transport Strategy and Policy	34	5	-	-	-	-	39
Growth & Development	557	10	-	-	-	-	567
Highways Development Management	-	-	-	-	-	-	-
Subtotal Infrastructure & Growth	2,053	19	-	-	-	-	2,072
P&E BUDGET TOTAL	56,449	1,830	780	-54	1,004	3,094	63,104

Section 3 - B: Place and Economy

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
1	OPENING GROSS EXPENDITURE	90,241	95,015	97,280	100,982	104,715		
B/R.1.001	Base adjustments	778	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2020-21.	E&S, H&T
1.999	REVISED OPENING GROSS EXPENDITURE	91,019	95,015	97,280	100,982	104,715		
2	INFLATION							
B/R.2.001	Inflation	2,285	2,290	2,404	2,465	2,555	Some County Council services have higher rates of inflation than the national level. For example, this is due to factors such as increasing oil costs that feed through into services like road repairs. This overall figure comes from an assessment of likely inflation in all P&E services.	E&S, H&T
2.999	Subtotal Inflation	2,285	2,290	2,404	2,465	2,555		
3	DEMOGRAPHY AND DEMAND							
B/R.3.007	Waste Disposal	142	271	298	268	240	Extra cost of landfilling additional waste produced by an increasing population.	E&S
B/R.3.008	COVID Impact - Waste Disposal demand	638	-	-	-	-	- A mixture of pressures due to COVID. These include restricted use of Household Waste recycling centres, recycling levels higher than normal, a loss of trade waste income and possible shutdown of the Waste MBT plant due to COVID.	H&T
3.999	Subtotal Demography and Demand	780	271	298	268	240		
4	PRESSURES							
B/R.4.009	Cambridgeshire and Peterborough Minerals and Waste Local Plan	-54	-	-	-	-	- This is the removal of the short-term investment made in previous years. Work was undertaken on a new Minerals and Waste Plan with Peterborough City Council.	E&S
B/R.4.013	Guided Busway Defects	-	-1,300	-	-	-	- This is the removal of the short-term investment made in previous years. The Council is in dispute with the contractor over defects in the busway construction. This was to fund repairs to defects and legal costs in support of the Council's legal action against the Contractor. The Council expects to recover these costs.	H&T
4.999	Subtotal Pressures	-54	-1,300	-	-	-		
5	INVESTMENTS							
B/R.5.102	Investment in enhanced regional forecasting for gritting domains	4	-	-	-	-	- Investment to increase the number of forecasting domains for winter gritting. Linked to saving B/R.6.201.	H&T
B/R.5.104	Investment in Highways Services	1,000	1,000	1,000	1,000	-	- Investment in Highways Services to increase funding for proactive treatment and maintenance of roads, bridges and footpaths.	H&T
5.999	Subtotal Investments	1,004	1,000	1,000	1,000	-		
6	SAVINGS							
B/R.6.201	Review Winter Operations	-17	-	-	-	-	- Review Winter Operations	H&T
B/R.6.202	Removal of old VAS signs	-4	-	-	-	-	- Removal of old VAS signs	H&T
B/R.6.214	Street Lighting - contract synergies	2	4	-	-	-	- Every year the budget is changed to reflect the level of synergy savings which will be achieved from the joint contract. This will not lead to any reduction in street lighting provision.	H&T

Section 3 - B: Place and Economy

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
6.999	Subtotal Savings	-19	4	-	-	-		
	TOTAL GROSS EXPENDITURE	95,015	97,280	100,982	104,715	107,510		
7	FEES, CHARGES & RING-FENCED GRANTS							
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-33,771	-31,911	-33,653	-35,517	-35,832	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	E&S, H&T
B/R.7.002	Fees and charges inflation	-183	-129	-130	-134	-138	Additional income for increases to fees and charges in line with inflation, not including the effect of the Combined Authority Levy.	E&S, H&T
B/R.7.004	Inflation on Levy charged to the Combined Authority	-271	-176	-178	-181	-185	Inflation of the Combined Authority Levy - this is matched to the inflation in P&E expenditure for which the Combined Authority are billed.	H&T
B/R.7.006	Changes to fees, charges & ring-fenced grants	-799	-	-	-	-	- Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2020-21.	E&S, H&T
B/R.7.121	Changes to fees & charges COVID Impact - Park & Ride	300	-150	-150	-	-	- Government Covid grant to bus service operators ends and only a small recovery in Park & Ride contractual income and other ad hoc income.	H&T
B/R.7.122	COVID Impact - Guided Busway	400	-200	-200	-	-	- Government Covid grant to bus service operators ends and reduction in services.	H&T
B/R.7.123	COVID Impact - Traffic Management	603	-302	-301	-	-	- Expected reduction in traffic management service income including streetworks permits, licences and policy regulation fees.	H&T
B/R.7.124	COVID Impact - Parking	1,000	-500	-500	-	-	- Demand for on street parking expected to be less than previous years. Also less income from Parking enforcement.	H&T
B/R.7.125	COVID Impact - Bus Lane Enforcement	500	-250	-250	-	-	- Bus lane enforcement income projected to only recover to 75% of previous levels.	H&T
B/R.7.126	COVID Impact - Other	310	-155	-155	-	-	- Expected reduction in income including planning fees, planning monitoring income, search fees and income for historic environment services.	E&S
B/R.7.202	Changes to ring-fenced grants Change in Public Health Grant	-	120	-	-	-	- Change in ring-fenced Public Health grant to reflect change of function and expected treatment as a corporate grant from 2022-23 due to removal of ring-fence.	H&T
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-31,911	-33,653	-35,517	-35,832	-36,155		
	TOTAL NET EXPENDITURE	63,104	63,627	65,465	68,883	71,355		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
B/R.8.001	Budget Allocation	-63,104	-63,627	-65,465	-68,883	-71,355	Net spend funded from general grants, business rates and Council Tax.	E&S, H&T
B/R.8.002	Public Health Grant	-120	-	-	-	-	- Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	H&T
B/R.8.003	Fees & Charges	-25,023	-26,885	-28,749	-29,064	-29,387	Fees and charges for the provision of services.	E&S, H&T
B/R.8.004	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944	PFI Grant from DfT for the life of the project.	H&T
B/R.8.005	PFI Grant - Waste	-2,611	-2,611	-2,611	-2,611	-2,611	PFI Grant from DEFRA for the life of the project.	E&S
B/R.8.007	Bikeability Grant	-213	-213	-213	-213	-213	DfT funding for the Bikeability cycle training programme	H&T
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-95,015	-97,280	-100,982	-104,715	-107,510		

Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
Ongoing	137,740	75,977	10,424	12,589	14,180	14,185	14,185	-3,800
Committed Schemes	264,888	215,170	19,658	8,050	1,010	1,000	1,000	19,000
2019-2020 Starts	11,200	4,644	5,434	1,122	-	-	-	-
2020-2021 Starts	2,080	388	1,692	-	-	-	-	-
2021-2022 Starts	1,705	-	1,705	-	-	-	-	-
TOTAL BUDGET	417,613	296,179	38,913	21,761	15,190	15,185	15,185	15,200

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000	Committee
B/C.01	Integrated Transport												
B/C.1.002	Air Quality Monitoring	Funding towards supporting air quality monitoring work in relation to the road network with local authority partners across the county.		Ongoing	115	-	23	23	23	23	23	-	H&T
B/C.1.009	Major Scheme Development & Delivery	Resources to support the development and delivery of major schemes.		Ongoing	1,000	-	200	200	200	200	200	-	H&T
B/C.1.011	Local Infrastructure improvements	Provision of the Local Highway Improvement Initiative across the county, providing accessibility works such as disabled parking bays and provision of improvements to the Public Rights of Way network.		Ongoing	4,410	-	882	882	882	882	882	-	H&T
B/C.1.012	Safety Schemes	Investment in road safety engineering work at locations where there is strong evidence of a significantly high risk of injury crashes.		Ongoing	2,970	-	594	594	594	594	594	-	H&T
B/C.1.015	Strategy and Scheme Development work	Resources to support Transport & Infrastructure strategy and related work across the county, including long term strategies and District and Market Town Transport Strategies, as well as funding towards scheme development work.		Ongoing	1,725	-	345	345	345	345	345	-	H&T
B/C.1.019	Delivering the Transport Strategy Aims	Supporting the delivery of Transport Strategies and Market Town Transport Strategies to help improve accessibility and mitigate the impacts of growth.		Ongoing	6,572	-	1,188	1,346	1,346	1,346	1,346	-	H&T
B/C.1.020	Bar Hill to Northstowe cycle route	Bar Hill to Longstanton		2020-21	930	170	760	-	-	-	-	-	H&T
B/C.1.021	Girton to Oakington Cycle Route	Girton to Oakington Cycle Route		2020-21	1,000	200	800	-	-	-	-	-	H&T
B/C.1.022	Busway to Science Park cycle route	Busway to Science Park cycle route		2020-21	150	18	132	-	-	-	-	-	H&T
B/C.1.023	Boxworth to A14 Cycle Route	Boxworth to A14 Cycle Route		2021-22	550	-	550	-	-	-	-	-	H&T
B/C.1.024	Dry Drayton to NMU link cycle route	Dry Drayton to NMU link cycle route		2019-20	300	28	272	-	-	-	-	-	H&T
B/C.1.025	Hardwick path widening	Hardwick Path widening		2019-20	400	115	285	-	-	-	-	-	H&T

Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000	
B/C.1.026	Hilton to Fenstanton Cycle Route	Hilton to Fenstanton Cycle Route		2021-22	500	-	500	-	-	-	-	-	H&T
B/C.1.027	Buckden to Hinchingsbrooke cycle route	Buckden to Hinchingsbrooke cycle route funded by Highways England		2021-22	655	-	655	-	-	-	-	-	H&T
B/C.1.050	A14	Improvement of the A14 between Cambridge and Huntingdon. This is a scheme led by the Highways Agency but in order to secure delivery a local contribution to the total scheme cost, which is in excess of £1bn, is required. The Council element of this local contribution is £25m and it is proposed that it should be paid in equal instalments over a period of 25 years commencing in 2020. This is to be funded from within the Integrated Transport block, therefore a decision needs to be made as to which other schemes are reduced to fund this.		Committed	25,200	1,200	1,000	1,000	1,000	1,000	1,000	19,000	H&T
	Total - Integrated Transport				46,477	1,731	8,186	4,390	4,390	4,390	4,390	19,000	
B/C.02	Operating the Network												
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	Allows the highway network throughout the county to be maintained. With the significant backlog of works to our highways well documented, this fund is crucial in ensuring that we are able to maintain our transport links.		Ongoing	53,360	-	10,672	10,672	10,672	10,672	10,672	-	H&T
B/C.2.002	Rights of Way	Allows improvements to our Rights of Way network which provides an important local link in our transport network for communities.		Ongoing	700	-	140	140	140	140	140	-	H&T
B/C.2.004	Bridge strengthening	Bridges form a vital part of the transport network. With many structures to maintain across the county it is important that we continue to ensure that the overall transport network can operate and our bridges are maintained.		Ongoing	12,820	-	2,564	2,564	2,564	2,564	2,564	-	H&T
B/C.2.005	Traffic Signal Replacement	Traffic signals are a vital part of managing traffic throughout the county. Many signals require to be upgraded to help improve traffic flow and ensure that all road users are able to safely use the transport network.		Ongoing	4,250	-	850	850	850	850	850	-	H&T
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre	The Integrated Highways Management Centre (IHMC) collects, processes and shares real time travel information to local residents, businesses and communities within Cambridgeshire. In emergency situations the IHMC provides information to ensure that the impact on our transport network is mitigated and managed.		Ongoing	1,000	-	200	200	200	200	200	-	H&T

Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
B/C.2.007	Smarter Travel Management - Real Time Bus Information	Provision of real time passenger information for the bus network.		Ongoing	825	-	165	165	165	165	165	-
	Total - Operating the Network				72,955	-	14,591	14,591	14,591	14,591	14,591	-
B/C.03	Highways											
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	This fund allows the Council to increase its investment in the transport network throughout the county. With the significant backlog of works to our transport network well documented, this fund is crucial in ensuring that we reduce the rate of deterioration of our highways.		Ongoing	78,700	75,977	2,723	-	-	-	-	-
	Total - Highways				78,700	75,977	2,723	-	-	-	-	-
B/C.04	Infrastructure & Growth											
B/C.4.001	Ely Bypass	The project has now been completed and the brand-new bypass opened to traffic on 31 October 2018.		Committed	49,006	48,975	18	3	10	-	-	-
B/C.4.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	149,791	145,612	4,179	-	-	-	-	-
B/C.4.023	King's Dyke	The level crossing at King's Dyke between Whittlesey and Peterborough has long been a problem for people using the A605. The downtime of the barriers at the crossing causes traffic to queue for significant periods of time and this situation will get worse as rail traffic increases along the Ely to Peterborough railway line in the future. The issue is also made worse during the winter months as the B1040 at North Bank often floods, leading to its closure and therefore increasing traffic use of the A605 across King's Dyke.		Committed	33,500	18,895	10,900	3,705	-	-	-	-
B/C.4.025	Wisbech Town Centre Access Study	Wisbech Town Centre Access Study - fully funded by CPCA		2019-20	10,500	4,501	4,877	1,122	-	-	-	-
	Total - Infrastructure & Growth				242,797	217,983	19,974	4,830	10	-	-	-
B/C.05	Environment & Commercial Services											
B/C.5.012	Confidential Scheme	Confidential Scheme		Committed	6,921	488	3,188	3,245	-	-	-	-
	Total - Environment & Commercial Services				6,921	488	3,188	3,245	-	-	-	-

Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000	
B/C.07 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	-30,707	-	-10,122	-5,392	-3,801	-3,796	-3,796	-3,800	E&S, H&T
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.		Committed	470	-	373	97	-	-	-	-	E&S, H&T
	Total - Capital Programme Variation				-30,237	-	-9,749	-5,295	-3,801	-3,796	-3,796	-3,800	
	TOTAL BUDGET				417,613	296,179	38,913	21,761	15,190	15,185	15,185	15,200	

Funding	Total Funding £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
Government Approved Funding								
Department for Transport	171,401	99,742	16,537	16,972	13,980	13,985	13,985	-3,800
Specific Grants	40,500	34,501	4,877	1,122	-	-	-	-
Total - Government Approved Funding	211,901	134,243	21,414	18,094	13,980	13,985	13,985	-3,800
Locally Generated Funding								
Agreed Developer Contributions	16,085	14,799	1,286	-	-	-	-	-
Anticipated Developer Contributions	15,238	969	3,772	787	1,010	1,000	1,000	6,700
Prudential Borrowing	139,595	119,647	4,698	2,950	-	-	-	12,300
Other Contributions	34,794	26,521	7,743	-70	200	200	200	-
Total - Locally Generated Funding	205,712	161,936	17,499	3,667	1,210	1,200	1,200	19,000
TOTAL FUNDING	417,613	296,179	38,913	21,761	15,190	15,185	15,185	15,200

Section 3 - B: Place and Economy

Table 5: Capital Programme - Funding

Budget Period: 2021-22 to 2030-31

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	137,740	76,159	-1,532	-2,914	-	66,027
Committed Schemes	264,888	124,667	31,323	35,328	-	73,568
2019-2020 Starts	11,200	11,075	-	125	-	-
2020-2021 Starts	2,080	-	1,530	550	-	-
2021-2022 Starts	1,705	-	-	1,705	-	-
TOTAL BUDGET	417,613	211,901	31,323	34,794	-	139,595

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	Committee
B/C.01	Integrated Transport										
B/C.1.002	Air Quality Monitoring			- Ongoing	115	115	-	-	-	-	H&T
B/C.1.009	Major Scheme Development & Delivery			- Ongoing	1,000	1,000	-	-	-	-	H&T
B/C.1.011	Local Infrastructure improvements			- Ongoing	4,410	3,410	-	1,000	-	-	H&T
B/C.1.012	Safety Schemes			- Ongoing	2,970	2,970	-	-	-	-	H&T
B/C.1.015	Strategy and Scheme Development work			- Ongoing	1,725	1,725	-	-	-	-	H&T
B/C.1.019	Delivering the Transport Strategy Aims			- Ongoing	6,572	6,572	-	-	-	-	H&T
B/C.1.020	Bar Hill to Northstowe cycle route			- 2020-21	930	-	930	-	-	-	H&T
B/C.1.021	Girton to Oakington Cycle Route			- 2020-21	1,000	-	450	550	-	-	H&T
B/C.1.022	Busway to Science Park cycle route			- 2020-21	150	-	150	-	-	-	H&T
B/C.1.023	Boxworth to A14 Cycle Route			- 2021-22	550	-	-	550	-	-	H&T
B/C.1.024	Dry Drayton to NMU link cycle route			- 2019-20	300	175	-	125	-	-	H&T
B/C.1.025	Hardwick path widening			- 2019-20	400	400	-	-	-	-	H&T
B/C.1.026	Hilton to Fenstanton Cycle Route			- 2021-22	500	-	-	500	-	-	H&T
B/C.1.027	Buckden to Hinchingsbrooke cycle route			- 2021-22	655	-	-	655	-	-	H&T
B/C.1.050	A14			- Committed	25,200	-	-	200	-	25,000	H&T
	Total - Integrated Transport				46,477	16,367	1,530	3,580	-	25,000	
B/C.02	Operating the Network										
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths			- Ongoing	53,360	53,360	-	-	-	-	H&T
B/C.2.002	Rights of Way			- Ongoing	700	700	-	-	-	-	H&T
B/C.2.004	Bridge strengthening			- Ongoing	12,820	12,820	-	-	-	-	H&T
B/C.2.005	Traffic Signal Replacement			- Ongoing	4,250	4,250	-	-	-	-	H&T
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre			- Ongoing	1,000	1,000	-	-	-	-	H&T
B/C.2.007	Smarter Travel Management - Real Time Bus Information			- Ongoing	825	825	-	-	-	-	H&T
	Total - Operating the Network				72,955	72,955	-	-	-	-	
B/C.03	Highways										
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)			- Ongoing	78,700	4,932	-	-	-	73,768	H&T
	Total - Highways				78,700	4,932	-	-	-	73,768	

Section 3 - B: Place and Economy

Table 5: Capital Programme - Funding

Budget Period: 2021-22 to 2030-31

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.04	Infrastructure & Growth										
B/C.4.001	Ely Bypass			- Committed	49,006	22,000	1,000	5,944	-	20,062	H&T
B/C.4.006	Guided Busway			- Committed	149,791	94,667	29,488	9,282	-	16,354	H&T
B/C.4.023	King's Dyke			- Committed	33,500	8,000	-	19,902	-	5,598	H&T
B/C.4.025	Wisbech Town Centre Access Study			- 2019-20	10,500	10,500	-	-	-	-	H&T
	Total - Infrastructure & Growth			-	242,797	135,167	30,488	35,128	-	42,014	
B/C.05	Environment & Commercial Services										
B/C.5.012	Confidential scheme			- Committed	6,921	-	837	-	-	6,084	E&S
	Total - Environment & Commercial Services			-	6,921	-	837	-	-	6,084	
B/C.07	Capital Programme Variation										
B/C.7.001	Variation Budget			- Ongoing	-30,707	-17,520	-1,532	-3,914	-	-7,741	E&S, H&T
B/C.7.002	Capitalisation of Interest Costs			- Committed	470	-	-	-	-	470	E&S, H&T
	Total - Capital Programme Variation			-	-30,237	-17,520	-1,532	-3,914	-	-7,271	
	TOTAL BUDGET				417,613	211,901	31,323	34,794	-	139,595	

Section 3 - C: Corporate and Managed Services

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

Budget Period: 2021-22 to 2025-26

Net Revised Opening Budget 2020-21 £000	Policy Line	Gross Budget 2021-22 £000	Fees, Charges & Ring-fenced Grants 2021-22 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000
	Customer & Digital Services							
539	Director, Corporate and Customer Services	909	-360	549	628	628	628	628
129	Chief Executive	135	-3	132	132	132	132	132
743	Communication and Information	779	-22	757	757	757	757	757
2,013	Customer Services	2,337	-255	2,082	2,082	2,082	2,082	2,082
2,298	IT & Digital Service	2,527	-61	2,466	2,466	2,466	2,466	2,466
6,727	IT Managed	7,997	-391	7,606	7,228	7,228	7,228	7,228
165	Elections	170	-	170	170	170	170	170
846	Redundancy, Pensions & Injury	1,019	-173	846	846	846	846	846
1,761	Human Resources	1,901	-100	1,801	1,801	1,801	1,801	1,801
144	Health, Safety & Wellbeing	208	-59	149	149	149	149	149
1,937	Learning & Development	2,333	-365	1,968	1,968	1,968	1,968	1,968
17,302	Subtotal Customer & Digital Services	20,315	-1,789	18,526	18,227	18,227	18,227	18,227
	Business Improvement & Development							
164	Transformation Team	250	-76	174	2,356	2,356	2,356	2,356
862	Business Intelligence	1,225	-337	888	910	910	910	910
1,026	Subtotal Business Improvement & Development	1,475	-413	1,062	3,266	3,266	3,266	3,266
	Resources Directorate							
338	Resources Directorate	430	-87	343	343	343	343	343
1,667	Professional Finance	2,076	-353	1,723	1,723	1,723	1,723	1,723
466	Procurement	578	-102	476	476	476	476	476
869	Finance Operations	976	-77	899	899	899	899	899
75	External Audit	75	-	75	75	75	75	75
2,207	Insurance	2,276	-	2,276	2,276	2,276	2,276	2,276
5,622	Subtotal Resources Directorate	6,411	-619	5,792	5,792	5,792	5,792	5,792
	Legal & Governance							
193	Legal & Governance Services	194	-	194	194	194	194	194
552	Information Management	580	-5	575	575	575	575	575
330	Democratic & Member Services	435	-98	337	337	337	337	337
1,054	Members' Allowances	1,054	-	1,054	1,054	1,054	1,054	1,054
2,129	Subtotal Legal & Governance	2,263	-103	2,160	2,160	2,160	2,160	2,160
	Corporate & Miscellaneous							
2,169	Central Services and Organisation-Wide Risks	1,078	-	1,078	1,456	1,456	1,456	1,456

Section 3 - C: Corporate and Managed Services

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

Budget Period: 2021-22 to 2025-26

Net Revised Opening Budget 2020-21 £000	Policy Line	Gross Budget 2021-22 £000	Fees, Charges & Ring-fenced Grants 2021-22 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000
-279	PCC Shared Services	-279	-	-279	-279	-279	-279	-279
110	Subscriptions	110	-	110	110	110	110	110
48	Authority-wide Miscellaneous	166	-118	48	152	152	152	152
-	- Corporate Redundancies	-	-	-	300	300	300	300
5,194	Transformation Fund	1,160	-	1,160	1,028	-	-	-
-	- Connecting Cambridgeshire	658	-658	-	-	-	-	-
2,600	Investment in Social Care Capacity	1,300	-	1,300	-	-	-	-
9,842	Subtotal Corporate & Miscellaneous	4,193	-776	3,417	2,767	1,739	1,739	1,739
649	Greater Cambridge Partnership City Deal with Greater Cambridge Partnership	2,358	-2,354	4	-	-	-	-
649	Subtotal Greater Cambridge Partnership	2,358	-2,354	4	-	-	-	-
-20,824	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-20,824	-	-20,824	-28,927	-38,599	-50,218	-58,666
-	Future Years	-	-	-	423	847	1,270	1,691
-	- Inflation	-	-	-	423	847	1,270	1,691
-	- Council Tax: Counter Fraud & Compliance	-	-	-	-650	-650	-650	-650
15,745	CS BUDGET TOTAL	16,191	-6,055	10,136	3,057	-7,219	-18,415	-26,442

Section 3 - C: Corporate and Managed Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Customer & Digital Services							
Director, Corporate and Customer Services	539	10	-	-	-	-	549
Chief Executive	129	3	-	-	-	-	132
Communication and Information	743	14	-	-	-	-	757
Customer Services	2,013	69	-	-	-	-	2,082
IT & Digital Service	2,298	38	-	-	130	-	2,466
IT Managed	6,727	97	-	782	-	-	7,606
Elections	165	5	-	-	-	-	170
Redundancy, Pensions & Injury	846	-	-	-	-	-	846
Human Resources	1,761	40	-	-	-	-	1,801
Health, Safety & Wellbeing	144	5	-	-	-	-	149
Learning & Development	1,937	31	-	-	-	-	1,968
Subtotal Customer & Digital Services	17,302	312	-	782	130	-	18,526
Business Improvement & Development							
Transformation Team	164	10	-	-	-	-	174
Business Intelligence	862	26	-	-	-	-	888
Subtotal Business Improvement & Development	1,026	36	-	-	-	-	1,062
Resources Directorate							
Resources Directorate	338	5	-	-	-	-	343
Professional Finance	1,667	56	-	-	-	-	1,723
Procurement	466	9	-	-	-	-	476
Finance Operations	869	30	-	-	-	-	899
External Audit	75	-	-	-	-	-	75
Insurance	2,207	69	-	-	-	-	2,276
Subtotal Resources Directorate	5,622	169	-	-	-	-	5,792
Legal & Governance							
Legal & Governance Services	193	1	-	-	-	-	194
Information Management	552	23	-	-	-	-	575
Democratic & Member Services	330	7	-	-	-	-	337
Members' Allowances	1,054	-	-	-	-	-	1,054
Subtotal Legal & Governance	2,129	31	-	-	-	-	2,160
Corporate & Miscellaneous							
Central Services and Organisation-Wide Risks	2,169	-424	-	-103	-	-564	1,078
PCC Shared Services	-279	-	-	-	-	-	-279

Section 3 - C: Corporate and Managed Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Subscriptions	110	-	-	-	-	-	110
Authority-wide Miscellaneous	48	-	-	-	-	-	48
Corporate Redundancies	-	-	-	-	-	-	-
Transformation Fund	5,194	-	-	-	-4,034	-	1,160
Connecting Cambridgeshire	-	-	-	-	-	-	-
Investment in Social Care Capacity	2,600	-	-	-	-1,300	-	1,300
Subtotal Corporate & Miscellaneous	9,842	-424	-	-103	-5,334	-564	3,417
Greater Cambridge Partnership							
City Deal with Greater Cambridge Partnership	649	-	-	-	-645	-	4
Subtotal Greater Cambridge Partnership	649	-	-	-	-645	-	4
UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-20,824	-	-	-	-	-	-20,824
CS BUDGET TOTAL	15,745	125	-	679	-5,849	-564	10,136

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Detailed Plans	Outline Plans
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Ref	Title	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Description	Committee
1	OPENING GROSS EXPENDITURE	33,338	16,191	9,603	-631	-11,784		
C/R.1.001	Base Adjustments	-750	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2020-21.	GPC
C/R.1.003	Social Worker Recruitment & Retention	290	-	-	-	-	- Transferred Function - Social Worker Recruitment & Retention	GPC
C/R.1.004	Transfer of Function - Connecting Cambridgeshire	658	-	-	-	-	- Transfer of Connecting Cambridgeshire broadband programme from Place & Economy to Corporate Services	GPC
C/R.1.005	Transfer of Function - Repatriation of LGSS Services	9,045	-	-	-	-	- Repatriation of services from LGSS including: Human Resources, Health, Safety & Wellbeing, Learning & Development, Finance Operations, Procurement and IT & Digital Services.	GPC
C/R.1.007	Base funding for the Transformation Team	-	2,182	-	-	-	- Funding for the Transformation Team	GPC
C/R.1.008	Base funding for redundancy costs	-	300	-	-	-	- Base funding for redundancy costs relating to savings	GPC
1.999	REVISED OPENING GROSS EXPENDITURE	42,581	18,673	9,603	-631	-11,784		
2	INFLATION							
C/R.2.001	Inflation	592	465	466	466	466	Some services have higher rates of inflation than the national level. For example, this is due to factors such as increasing running costs of Council properties. This overall figure comes from an assessment of likely inflation in all Corporate services. Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	GPC
C/R.2.002	Provision for administrative staff pay award	-424	-	-	-	-	- A budget provision for the administrative staff pay award was held centrally in 2020-21 as a one-off measure due to uncertainty around the national pay settlement at the point at which the budget was set. Inflationary increases have instead been provided for within individual service budgets in 2021-22 and reflect the national settlement awarded in 2020-21.	GPC
2.999	Subtotal Inflation	168	465	466	466	466		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
C/R.4.001	Repatriation of LGSS services	-103	-	-	-	-	- Cost of services for which responsibility is to move out of LGSS and into Corporate Services.	GPC
C/R.4.018	IT - Continued Remote Working	378	-378	-	-	-	- With the move to the majority of staff working remotely in response to the Covid Pandemic, we have seen a 200% increase in the use of data and a 300% increase in the use of Voice. If a higher level of remote working continues into next year the cost will remain high.	GPC
C/R.4.019	IT - New Connections	102	-	-	-	-	- When the Mobile Contract was originally let in May 2015, CCC had 3,459. In the paper presented to GPC it was agreed that new connections would require funding to be agreed through Business Planning. Currently CCC has 11,583, having added 1,500 connections since March 20. There has never been additional funding provided since the contract was let.	GPC
C/R.4.021	IT - Microsoft Enterprise Agreement	302	-	-	-	-	- Cambridgeshire County Council uses Microsoft software extensively across all Directorates and their services. The Council is licensed to do so under the terms of its Microsoft Enterprise Agreement, which was renewed in September. The cost of the new contract has increased and exceeds the budget.	GPC
4.999	Subtotal Pressures	679	-378	-	-	-		

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
5	INVESTMENTS							
C/R.5.002	Demand risk in social care	-1,300	-1,300	-	-	-	- Demand is expected to increase for both adult and children's social care services over the medium term. There are some ambitious plans to mitigate this through the Adults Positive Challenge Programme and the Children in Care strategy, but there remains a risk that this does not work quickly enough. This line provides some further short-term mitigation should that be the case, to be offset as the demand management work delivers over a longer time period.	GPC
C/R.5.003	IT - TotalMobile	130	-	-	-	-	- As part of the Adults Positive Challenge Programme, a number of investments were made from the Transformation Fund to deliver an ambitious package of demand management measures. This funding in 2021/22 is to provide a permanent basis for those investments that will need to continue, particularly investment in technology and the cost of a mobile working system for reablement.	GPC
C/R.5.108	Financing the Energy Investment Unit	-	-224	-	-	-	- A Transformation Fund investment to support the development of strategic energy policy, market shaping approaches and a growing portfolio of sustainable energy projects, helping the Council to deliver its target of net zero carbon emissions for Cambridgeshire by 2050.	GPC
C/R.5.109	Financing the Commercial Team	-257	-	-	-	-	- A Transformation Fund investment in establishing a Commercial Team to provide additional capacity and expertise to deliver the 2019 - 2021 Commercial Strategy.	GPC
C/R.5.110	Home to Schools and Adults Social Care Transport	-58	-71	-	-	-	- A Transformation Fund investment in specialist capacity to support a review of transport policy, processes and procedures across services and to develop and embed an Independent Travel Training Programme.	GPC
C/R.5.111	Learning Disability Partnership Pooled Budget Review	-300	-	-	-	-	- Dedicated capacity to review the level of health needs of people within the Learning Disability Partnership.	GPC
C/R.5.112	Developing a joint approach for preventing and addressing adolescent risk	-28	-	-	-	-	- Developing a joint approach for preventing and addressing adolescent risk through a unique and innovative model that supports our most vulnerable children and young people with the intention of dramatically improving their life chances.	GPC
C/R.5.113	Demand Management in Special Educational Needs and Disability (SEND)	-80	-	-	-	-	- An investment to fund specialist capacity within the SEND service to explore different ways of working in order to manage demand for specialist services.	GPC
C/R.5.114	Increase in Financial Assessment Team capacity	-89	-64	-	-	-	- Increase in Financial Assessment Team capacity to enable delivery of revised contributions policy approved by Adults Committee in January 2020	GPC
C/R.5.115	Think Communities - Creating a Unified Approach	658	370	-1,028	-	-	- Investment in our approach to Think Communities, sustaining the infrastructure that has been developed during the pandemic, subject to consideration by the September GPC.	GPC
C/R.5.901	Reversal of 18-19 Transformation Fund Investments	-142	-143	-	-	-	- Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2018-19. It is anticipated that further transformation funds will come through for funding in 2019-20.	GPC
C/R.5.902	Removal of 19-20 Transformation Fund Investments	-3,738	-	-	-	-	- Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2019-20. It is anticipated that further transformation funds will come through for funding in 2020-21.	GPC
C/R.5.953	Greater Cambridge Partnership's Revenue Costs	-645	-	-	-	-	- The Council's contribution to the Greater Cambridge Partnership's revenue costs funded by the growth in New Homes Bonus, revised following a reduction in the number of payment years.	GPC
5.999	Subtotal Investments	-5,849	-1,432	-1,028	-	-		
6	SAVINGS							
C/R.6.104	Reduction in staff mileage	-564	378	-	-	-	- A reduction in staff travel is expected to continue.	GPC

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans		Outline Plans			Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
6.999	Subtotal Savings	-564	378	-	-	-		
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-20,824	-8,103	-9,672	-11,619	-8,448		
	TOTAL GROSS EXPENDITURE	16,191	9,603	-631	-11,784	-19,766		
7	FEES, CHARGES & RING-FENCED GRANTS							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-3,898	-6,055	-6,546	-6,588	-6,631	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	GPC
C/R.7.002	Changes to Fees and Charges from previous years	-226	-	-	-	-	- Changes to Fees and Charges from previous years	GPC
C/R.7.003	Fees and charges inflation	-43	-42	-42	-43	-45	Uplift in external charges to reflect inflation pressures on the costs of services.	GPC
C/R.7.004	Social Worker Recruitment & Retention	-78	-	-	-	-	- Transferred Function - Social Worker Recruitment & Retention	GPC
C/R.7.005	Transfer of Function - Connecting Cambridgeshire	-658	-	-	-	-	- Transfer of Connecting Cambridgeshire broadband programme from Place & Economy to Corporate Services	GPC
C/R.7.006	Transfer of Function - Repatriation of LGSS Services	-1,152	-	-	-	-	- Repatriation of services from LGSS including: Human Resources, Health, Safety & Wellbeing, Learning & Development, Finance Operations, Procurement and IT & Digital Services.	GPC
	Changes to fees & charges							
C/R.7.101	Council Tax: Counter Fraud & Compliance	-	-650	-	-	-	- We will seek to work with Cambridgeshire District Councils to develop a joint action plan to increase the Council tax collected in Cambridgeshire. We will invest in more effective identification of fraudulent or incorrectly claimed Council tax discounts and in compliance activity to ensure residents are paying the correct levels of Council tax. We will establish a gain sharing mechanism to ensure that extra income generated as a result of the scheme is shared fairly between District Councils and the County Council.	GPC
	Changes to ring-fenced grants							
C/R.7.201	Change in Public Health Grant	-	201	-	-	-	- Change in ring-fenced Public Health grant to reflect expected treatment as a corporate grant from 2022-23 due to removal of ring-fence.	GPC
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-6,055	-6,546	-6,588	-6,631	-6,676		
	TOTAL NET EXPENDITURE	10,136	3,057	-7,219	-18,415	-26,442		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
C/R.8.001	Budget Allocation	-10,136	-3,057	7,219	18,415	26,442	Net spend funded from general grants, business rates and Council Tax.	GPC
C/R.8.002	Public Health Grant	-201	-	-	-	-	- Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	GPC
C/R.8.003	Fees & Charges	-5,854	-6,546	-6,588	-6,631	-6,676	Fees and charges for the provision of services.	GPC
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-16,191	-9,603	631	11,784	19,766		

Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
Ongoing	9,471	11,751	-2,027	-227	-26	-	-	-
Committed Schemes	46,674	30,499	15,870	173	132	-	-	-
2019-2020 Starts	8,667	3,673	3,994	1,000	-	-	-	-
TOTAL BUDGET	64,812	45,923	17,837	946	106	-	-	-

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000	Committee
C/C.01	Corporate Services												
C/C.1.001	Essential CCC Business Systems Upgrade	Upgrades and replacements to key business systems that are at the end of life.		Committed	750	600	150	-	-	-	-	-	GPC
C/C.1.006	Data Centre Relocation	Removal and relocation/transformation of all IT infrastructure & Systems from Shire Hall Data Centre prior to disposal of the site at the end of 2020.		2019-20	5,408	2,968	2,440	-	-	-	-	-	GPC
C/C.1.007	IT Strategy	Implementation of the first phase of the IT Strategy to support sharing of services across Cambridgeshire and Peterborough. To include: - CRM and Digital - Shared Data - Shared Infrastructure - Office 365		2019-20	3,259	705	1,554	1,000	-	-	-	-	GPC
C/C.2.010	IT Infrastructure Refresh	Upgrades/refresh of the core CCC IT systems that underpin use of IT across the Council. This essential work will ensure that the critical IT Infrastructure continues to be fit for purpose and supports changes in technology and business requirements		Committed	674	273	135	134	132	-	-	-	GPC
C/C.6.001	Investment in Connecting Cambridgeshire	Connecting Cambridgeshire is working to ensure businesses, residents and public services can make the most of opportunities offered by a fast-changing digital world. Led by the Council, this ambitious partnership programme is improving Cambridgeshire's broadband, mobile and Wi-Fi coverage, whilst supporting online skills, business growth and technological innovation to meet future digital challenges.		Committed	44,872	29,626	15,246	-	-	-	-	-	GPC
	Total - Corporate Services				54,963	34,172	19,525	1,134	132	-	-	-	
C/C.03	Transformation												
C/C.3.001	Capitalisation of Transformation Team	Funding the Transformation team from capital instead of revenue, by using the flexibility of capital receipts direction.		Ongoing	8,882	6,700	2,182	-	-	-	-	-	GPC

Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
C/C.3.002	Capitalisation of Redundancies	Funding the cost of redundancies from capital instead of revenue, using the flexibility of capital receipts direction.		Ongoing	5,351	5,051	300	-	-	-	-	-
	Total - Transformation				14,233	11,751	2,482	-	-	-	-	-
C/C.10 C/C.10.001	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	-4,762	-	-4,509	-227	-26	-	-	-
C/C.10.002	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.		Committed	378	-	339	39	-	-	-	-
	Total - Capital Programme Variation				-4,384	-	-4,170	-188	-26	-	-	-
	TOTAL BUDGET				64,812	45,923	17,837	946	106	-	-	-

GPC

GPC

GPC

Funding	Total Funding £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
Government Approved Funding Specific Grants	9,160	8,750	410	-	-	-	-	-
Total - Government Approved Funding	9,160	8,750	410	-	-	-	-	-
Locally Generated Funding Prudential Borrowing	28,310	17,134	10,124	946	106	-	-	-
Ring-Fenced Capital Receipts	13,602	11,751	1,851	-	-	-	-	-
Other Contributions	13,740	8,288	5,452	-	-	-	-	-
Total - Locally Generated Funding	55,652	37,173	17,427	946	106	-	-	-
TOTAL FUNDING	64,812	45,923	17,837	946	106	-	-	-

Section 3 - C: Corporate and Managed Services

Table 5: Capital Programme - Funding

Budget Period: 2021-22 to 2030-31

Summary of Schemes by Start Date						Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing						9,471	-90	-	-1,353	13,602	-2,688
Committed Schemes						46,674	9,250	-	15,093	-	22,331
2019-2020 Starts						8,667	-	-	-	-	8,667
TOTAL BUDGET						64,812	9,160	-	13,740	13,602	28,310

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	Committee
C/C.01	Corporate Services										
C/C.1.001	Essential CCC Business Systems Upgrade			- Committed	750	-	-	-	-	750	GPC
C/C.1.006	Data Centre Relocation			- 2019-20	5,408	-	-	-	-	5,408	GPC
C/C.1.007	IT Strategy			- 2019-20	3,259	-	-	-	-	3,259	GPC
C/C.2.010	IT Infrastructure Refresh			- Committed	674	-	-	-	-	674	GPC
C/C.6.001	Investment in Connecting Cambridgeshire			- Committed	44,872	9,250	-	15,093	-	20,529	GPC
	Total - Corporate Services			-	54,963	9,250	-	15,093	-	30,620	
C/C.03	Transformation										
C/C.3.001	Capitalisation of Transformation Team			- Ongoing	8,882	-	-	-	8,882	-	GPC
C/C.3.002	Capitalisation of Redundancies			- Ongoing	5,351	-	-	-	5,351	-	GPC
	Total - Transformation			-	14,233	-	-	-	14,233	-	
C/C.10	Capital Programme Variation										
C/C.10.001	Variation Budget			- Ongoing	-4,762	-90	-	-1,353	-631	-2,688	GPC
C/C.10.002	Capitalisation of Interest Costs			- Committed	378	-	-	-	-	378	GPC
	Total - Capital Programme Variation			-	-4,384	-90	-	-1,353	-631	-2,310	
	TOTAL BUDGET				64,812	9,160	-	13,740	13,602	28,310	

Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2021-22 to 2025-26

Detailed Plans	Outline Plans
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Ref	Title	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Description	Committee
1	OPENING GROSS EXPENDITURE	29,570	35,136	34,287	35,718	38,242		
G/R.1.001	Base Adjustments	862	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2020-21.	GPC
1.999	REVISED OPENING GROSS EXPENDITURE	30,432	35,136	34,287	35,718	38,242		
2	INFLATION							
2.999	Subtotal Inflation	-	-	-	-	-		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
4.999	Subtotal Pressures	-	-	-	-	-		
5	INVESTMENTS							
G/R.5.001	Revenue impact of Capital decisions	2,429	-20	1,262	2,355	-	- Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme.	GPC
5.999	Subtotal Investments	2,429	-20	1,262	2,355	-		
6	SAVINGS							
G/R.6.003	MRP: Accountable Body	934	-1,039	-	-	-	- As Accountable Body the Council incurs certain administrative costs in undertaking this role. However it also holds the cash on an interim basis pending utilisation by those parties. The Council maximises the use of these resources whilst not detrimentally affecting those resources. This is only possible where the body or partnership does not use the funds that have been awarded in the financial year in which they are provided. This is an adverse effect, it is the reversal of savings made in previous years as the cash received in prior years is utilised by the parties for whom we hold the funds and can no longer be used to offset borrowing requirements	GPC
G/R.6.004	Capitalisation of interest on borrowing	1,341	210	169	169	-	- Through a change in the Council's accounting policy in 2017-18, the cost of borrowing within all schemes will be capitalised. This will help to better reflect the cost of assets when they actually become operational.	GPC
6.999	Subtotal Savings	2,275	-829	169	169	-		
	TOTAL GROSS EXPENDITURE	35,136	34,287	35,718	38,242	38,242		

Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2021-22 to 2025-26

Detailed Plans	Outline Plans
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Ref	Title	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Description	Committee
7	FEES, CHARGES & RING-FENCED GRANTS							
G/R.7.001	Previous year's fees & charges	-	-862	-862	-862	-862	Previous year's fees and charges for the provision of services rolled forward.	GPC
G/R.7.003	Changes to brought forward Fees and Charges due to decisions made in 2020-21	-862	-	-	-	-	Expected interest receivable on cash deposits held in money market funds and call accounts	GPC
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-862	-862	-862	-862	-862		
TOTAL NET EXPENDITURE		34,274	33,425	34,856	37,380	37,380		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
G/R.8.101	Budget Allocation	-34,274	-33,425	-34,856	-37,380	-37,380	Net spend funded from general grants, business rates and Council Tax.	GPC
G/R.8.102	Fees and Charges	-862	-862	-862	-862	-862	Fees and charges for the provision of services.	GPC
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-35,136	-34,287	-35,718	-38,242	-38,242		

Appendix 1

Section 3 - E: Public Health

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

Budget Period: 2021-22 to 2025-26

Net Revised Opening Budget 2020-21 £000	Policy Line	Gross Budget 2021-22 £000	Fees, Charges & Ring-fenced Grants 2021-22 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000
6,929	Children Health							
1,627	Children 0-5 PH Programme	9,995	-3,066	6,929	6,929	6,929	6,929	6,929
271	Children 5-19 PH Programme - Non Prescribed	1,627	-	1,627	1,627	1,627	1,627	1,627
	Children Mental Health	341	-	341	341	341	341	341
8,827	Subtotal Children Health	11,963	-3,066	8,897	8,897	8,897	8,897	8,897
	Drugs & Alcohol							
5,355	Drug & Alcohol Misuse	5,579	-287	5,292	5,292	5,292	5,292	5,292
5,355	Subtotal Drugs & Alcohol	5,579	-287	5,292	5,292	5,292	5,292	5,292
	Sexual Health & Contraception							
3,818	SH STI testing & treatment - Prescribed	3,818	-	3,818	3,818	3,818	3,818	3,818
1,096	SH Contraception - Prescribed	1,096	-	1,096	1,096	1,096	1,096	1,096
146	SH Services Advice Prevention/Promotion - Non-Prescribed	146	-	146	146	146	146	146
5,060	Subtotal Sexual Health & Contraception	5,060	-	5,060	5,060	5,060	5,060	5,060
	Behaviour Change / Preventing Long Term Conditions							
2,032	Integrated Lifestyle Services	1,978	54	2,032	2,032	2,032	2,032	2,032
397	Other Health Improvement	605	-178	427	427	427	427	427
683	Smoking Cessation GP & Pharmacy	683	-	683	683	683	683	683
625	NHS Health Checks Programme - Prescribed	625	-	625	625	625	625	625
3,737	Subtotal Behaviour Change / Preventing Long Term Conditions	3,891	-124	3,767	3,767	3,767	3,767	3,767
	Falls Prevention							
82	Falls Prevention	82	-	82	82	82	82	82
82	Subtotal Falls Prevention	82	-	82	82	82	82	82
	General Prevention Activities							
13	General Prevention, Traveller Health	13	-	13	13	13	13	13
13	Subtotal General Prevention Activities	13	-	13	13	13	13	13
	Adult Mental Health & Community Safety							
256	Adult Mental Health & Community Safety	256	-	256	256	256	256	256
256	Subtotal Adult Mental Health & Community Safety	256	-	256	256	256	256	256
	Public Health Directorate							
1,731	Public Health - Admin & Salaries	2,282	-205	2,077	2,077	2,077	2,077	2,077
425	Public Health Strategic Management	970	-	970	970	970	970	970
2,156	Subtotal Public Health Directorate	3,252	-205	3,047	3,047	3,047	3,047	3,047
-25,485	Public Health Ring-fenced Grant	-	-26,414	-26,414	-	-	-	-
	Future Years							
-	- Inflation	-	-	-	34	68	102	136
-	- Savings	-	-	-	-	-	-	-
-	PUBLIC HEALTH TOTAL	30,096	-30,096	-	26,448	26,482	26,516	26,550

Section 3 - E: Public Health

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Children Health							
Children 0-5 PH Programme	6,929	-	-	-	-	-	6,929
Children 5-19 PH Programme - Non Prescribed	1,627	-	-	-	-	-	1,627
Children Mental Health	271	-	-	-	70	-	341
Subtotal Children Health	8,827	-	-	-	70	-	8,897
Drugs & Alcohol							
Drug & Alcohol Misuse	5,355	-	-	-	-	-63	5,292
Subtotal Drugs & Alcohol	5,355	-	-	-	-	-63	5,292
Sexual Health & Contraception							
SH STI testing & treatment - Prescribed	3,818	-	-	-	-	-	3,818
SH Contraception - Prescribed	1,096	-	-	-	-	-	1,096
SH Services Advice Prevention/Promotion - Non-Prescribed	146	-	-	-	-	-	146
Subtotal Sexual Health & Contraception	5,060	-	-	-	-	-	5,060
Behaviour Change / Preventing Long Term Conditions							
Integrated Lifestyle Services	2,032	-	-	-	-	-	2,032
Other Health Improvement	397	-	-	-	30	-	427
Smoking Cessation GP & Pharmacy	683	-	-	-	-	-	683
NHS Health Checks Programme - Prescribed	625	-	-	-	-	-	625
Subtotal Behaviour Change / Preventing Long Term Conditions	3,737	-	-	-	30	-	3,767
Falls Prevention							
Falls Prevention	82	-	-	-	-	-	82
Subtotal Falls Prevention	82	-	-	-	-	-	82
General Prevention Activities							
General Prevention, Traveller Health	13	-	-	-	-	-	13
Subtotal General Prevention Activities	13	-	-	-	-	-	13
Adult Mental Health & Community Safety							
Adult Mental Health & Community Safety	256	-	-	-	-	-	256
Subtotal Adult Mental Health & Community Safety	256	-	-	-	-	-	256
Public Health Directorate							
Public Health - Admin & Salaries	1,731	47	-	-	300	-	2,078
Public Health Strategic Management	425	-	-	-	528	16	969
Subtotal Public Health Directorate	2,156	47	-	-	828	16	3,047
Public Health Ring-fenced Grant	-25,486					-928	-26,414
PUBLIC HEALTH TOTAL	-	47	-	-	928	-975	-

Section 3 - E: Public Health

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

		Detailed Plans					Outline Plans	
Ref	Title	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Description	
5	INVESTMENTS							
E/R.5.001	Healthy Weight Strategy	400	-	-	-	-	- Estimated investment required for implementation of healthy weight strategy	
E/R.5.002	Public Health Staffing	300	-	-	-	-	- During the response to Covid a number of additional posts have been created, or existing posts expanded, funded through reserves or grants. It would be beneficial to have this additional capacity on a permanent basis.	
E/R.5.004	Child and Adolescent Mental Health	70	-	-	-	-	- A targetted investment to bolster CAMH provision	
E/R.5.005	Healthy Fenland	30	-	-	-	-	- A further investment into Healthy Fenland provision	
E/R.50.3	Public Health provider sustainability	128	-	-	-	-	- This is an estimated provision for some targeted uplifts to contracts where it is demonstrated that it would be beneficial for sustainability of delivery.	
5.999	Subtotal Investments	928	-	-	-	-		
6	SAVINGS							
	Health							
E/R.6.033	Drug & Alcohol service - funding reduction built in to new service contract	-63	-	-	-	-	- This saving has been built into the contract for Adult Drug and Alcohol Treatment Services which was awarded to Change Grow Live (CGL) and implemented in October 2018. The savings are being achieved through a new service model with strengthened recovery services using cost effective peer support models to avoid readmission, different staffing models, and a mobile outreach service.	
6.999	Subtotal Savings	-63	-	-	-	-		
	TOTAL GROSS EXPENDITURE	30,095	30,138	30,180	30,222	30,264		

Section 3 - E: Public Health

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Outline Plans					Description
		Detailed Plans	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	
7	FEES, CHARGES & RING-FENCED GRANTS						
E/R.7.001	Previous year's fees, charges, other income & ring-fenced grants	-25,666	-30,095	-3,690	-3,698	-3,706	Fees and charges expected to be received for services provided and Public Health ring-fenced grant from Government.
E/R.7.002	Changes to income budgets made in 2020/21	-2,924	-	-	-	-	- Along with E/R.1.002 above, this line reflects changes made to income budgets in 2020/21, mainly to reflect new shared contracts with Peterborough City Council where CCC is the lead commissioner
E/R.7.003	Fees, Charges and Other Income Inflation	-8	-9	-8	-8	-8	-8 Inflation on external income.
	Changes to fees & charges						
E/R.7.200	Previous year's Public Health Grant increase	-1,497	-	-	-	-	- Due to late announcement of the Public Health Grant uplift, the 2020-25 business plan did not include a budget adjustment for it. This line corrects the starting point for 2021/22.
E/R.7.201	Change in Public Health Grant	-	26,414	-	-	-	- It is assumed that the Public Health Grant will remain at its 2020/21 level, and that the ring-fence will be removed in 2022/23.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-30,095	-3,690	-3,698	-3,706	-3,714	
	TOTAL NET EXPENDITURE	-	26,448	26,482	26,516	26,550	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
E/R.8.001	Budget Allocation	-	-26,448	-26,482	-26,516	-26,550	Net spend funded from general grants, business rates and Council Tax.
E/R.8.101	Public Health Grant	-26,414	-	-	-	-	Direct expenditure funded from Public Health grant. As the ring-fence is assumed to be removed in 2022/23, the grant will be treated corporately and replaced with budget allocation for Public Health services
E/R.8.102	Fees, Charges and Other Income	-3,681	-3,690	-3,698	-3,706	-3,714	Income generation (various sources).
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-30,095	-30,138	-30,180	-30,222	-30,264	

Section 3 - F: Commercial & Investments

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

Budget Period: 2021-22 to 2025-26

Net Revised Opening Budget 2020-21 £000	Policy Line	Gross Budget 2021-22 £000	Fees, Charges & Ring-fenced Grants 2021-22 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000
	Commercial Activity							
-3,665	Property Investments	3,826	-7,370	-3,544	-4,067	-4,264	-4,453	-4,737
-456	Shareholder Company Dividends	-	-456	-456	-456	-552	-552	-552
-5,796	Housing Investment (This Land Company)	2,117	-8,180	-6,063	-6,063	-6,063	-6,063	-6,063
-249	Contract Efficiencies	-249	-	-249	-249	-249	-249	-249
58	Commercial	258	-205	53	-576	-1,955	-2,705	-2,705
-1,560	Collective Investment Funds	-	-979	-979	-1,000	-1,000	-1,000	-1,000
-265	Renewable Energy Investments	812	-1,094	-282	77	-381	-829	-968
-11,933	Subtotal Commercial Activity	6,764	-18,284	-11,520	-12,334	-14,464	-15,851	-16,274
	Property Services							
5,835	Facilities Management	7,344	-2,089	5,255	5,355	5,355	5,355	5,355
787	Property Services	807	-	807	807	807	807	807
206	Property Compliance	286	-77	209	209	209	209	209
6,828	Subtotal Property Services	8,437	-2,166	6,271	6,371	6,371	6,371	6,371
	Strategic Assets							
-4,211	County Farms	746	-4,995	-4,249	-4,337	-4,454	-4,629	-4,629
702	Strategic Assets	718	-	718	718	718	718	718
-3,509	Subtotal Strategic Assets	1,464	-4,995	-3,531	-3,619	-3,736	-3,911	-3,911
	Traded Services							
-	Traded Services - Central	-	-	-	-	-	-	-
-200	ICT Service (Education)	1,949	-2,149	-200	-200	-200	-200	-200
-71	Professional Development Centres	-50	-21	-71	-71	-71	-71	-71
-271	Subtotal Traded Services	1,899	-2,170	-271	-271	-271	-271	-271
	Future Years							
-	Inflation	-	-	-	145	294	468	673
-8,885	COMMERCIAL & INVESTMENTS TOTAL	18,564	-27,615	-9,051	-9,708	-11,806	-13,194	-13,412

Section 3 - F: Commercial & Investments

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Commercial Activity							
Property Investments	-3,665	-	-	-	-260	381	-3,544
Shareholder Company Dividends	-456	-	-	-	-	-	-456
Housing Investment (This Land Company)	-5,796	-	-	-	-79	-188	-6,063
Contract Efficiencies	-249	-	-	-	-	-	-249
Commercial	58	-5	-	-	-	-	53
Collective Investment Funds	-1,560	-	-	-	-	581	-979
Renewable Energy Investments	-265	-	-	5	-9	-13	-282
Subtotal Commercial Activity	-11,933	-5	-	5	-348	761	-11,520
Property Services							
Facilities Management	5,835	172	-	-75	-	-677	5,255
Property Services	787	20	-	-	-	-	807
Property Compliance	206	3	-	-	-	-	209
Subtotal Property Services	6,828	195	-	-75	-	-677	6,271
Strategic Assets							
County Farms	-4,211	7	-	-	-	-45	-4,249
Strategic Assets	702	16	-	-	-	-	718
Subtotal Strategic Assets	-3,509	23	-	-	-	-45	-3,531
Traded Services							
Traded Services - Central	-	-	-	-	-	-	-
ICT Service (Education)	-200	-	-	-	-	-	-200
Professional Development Centres	-71	-	-	-	-	-	-71
Subtotal Traded Services	-271	-	-	-	-	-	-271
COMMERCIAL & INVESTMENTS TOTAL	-8,885	213	-	-70	-348	39	-9,051

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
1	OPENING GROSS EXPENDITURE	22,678	18,564	22,152	22,614	22,474		
F/R.1.001	Base adjustment reserves	288	-	-	-	-	- Budget pre adjustments and PVs	C&I
F/R.1.002	Budget Prep Adjustments - Traded Services	-3,668	-	-	-	-	- Traded Services transferred to P&C	C&I
F/R.1.003	Commercial Team	258	-	-	-	-	- Establishment of a dedicated commercial resource to deliver the Council's Commercial Strategy; the Commercial Team will be base funded from 2021-22.	C&I
1.999	REVISED OPENING GROSS EXPENDITURE	19,556	18,564	22,152	22,614	22,474		
2	INFLATION							
F/R.2.001	Inflation	229	162	164	189	221	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	C&I
2.999	Subtotal Inflation	229	162	164	189	221		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
F/R.4.001	East Barnwell Community Centre	-	100	-	-	-	- Operating costs for the proposed new community centre in East Barnwell, Cambridge.	C&I
F/R.4.007	LGSS Law dividend expectation	-	-	-96	-	-	- LGSS Law Ltd was in deficit in 2017-18 and 2018-19, and the company has retained losses as result. Following significant changes including improvements in fee earner utilisation and in management and direction, the company has returned to profitability in 2020, however this line reflects that a dividend is unlikely to be payable from the company before 2024. The primary financial purpose of the company is to provide cost effective services, which is achieved through fees, rather than the delivery of dividend.	C&I
F/R.4.008	Spokes buildings operating costs	115	-	-	-	-	- The acquisition, development and change of use of spokes buildings will lead to an increase in the operating costs of those buildings. This will be offset by the savings from the Cambs 2020 programme in 2021-22. (Bernard Sunley & Eastfield House)	C&I
F/R.4.010	St Ives Smart Energy Grid - operating costs	-	39	1	1	1	1 The Council is building a Smart Energy Grid at the St Ives Park & Ride site, capital project reference F/C.2.118. These are the expected operating costs.	C&I
F/R.4.011	Babraham Smart Energy Grid - operating costs	-	-	45	2	3	3 The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. These are the expected operating costs.	C&I
F/R.4.012	Trumpington Smart Energy Grid - operating costs	-	-	63	2	-	- The Council is building a Smart Energy Grid at the Trumpington Park & Ride site, capital project reference F/C.2.120. These are the expected operating costs.	C&I
F/R.4.013	Stanground Closed Landfill Site - operating costs	-	120	3	3	3	3 The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. These are the expected operating costs.	C&I
F/R.4.015	North Angle Solar Farm, Soham - operating costs	-	499	14	15	15	15 The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference F/C.2.123. These are the expected operating costs.	C&I
F/R.4.017	Babbage House dilapidation costs	-190	-	-	-	-	- One-off repair and reinstatement costs associated with restoring Babbage House to its original pre-let state following the end of the Council's tenancy.	C&I
F/R.4.903	Renewable Energy - Soham	5	40	6	6	6	- Operating costs associated with the capital investment in Renewable Energy, at the Soham Solar Farm. Links to capital proposal C/C.2.102 in BP 2016-17.	C&I

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
4.999	Subtotal Pressures	-70	798	36	29	22		
5	INVESTMENTS							
F/R.5.001	Invest to Save Housing Schemes - Interest Costs	-79	-	-	-	-	- Revenue costs associated with the development of the Cambridge Housing and Investment Company in order to generate long-term income streams.	C&I
F/R.5.002	St Ives Smart Energy Grid - Interest Costs	-	143	-44	-1	-1	The Council is building a Smart Energy Grid at St Ives Park & Ride site, capital project reference F/C.2.118. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.003	Babraham Smart Energy Grid - Interest Costs	-	-	515	-173	-4	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.004	Trumpington Smart Energy Grid - Interest Costs	-	-	495	-118	-4	The Council is building a Smart Energy Grid at the Trumpington & Ride site, capital project reference F/C.2.120. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.005	Stanground Closed Landfill Site - Interest Costs	-	589	-141	-5	-5	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy and provision of grid services.	C&I
F/R.5.007	North Angle Solar Farm, Soham - Interest Costs	-	1,941	-519	-16	-16	The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference F/C.2.123. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.008	Renewable Energy Soham - Interest Costs	-9	-10	-9	-10	-	The Council has invested in building a solar park at Triangle Farm, Soham. These are the borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.009	Commercial Investments - Interest Costs	-260	-35	-35	-35	-	The Council is developing a portfolio of commercial property investments. These are the associated borrowing costs to be repaid using rental income generated from the leases of these properties.	C&I
5.999	Subtotal Investments	-348	2,628	262	-358	-30		
6	SAVINGS							
F/R.6.003	Babbage House closure	-198	-	-	-	-	The lease on Babbage House is due to end in 2020-21, and will not be renewed.	C&I
F/R.6.109	Cambs 2020 Operational Savings	-605	-	-	-	-	Savings to the running costs of corporate buildings as a result of the Cambs 2020 programme.	C&I
6.999	Subtotal Savings	-803	-	-	-	-		
	TOTAL GROSS EXPENDITURE	18,564	22,152	22,614	22,474	22,687		
7	FEES, CHARGES & RING-FENCED GRANTS							
F/R.7.001	Previous year's fees, charges & ring-fenced grants	-31,955	-27,615	-31,860	-34,420	-35,668	Previous year's fees and charges for the provision of services and ring-fenced grant funded rolled forward.	C&I
F/R.7.002	Changes to fees and charges	-226	-	-	-	-	Previous years, from PV and budget prep	C&I
F/R.7.003	Fees and charges inflation	-16	-17	-15	-15	-16	Uplift in external charges to reflect inflation pressures on the cost of services.	C&I

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
	Changes to fees & charges							
F/R.7.1004	Transfer of Traded Services to P&C	3,740	-	-	-	-	- Transfer of Traded Services to P&C	C&I
F/R.7.105	Renewable Energy Soham - Income Generation	-13	-13	-14	-13	-	- Income generation resulting from capital investment in solar farm at Soham. Links to capital proposal C/C.2.102 in BP 2016-17.	C&I
F/R.7.113	Invest to Save Housing Schemes - Income Generation	-188	-	-	-	-	- The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.	C&I
F/R.7.114	St Ives Smart Energy Grid - Income Generation	-	-117	-5	-6	-6	- The Council is building a Smart Energy Grid at St Ives Park & Ride site, capital project reference F/C.2.118. This is the expected income to be generated from the sale of energy.	C&I
F/R.7.116	Babraham Smart Energy Grid - Income Generation	-	-	-304	-16	-18	- The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. This is the expected income to be generated from the sale of energy.	C&I
F/R.7.118	Trumpington Smart Energy Grid - Income Generation	-	-	-463	-15	-	- The Council is building a Smart Energy Grid at the Trumpington Park & Ride site, capital project reference F/C.2.120. This is the expected income to be generated from the sale of energy.	C&I
F/R.7.120	Stanground Closed Landfill Site - Income Generation	-	-510	-23	-24	-25	- The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. This is the expected income to be generated from the sale of energy and provision of grid services.	C&I
F/R.7.125	North Angle Solar Farm, Soham - Income Generation	-	-2,362	-78	-80	-82	- The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference F/C.2.123. This is the expected income to be generated from the sale of energy.	C&I
F/R.7.127	County Farms - Commercial uses	-250	-175	-	-	-	- Conversion of barns on the County Farms Estate for non-agricultural commercial uses, including storage and distribution.	C&I
F/R.7.131	Commercial Income	-758	-500	-750	-750	-	- Commercial return from the Council's Commercial Strategy, to be generated by the newly developed Commercial Team.	C&I
F/R.7.132	Shire Hall Car Park Income	126	-	-	-	-	- Loss of income due to the closure of the Shire Hall site car park.	C&I
F/R.7.133	COVID Impact - Cromwell Leisure	124	-124	-	-	-	- Cromwell Leisure consists of a cinema and three restaurant units. We anticipate that in the current climate, two of the restaurant units will remain empty during the first half of 2021-22. However, this impact does take into account the CVA now in place for one of the units, providing guaranteed rent until 2023-24.	C&I
F/R.7.134	COVID Impact - County Farms	205	87	-117	-175	-	- An additional income from the County Farms Estate was included in the 2020-21 Business Plan, £250k - 2021-22 and £175k - 2022-23. Specifically this was to identify buildings for development which could be let at a higher value. This scenario forecasts a reduction in income from new investments & a small decline on existing income due to COVID.	C&I
F/R.7.135	COVID Impact - Pooled Property Fund Investment	21	-21	-	-	-	- The Pooled Property Fund Investment (CCLA) is expected to start recovery in late 2020-21, but with the risk of further challenges ahead a forecast of 5% income reduction is likely.	C&I
F/R.7.136	COVID Impact - Multi-Class-Credit	560	-	-	-	-	- The impact of COVID on fund assets and the Council's requirements for a high level of Environment, Social and Governance (ESG) criteria have resulted in updated forecasts for this asset with an overall reduction in the value of the returns from 5.7% to 2.9%.	C&I
F/R.7.137	COVID Impact - Brunswick House	423	-208	7	7	6	- Brunswick House (BH) has 251 direct let student beds. This scenario is forecasting a 10% reduction in the occupancy levels and the fact that some students will stay at home and opt for online learning and a drop in international student numbers is expected.	C&I
F/R.7.139	COVID Impact - Commercial Income	758	-129	-629	-	-	- For the additional income expected across the Commercial Strategy, based on the current funds for investments, we forecast that the existing 2021-22 target will be achieved in full by 2023-24.	C&I

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans		Outline Plans			Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
F/R.7.140	Tesco - Income Generation	-77	-81	-84	-88	-92	Estimated annual rent increase.	C&I
F/R.7.141	Evolution Business Park - Income Generation	-12	-8	-15	-11	-38	Estimated annual rent increase.	C&I
F/R.7.142	Kingsbridge - Income Generation	-11	-	-	-	-95	Estimated annual rent increase.	C&I
F/R.7.143	Brunswick House - Income Generation	-66	-67	-70	-62	-65	Estimated annual rent increase.	C&I
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-27,615	-31,860	-34,420	-35,668	-36,099		
	TOTAL NET EXPENDITURE	-9,051	-9,708	-11,806	-13,194	-13,412		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
F/R.8.001	Budget Surplus	9,051	9,708	11,806	13,194	13,412	Net surplus from Commercial and Investment activities contributed to funding other Services.	C&I
F/R.8.003	Fees & Charges	-26,833	-31,078	-33,638	-34,886	-35,317	Fees and charges for the provision of services.	C&I
F/R.8.004	Arts Council Funding	-782	-782	-782	-782	-782	Ring-fenced grant from the Arts Council to part-fund Cambridgeshire Music	C&I
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-18,564	-22,152	-22,614	-22,474	-22,687		

Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
Ongoing	-6,122	1,442	-7,617	-328	-1,210	-480	760	1,311
Committed Schemes	178,175	154,125	13,275	250	324	3,175	-	7,026
2018-2019 Starts	50,326	6,647	32,612	8,621	-	-	-	2,446
2019-2020 Starts	6,387	4,724	1,663	-	-	-	-	-
2020-2021 Starts	15,200	3,200	2,400	3,200	3,200	3,200	-	-
2021-2022 Starts	1,800	-	1,000	200	200	200	200	-
TOTAL BUDGET	245,766	170,138	43,333	11,943	2,514	6,095	960	10,783

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000	Committee
F/C.01	Commercial Activity												
F/C.1.118	Smart Energy Grid Demonstrator scheme at the St Ives Park and Ride	Low carbon energy generation assets with battery storage on Council assets at St Ives Park and Ride	F/R.7.114, F/R.7.115	Committed	3,645	511	3,134	-	-	-	-	-	C&I
F/C.1.119	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 HLA stage.	F/R.7.116, F/R.7.117	2018-19	6,306	338	3,999	1,969	-	-	-	-	C&I
F/C.1.120	Trumpington Smart Energy Grid	The project is to develop a high level assessment, then an Investment Grade Proposal for a renewable energy scheme on the Trumpington Park and Ride site. This project at Trumpington 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 HLA stage.	F/R.7.118, F/R.7.119	2018-19	6,969	48	269	6,652	-	-	-	-	C&I
F/C.1.121	Stanground Closed Landfill Energy Project	The project is to develop a high level assessment, then an Investment Grade Proposal for a clean energy scheme on the closed landfill site in Stanground. Bouygues propose a 2.25MWp Solar PV ground mounted array on the site together with a 10MW 2C battery storage system for demand side response.	F/R.7.120, F/R.7.121	2018-19	8,267	479	7,788	-	-	-	-	-	C&I
F/C.1.122	Woodston Closed Landfill Energy Project	The project is to develop a high level assessment, then an Investment Grade Proposal for a clean energy scheme on the closed landfill site in Woodston. A tailored 3MW 2C Battery Storage for Demand Side Response services is proposed. This would provide a steady revenue stream, while being respectful of the local environment in terms of disruption and visual amenity.	F/R.7.122, F/R.7.123	2018-19	2,526	80	-	-	-	-	-	2,446	C&I

Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000	
F/C.1.123	North Angle Solar Farm, Soham	Investment in a second solar farm at Soham, bordering the Triangle Farm solar farm site. The scheme aims to maximise potential revenue from Council land holdings, help to secure national energy supplies and help meet Government carbon reduction targets.	F/R.7.125, F/R.7.126	2018-19	26,258	5,702	20,556	-	-	-	-	-	C&I
F/C.1.240	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.	F/R.7.113	Committed	152,395	140,659	1,736	-	-	3,000	-	7,000	C&I
F/C.1.243	Development Funding	Capital expenditure related to planning applications.		2021-22	1,000	-	200	200	200	200	200	-	C&I
Total - Commercial Activity					207,366	147,817	37,682	8,821	200	3,200	200	9,446	
F/C.02	Property Services												
F/C.2.112	Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,442	1,042	600	600	600	600	600	2,400	C&I
F/C.2.113	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.		2020-21	15,000	3,000	2,400	3,200	3,200	3,200	-	-	C&I
F/C.2.114	Electric Vehicle chargers	An investment in Electric Vehicle (EV) charging infrastructure for main offices to host Cambridgeshire County Council electric pool cars/vans and staff vehicles.		2020-21	200	200	-	-	-	-	-	-	C&I
F/C.2.115	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.		2021-22	500	-	500	-	-	-	-	-	C&I
F/C.2.116	Climate Action Fund	A fund to support the delivery of projects brought forward by services to improve the carbon efficiency of Council assets and services.		2021-22	300	-	300	-	-	-	-	-	C&I
Total - Property Services					22,442	4,242	3,800	3,800	3,800	3,800	600	2,400	

Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000		
F/C.03	Strategic Assets													
F/C.3.101	County Farms investment (Viability)	To invest in projects which protect and improve the County Farms Estate's revenue potential, asset value and long term viability.	F/R.7.103	Ongoing	3,000	300	300	300	300	300	300	1,200	C&I	
F/C.3.103	Local Plans - representations	Making representations to Local Plans and where appropriate following through to planning applications with a view to adding value to County Farms and other Council land, whilst meeting Council objectives through the use / development of such land.		Ongoing	1,000	100	100	100	100	100	100	400	C&I	
F/C.3.109	Community Hubs - East Barnwell	Creation of a community hub in the Abbey ward by renovating and extending East Barnwell community centre and adjoining preschool. To accommodate a library, a base for the South City locality team, to extend the childcare facility to address insufficiency in local provision, as well as provide flexible community facilities with dedicated space for young people.		Committed	1,981	497	1,484	-	-	-	-	-	C&I	
F/C.3.116	Shire Hall Relocation	As part of the Cambs 2020 vision, the Council plans to vacate Shire Hall and relocate to outside of Cambridge.	TBC	Committed	18,737	12,458	6,279	-	-	-	-	-	C&I	
F/C.3.119	Cambs 2020 Spokes Asset Review	The Cambs 2020 Programme will see the current Shire Hall site will be disposed, moving to a 'Hub and Spokes' model with a central purpose built Hub in Alconbury Weald and Spokes sites across the County. This was an opportunity to review our asset portfolio based on organisational needs. This project includes: - acquisition of a new freehold asset - disposal of properties surplus to requirements - major refurbishment works - minor refurbishment works - move related costs (i.e. staff relocation allowance)		2019-20	6,387	4,724	1,663	-	-	-	-	-	C&I	
	Total - Strategic Assets				31,105	18,079	9,826	400	400	400	400	1,600		
F/C.04	Capital Programme Variation													
F/C.4.001	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	-16,564	-	-8,617	-1,328	-2,210	-1,480	-240	-2,689	C&I	

Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
F/C.4.002	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.		Committed	1,417	-	642	250	324	175	-	26
	Total - Capital Programme Variation				-15,147	-	-7,975	-1,078	-1,886	-1,305	-240	-2,663
	TOTAL BUDGET				245,766	170,138	43,333	11,943	2,514	6,095	960	10,783

C&I

Funding	Total Funding £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
Government Approved Funding								
Specific Grants	1,497	-	1,497	-	-	-	-	-
Total - Government Approved Funding	1,497	-	1,497	-	-	-	-	-
Locally Generated Funding								
Agreed Developer Contributions	260	-	260	-	-	-	-	-
Capital Receipts	21,913	5,913	-	-	2,000	2,000	2,000	10,000
Prudential Borrowing	78,211	32,076	39,840	11,943	514	1,095	-1,040	-6,217
Prudential Borrowing (Repayable)	373	120,849	-304	-	-	3,000	-	-123,172
Other Contributions	143,512	11,300	2,040	-	-	-	-	130,172
Total - Locally Generated Funding	244,269	170,138	41,836	11,943	2,514	6,095	960	10,783
TOTAL FUNDING	245,766	170,138	43,333	11,943	2,514	6,095	960	10,783

Section 3 - F: Commercial and Investments

Table 5: Capital Programme - Funding

Budget Period: 2021-22 to 2030-31

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	-6,122	-325	-	-	16,000	-21,797
Committed Schemes	178,175	1,822	260	143,512	5,913	26,668
2018-2019 Starts	50,326	-	-	-	-	50,326
2019-2020 Starts	6,387	-	-	-	-	6,387
2020-2021 Starts	15,200	-	-	-	-	15,200
2021-2022 Starts	1,800	-	-	-	-	1,800
TOTAL BUDGET	245,766	1,497	260	143,512	21,913	78,584

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	Committee
F/C.01	Commercial Activity										
F/C.1.118	Smart Energy Grid Demonstrator scheme at the St Ives Park and Ride	F/R.7.114, F/R.7.115	-2,022	Committed	3,645	1,822	-	-	-	1,823	C&I
F/C.1.119	Babraham Smart Energy Grid	F/R.7.116, F/R.7.117	-10,571	2018-19	6,306	-	-	-	-	6,306	C&I
F/C.1.120	Trumpington Smart Energy Grid	F/R.7.118, F/R.7.119	-7,001	2018-19	6,969	-	-	-	-	6,969	C&I
F/C.1.121	Stanground Closed Landfill Energy Project	F/R.7.120, F/R.7.121	-8,898	2018-19	8,267	-	-	-	-	8,267	C&I
F/C.1.122	Woodston Closed Landfill Energy Project	F/R.7.122, F/R.7.123	-8,816	2018-19	2,526	-	-	-	-	2,526	C&I
F/C.1.123	North Angle Solar Farm, Soham	F/R.7.125, F/R.7.126	-40,112	2018-19	26,258	-	-	-	-	26,258	C&I
F/C.1.240	Housing schemes	F/R.7.113	-57,793	Committed	152,395	-	-	143,512	5,851	3,032	C&I
F/C.1.243	Development Funding		-	2021-22	1,000	-	-	-	-	1,000	C&I
	Total - Commercial Activity		-135,213		207,366	1,822	-	143,512	5,851	56,181	
F/C.02	Property Services										
F/C.2.112	Building Maintenance		-	Ongoing	6,442	-	-	-	-	6,442	C&I
F/C.2.113	Decarbonisation Fund		-	2020-21	15,000	-	-	-	-	15,000	C&I
F/C.2.114	Electric Vehicle chargers		-	2020-21	200	-	-	-	-	200	C&I
F/C.2.115	Oil Dependency Fund		-	2021-22	500	-	-	-	-	500	C&I
F/C.2.116	Climate Action Fund		-	2021-22	300	-	-	-	-	300	C&I
	Total - Property Services		-		22,442	-	-	-	-	22,442	
F/C.03	Strategic Assets										
F/C.3.101	County Farms investment (Viability)	F/R.7.103	-7,400	Ongoing	3,000	-	-	-	-	3,000	C&I
F/C.3.103	Local Plans - representations		-	Ongoing	1,000	-	-	-	-	1,000	C&I
F/C.3.109	Community Hubs - East Barnwell		-	Committed	1,981	-	260	-	62	1,659	C&I

Section 3 - F: Commercial and Investments

Table 5: Capital Programme - Funding

Budget Period: 2021-22 to 2030-31

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	
F/C.3.116	Shire Hall Relocation	TBC	-45,200	Committed	18,737	-	-	-	-	18,737	C&I
F/C.3.119	Cambs 2020 Spokes Asset Review		-	2019-20	6,387	-	-	-	-	6,387	C&I
	Total - Strategic Assets		-52,600		31,105	-	260	-	62	30,783	
F/C.04	Capital Programme Variation										
F/C.4.001	Variation Budget		-	Ongoing	-16,564	-325	-	-	-	-16,239	C&I
F/C.4.002	Capitalisation of Interest Costs		-	Committed	1,417	-	-	-	-	1,417	C&I
	Total - Capital Programme Variation		-		-15,147	-325	-	-	-	-14,822	
F/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	16,000	-16,000	C&I
	TOTAL BUDGET				245,766	1,497	260	143,512	21,913	78,584	