

# GENERAL PURPOSES COMMITTEE



**Date: Tuesday, 18 December 2018**

**Democratic and Members' Services**

Fiona McMillan  
Monitoring Officer

**10:00hr**

Shire Hall  
Castle Hill  
Cambridge  
CB3 0AP

**Kreis Viersen Room  
Shire Hall, Castle Hill, Cambridge, CB3 0AP**

## **AGENDA**

**Open to Public and Press**

### **CONSTITUTIONAL MATTERS**

**1. Apologies for absence and declarations of interest**

*Guidance on declaring interests is available at*  
<http://tinyurl.com/ccs-conduct-code>

**Minutes - 27th November 2018 and Action Log**

**5 - 16**

**3. Petitions and Public Questions**

### **OTHER DECISION**

**Finance and Performance Report - October 2018**

**17 - 26**

### **KEY DECISIONS**

<b>Integrated Resources and Performance Report for the period ending 31st October 2018</b>	<b>27 - 56</b>
<b>OTHER DECISIONS</b>	
<b>General Purposes Committee Review of Draft Revenue and Capital Business Planning Proposals for 2019-20 to 2023-2024</b>	<b>57 - 256</b>
<b>Treasury Management Strategy 2019-20</b>	<b>257 - 304</b>
<b>Resource funding request for the continuation of the Positive Behaviour Support Project</b>	<b>305 - 320</b>
<b>General Purposes Committee Agenda Plan, Training Plan and Appointment to Outside Bodies and Internal Advisory Groups and Panels</b>	<b>321 - 328</b>

The General Purposes Committee comprises the following members:

Councillor Steve Count (Chairman) Councillor Roger Hickford (Vice-Chairman)

Councillor Anna Bailey Councillor Ian Bates Councillor Simon Bywater Councillor Steve  
Criswell Councillor Lorna Dupre Councillor Derek Giles Councillor Peter Hudson Councillor  
David Jenkins Councillor Elisa Meschini Councillor Lucy Nethsingha Councillor Josh  
Schumann Councillor Mathew Shuter and Councillor Joan Whitehead

*For more information about this meeting, including access arrangements and facilities for  
people with disabilities, please contact*

Clerk Name: Michelle Rowe

Clerk Telephone: 01223 699180

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**GENERAL PURPOSES COMMITTEE: MINUTES**

**Date:** Tuesday, 27th November 2018

**Time:** 10.00a.m. – 11.10a.m.

**Present:** Councillors Bates, Bywater, Count (Chairman), Criswell, Dupre, Giles, Hickford, Hudson, Hunt (substituting for Councillor Bailey), Jenkins, Meschini, Nethsingha, Schumann, Shuter, and Whitehead

**119. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies were received from Councillor Bailey.

No declarations of interest were made.

**120. MINUTES – 23RD OCTOBER 2018 AND ACTION LOG**

The minutes of the meeting held on 23rd October 2018 were agreed as a correct record and signed by the Chairman. The action log was noted.

**121. PETITIONS**

No petitions were received.

**122. FINANCE AND PERFORMANCE REPORT – SEPTEMBER 2018**

The Committee was presented with the September 2018 Finance and Performance report for Corporate Services and LGSS Cambridge Office, which was showing a forecast underspend of £1m. There was one new significant variance to report for capital, which was showing an in-year underspend of £1.1m.

It was resolved unanimously to review, note and comment upon the report.

**123. INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 30TH SEPTEMBER 2018**

The Committee received a report detailing the financial and performance information to assess progress in delivering the Council's Business Plan. The overall revenue budget position was showing a forecast year-end pressure of £4.6m, which was a reduction of £0.3m on the previous month. Attention was drawn to the savings tracker which was presented to the Committee biannually. The Strategic Finance Business Partner explained the process to mitigate pressures in delivering savings in year in order to deliver a balanced position. During discussion, individual Members raised the following:

- welcomed Recommendation d) which would ensure that the Mobile Library Service continued as an essential part of the statutory service and was fit for purpose.

- highlighted the funding pressure relating to Special Educational Needs and Disability (SEND). The Committee was reminded that this was a significant issue for the whole country, and had been discussed at the recent National Children's and Adults Services Conference. One Member requested confirmation that the Council was supporting the Local Government Association (LGA) on its work nationally to address this issue. The Chairman of Children and Young People Committee reported that he had recently hosted a regional LGA network meeting where the need to keep pushing this agenda had been discussed. He acknowledged that this was a national challenge, and it was therefore important that Members worked together to improve funding for this area.
- welcomed the role of schools and units in supporting SEN provision. One Member highlighted the importance of keeping SEND in schools but was concerned that current drivers did not promote this. She encouraged the Council and the LGA to consider carefully why young people took up places in Special Schools rather than in mainstream ones. She also highlighted the rise in exclusions for children with special needs. Another Member drew attention to a recent news article which had provided evidence of schools encouraging parents to educate their children with special needs at home in order to improve schools' exam results. The Chairman of Children and Young People Committee reported that the Council was doing all it could to ensure these children were educated in a school setting.
- queried why the £8.1m underspend in the capital programme could not be used to address the deficit in the revenue budget. The Chief Finance Officer explained that it depended on the nature of the grant element of the funding; in most cases it was usually specific in nature. However, the general principle was that capital funding could not be used to fund revenue. The Chairman reminded the Committee that the Government had provided some flexibility in relation to transformation work. He also reminded Members that the allocation of all un-ring fenced grants was considered by the Committee.
- highlighted the need to avoid linking the interest in the Shire Hall site to the overspend in the project. The Chairman acknowledged that the Council's ability to manage expenditure in order to gain a revenue stream was separate. However, the outcomes set out in the business case meant that these two issues were intrinsically linked. He reminded the Committee that the justification for the project was to gain more revenue with a proposed surplus of £30m over the next 30 years. The Chairman of Commercial and Investment Committee highlighted the fact that the Shire Hall Relocation Project was like the majority of schemes on page 78 of the agenda an invest to save scheme, which would release funding to invest in communities.
- welcomed Recommendation b) which was good for the environment and would produce an income.
- welcomed Recommendation d) which could be labelled as an invest to save scheme. It was noted that the building which was owned by the

Council was the centre for a charity which provided important services and outcomes for adults with learning disabilities.

At the request of one Member of the Committee, the Chairman took the vote on recommendation a) separately. Before putting the recommendation to the vote, as permitted under Part 4 - Rules of Procedure, Part 4.4 - Committee and Sub-Committee Meetings, Section 18 Voting of the Council's Constitution, the majority of members of the Committee requested a recorded vote.

It was resolved to:

- a) Approve £2.5m revised phasing of prudential borrowing from 2019/20 to 2018/19 for the Shire Hall Relocation Scheme, as set out in section 6.7.

*[Councillors Bates, Bywater, Count, Criswell, Giles, Hickford, Hudson, Hunt, Schumann, and Shuter voted in favour; Councillors Meschini and Whitehead voted against; Councillors Dupre, Jenkins and Nethsingha abstained]*

It was resolved unanimously to:

- b) Approve an additional £105k of prudential borrowing in 2018/19 for the Stanground (£62k) and Woodston (£43k) Closed Landfill Energy Projects, as set out in section 6.8;
- c) Approve an additional £275k of prudential borrowing in 2018/19 for the replacement Mobile Libraries scheme, as set out in section 6.9;
- d) Approve an additional £113k of prudential borrowing in 2018/19 for the Marwick Centre roof repairs project, as set out in section 6.10 and;
- e) Approve the allocation of £239,873 School Improvement and Brokering Grant to People and Communities so that it could be used for its intended purpose, as set out in section 7.2.

## **124. CORPORATE STRATEGY**

The Committee considered an overview of the proposed Corporate Strategy 2019-21. It was noted that the Strategy had been developed by a Working Group, and that GPC Members had attended a workshop in October to explore and develop the key themes. Full Council would be asked to approve the Strategy at its meeting in February, as part of the Business Planning process. The Committee was informed that detailed work plans would be produced to capture actions. It was proposed that if Council approved the Strategy in February, the Committee Report templates should be amended to include review by the lead officer for each priority area.

Some Members expressed concern that the Strategy made no reference to how it would be implemented. The Chairman reminded the Committee that it was being asked to approve a strategy and not an action plan. It was noted that the work plans would be prepared by the relevant Policy and Service

Committees and published on Camweb. Another Member highlighted the need to see the data below the Strategy in relation to the Council's strengths and weaknesses in the context of the challenges it faced. The Chairman reminded the Committee that risks would be set out in the Council's Risk Register. The Strategy would enable the Council to make decisions based on the three priority outcomes. Officers would therefore be asked to bring forward a package of services to drive up these outcomes.

Another Member highlighted the need to make savings of £60m over the next three years. She stressed the importance of having more detail. In response, the Chairman confirmed that there was more detail contained in separate papers.

The Committee had a discussion regarding the use of the phrase "lean delivery" on page 69 of the agenda. The Chairman of Communities and Partnership Committee reported that the role of his Committee was to reduce need by working with partners to deliver services more efficiently. He explained that it was about service redesign rather than service reduction. The Chairman reminded the Committee that the Strategy had been considered by a cross party workshop and was more than just about one word.

The Leader of the Liberal Democrat Group reported that her Members would be abstaining as the Strategy was part of the Business Planning suite of documents. She raised concern regarding the priority action relating to "embed a demand management approach across the business". Whilst she understood the need to discourage people from using the Council's services, she did not feel it should be a core aim. In response, one Member reported that this concern had not been raised at the cross-party workshop. The Chairman reported that this action related to the prevention agenda and the involvement of the voluntary sector. There was no suggestion that the Council would not provide services. He added that he therefore expected the Liberal Democrat Group to produce an amended Corporate Strategy as well as an amended budget at the Full Council meeting in February.

Another Member highlighted the fact that commercialisation ran through the Strategy. She reminded the Committee that the Council was not a business but it could be business like in a positive way. She drew attention to the bureaucracy associated with the proposal to revise the Committee Report templates, which would result in seven further sign offs. She was of the view that many reports were already too long. Members noted that it was expected that the relevant officers would be involved at the start of the process.

In conclusion, the Chairman acknowledged the issues raised but stressed the importance of the corporate actions to deliver services. He reminded the Committee of the improvements resulting from embedding a corporate approach across the business of the Council but added that the Strategy would be reviewed and revised. He also drew attention to the fact that unlike many other councils, this Council had been able to produce a Strategy which was not just based on survival over the next twelve months. Given the economic climate, the organisation and its staff should take credit that as a



result of actions taken, the Council was able to consider issues on an outcome basis.

It was resolved to:

- a) Comment on, endorse and recommend to Full Council to agree the Corporate Strategy 2019-2021 as part of the Business Planning process; and
- b) Comment on, endorse recommend the proposed changes to Committee Reports from March 2019.

## **125. DRAFT 2019-20 CAPITAL PROGRAMME AND CAPITAL PRIORITISATION**

The Committee received a report detailing an overview of the full draft Business Plan Capital Programme and results from the capital prioritisation process. The Chief Finance Officer reminded the Committee that it had already considered the Capital Strategy, which would form part of the Business Planning documents to be considered by Full Council in February, and its own capital programme. This report provided an opportunity to consider feedback from Service Committees in October before the final programme was presented to Full Council.

One Member welcomed the in-depth analysis to facilitate informed decision making in future with respect to Highways Maintenance £90m expenditure (ending in 2022-23), as it was unsustainable long-term to fund highways maintenance expenditure via borrowing. He hoped that a one page summary would contain the detail in appendices. The Chairman asked the Member to let officers know the information he was seeking. **Action Required.** The same Member queried the reference to Highways and Community Infrastructure Committee discussing the Community Hub schemes, as he was not aware this had taken place. The Chief Finance Officer agreed to investigate. **Action Required.**

One Member requested more background on the planning behind the table at 4.1, because as far as she was aware there was no indication that the school building programme would diminish. The Chief Finance Officer explained that it was a rolling programme with greater validity in its early years. He reminded Members that the School Capital Programme was predicated on pupil numbers and revised based on the speed of development. The figures were therefore robust for 19/20 with the accuracy reduced by 5% each year after. The Chairman requested a briefing note detailing how new schools were funded including the interplay between the different funding streams, the differences between District areas, and in particular the funding of schools at Northstowe. **Action Required.**

The Leader of the Liberal Democrat Group reported that her Members would be abstaining as the Capital Strategy was part of the Business Planning suite of documents. In response, the Chairman reported that he therefore expected the Liberal Democrat Group to produce an amended Capital Strategy at the Full Council meeting in February.

It was resolved to:

- a) Note the overview and context provided for the 2019-20 Capital Programme;
- b) Note and comment on the results of the capital prioritisation process, taking into consideration the most up to date estimations for financing cost and the overall revenue position; and
- c) Comment on the draft proposals for the full 2019-20 Capital Programme and endorse their development.

## **126. TRANSFORMATION FUND MONITORING REPORT QUARTER 2 2018-19**

The Committee received a report detailing progress in delivery of the projects for which transformation funding had been approved at the end of the second quarter of the 2018/19 financial year. There were sixteen schemes of which two were rated red and one amber. Attention was drawn to the service comments relating to these three exceptions. It was also noted that one scheme rated blue was over performing. Members were advised that the report highlighted the potential benefits of these schemes to other organisations as requested. The Chairman welcomed this information but commented that the dedicated social work and commissioning capacity in Learning and Development which was likely to have resulted in additional benefits being claimed should not be seen as an adverse effect as the Council was helping people claim their entitlement.

One Member welcomed the savings made by Learning and Development even though the scheme was rated Red. She commented that it had performed better than she had expected. She requested more detail in relation to the External Funding Scheme, and LAC Placement Budget Savings scheme, which she was surprised to see rated Green. The Chairman asked for a briefing note to be circulated on these two issues. **Action Required.**

In response to a query, it was noted that it was unlikely that any other schemes would be rated blue.

It was resolved unanimously to note and comment on the report and the impact of transformation fund investment across the Council.

## **127. TREASURY MANAGEMENT REPORT – QUARTER 2 AND MID-YEAR UPDATE 2018-19**

The Committee received the second quarterly and mid-year update on the Treasury Management Strategy 2018-19, approved by Council in February 2018. In introducing the report, the Chief Finance Officer proposed the removal of recommendation b). Whilst this recommendation just reflected the reclassification of the money market which the Council already used and did not change the Council's approach to investing, it had been introduced in the report with no explanation in the narrative. He explained that the report made reference to Brexit for the period ending in September. He also drew attention to the IFRS9 standard and the Government agreement to provide a

statutory override for the next five years to allow English local authorities to continue to mitigate the impact of valuation gains or losses.

The Chairman queried whether the removal of recommendation b) would result in any timing issues. The Chief Finance Officer reported that it would not change the basis of allocation or parameters. The Committee therefore agreed unanimously to remove this recommendation. One Member requested information on the vacancy rate and wage pressures as a result of inflation following Brexit. The Chairman asked for this information to be circulated. **Action Required.**

It was resolved unanimously to:

- a) Note the Treasury Management Report; and
- b) Forward to Full Council for approval.

**128. GENERAL PURPOSES COMMITTEE AGENDA PLAN, TRAINING PLAN AND APPOINTMENTS TO OUTSIDE BODIES, INTERNAL ADVISORY GROUPS AND PANELS, AND PARTNERSHIP LIAISON AND ADVISORY GROUPS**

The Committee considered its agenda plan and training plan. It also noted that the Waste PFI Contract item scheduled for December might be deferred. The Committee requested a confidential briefing note if it was deferred. **Action Required.**

It was resolved unanimously to:

- a) review its agenda plan attached at Appendix 1; and
- b) review its training plan attached at Appendix 2.

Chairman



**GENERAL PURPOSES  
COMMITTEE****Minutes-Action Log****Introduction:**

This log captures the actions arising from the General Purposes Committee on 27th November 2018 and updates members on the progress on compliance in delivering the necessary actions. This is the updated action log as at 10th December 2018.

**Minutes of 27th November 2018**

<b>Item No.</b>	<b>Item</b>	<b>Action to be taken by</b>	<b>Action</b>	<b>Comments</b>	<b>Completed</b>
<b>125.</b>	<b>Draft 2019-20 Capital Programme and Capital Prioritisation</b>	Cllr Jenkins	Councillor to let officers know what he requires in relation to in-depth analysis to facilitate informed decision making in future with respect to Highways Maintenance £90m expenditure (ending in 2022-23), as it was unsustainable long-term to fund highways maintenance expenditure via borrowing.	The Assistant Director Highways e-mailed Councillor Jenkins on 4 December 2018.	Completed

		C Malyon	Queried whether Highways and Community Infrastructure had discussed the Community Hub schemes.	<p>The following is an extract from the H&amp;CI meeting of 9th October:-</p> <p>A Member asked for an overview of the new Hub schemes. It was noted that Touchdown facilities were spaces which public sector workers could use. This required some minimal investment in workspaces and digital access. Officers agreed to circulate information on that investment to the Committee. <b>ACTION.</b></p>	Completed
		C Malyon	Requested a briefing note detailing how new schools were funded including the interplay between the different funding streams, the differences between District areas, and in particular the funding of schools at Northstowe.	A note is being drafted and will be ready by the December meeting.	Ongoing

126.	<b>Transformation Fund Monitoring Report Quarter 2 2018-19</b>	J Turner	Requested more detail in relation to the External Funding Scheme, and LAC Placement Budget Savings scheme.	<p><b>External Funding:</b> This investment will be used to fund the Advertising and Sponsorship Coordinator capacity to develop the council-wide structures and processes to identify and lever in new external funding opportunities to support CCC initiatives. There are a range of approaches including advertising, sponsorship, crowdfunding, social finance, private investors, timebanking. It is expected that this post will become self-sufficient following the one of Transformation Fund investment.</p> <p><b>LAC Placement Budget Savings:</b> Savings have been achieved to the LAC placement budget despite the overall numbers of LAC increasing. These savings have been achieved as a result of the campaign to recruit in house foster carers (launched in September) which has increased the number of CCC in house foster carers, including some existing IFA foster carers have transferred to be CCC in house foster carers. In addition, IFA fees have been renegotiated and a review of high cost placements and placements transferring to lower cost packages has provided further savings to the budget.</p>	Completed
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127.	<b>Treasury Management Report – Quarter Two and Mid-Year update 2018-19</b>	C Malyon	Requested information on the vacancy rate and wage pressures as a result of inflation following Brexit.	The establishment needs to be reviewed following various restructures where not all of the old posts have been deleted yet, and until the data is cleansed the total number of genuine vacancies is unknown. However, our current turnover rate is around 11.5% which compares favourably against the national average of 15% and the public sector average of 13%.	Completed
128.	<b>General Purposes Committee agenda plan, training plan and appointments to outside bodies, internal advisory groups and panels, and partnership liaison and advisory groups</b>	A Smith	Noted that the Waste PFI Contract item scheduled for December might be deferred. The Committee requested a confidential briefing note if it was deferred.		



**FINANCE AND PERFORMANCE REPORT – OCTOBER 2018**

**To:** General Purposes Committee

**Meeting Date:** 18 December 2018

**From:** Director of Corporate and Customer Services  
Chief Finance Officer

**Electoral division(s):** All

**Forward Plan ref:** Not applicable      **Key decision:** No

**Purpose:** To present to General Purposes Committee (GPC) the October 2018 Finance and Performance Report for Corporate Services and LGSS Cambridge Office.

The report is presented to provide GPC with an opportunity to comment on the projected financial and performance outturn position, as at the end of October 2018.

**Recommendation:** The Committee is asked to review, note and comment upon the report.

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	Tom Kelly	Names:	Councillors Count & Hickford
Post:	Head of Finance	Post:	Chair/Vice-Chair
Email:	<a href="mailto:Tom.Kelly@cambridgeshire.gov.uk">Tom.Kelly@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:Steve.Count@cambridgeshire.gov.uk">Steve.Count@cambridgeshire.gov.uk</a> <a href="mailto:Roger.Hickford@cambridgeshire.gov.uk">Roger.Hickford@cambridgeshire.gov.uk</a>
Tel:	01223 703599	Tel:	01223 706398

## **1. BACKGROUND**

- 1.1 General Purposes Committee receives the Corporate Services and LGSS Cambridge Office Finance and Performance Report at all of its meetings, where it is asked to both comment on the report and potentially approve recommendations, to ensure that the budgets and performance indicators for which the Committee has responsibility remain on target.

## **2. MAIN ISSUES**

- 2.1 Attached as **Appendix A**, is the October 2018 Finance and Performance report.

### **2.2 Revenue:**

At the end of October, Corporate Services (including the LGSS Managed, Deputy Chief Executive and Financing Costs) is forecasting an underspend of £920k. There are no new significant variances (over £100k) to report.

The LGSS Cambridge Office budget is forecasting an overspend of £77k and there are no significant forecast outturn variances (over £100k) to report. This element of the budget is monitored by the LGSS Joint Committee and is not the responsibility of General Purposes Committee.

Financing Costs are forecasting an underspend of £1.18m at year-end. There are no new significant variances to report.

### **2.3 Capital:**

At the end of September Corporate Services, Transformation and LGSS Managed are forecasting an in-year underspend of £1.0m on capital budgets, and a total scheme underspend of £0.2m. There are no new significant variances (over £500k) to report this month.

LGSS Operational is forecasting a balanced position on capital budgets. There is one new significant variances to report for LGSS Operational schemes.

### **2.4 Performance:**

Corporate Services has 12 performance indicators for which data is available. 8 indicators are currently at green, 3 at amber and 1 at red status.

Performance information for LGSS Cambridge Office is not currently available.

## **3. ALIGNMENT WITH CORPORATE PRIORITIES**

### **3.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

### **3.2 Helping people live healthy and independent lives**

There are no significant implications for this priority.

### **3.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

## **4. SIGNIFICANT IMPLICATIONS**

### **4.1 Resource Implications**

This report sets out details of the overall financial position for Corporate Services / LGSS and this Committee.

### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications within this category.

### **4.3 Statutory, Risk and Legal Implications**

There are no significant implications within this category.

### **4.4 Equality and Diversity Implications**

There are no significant implications within this category.

### **4.5 Engagement and Consultation Implications**

There are no significant implications within this category.

### **4.6 Localism and Local Member Involvement**

There are no significant implications within this category.

### **4.6 Public Health Implications**

There are no significant implications within this category.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	N/A
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?</b>	N/A
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	N/A
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	N/A
<b>Have any engagement and communication implications been cleared by Communications?</b>	N/A
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	N/A
<b>Have any Public Health implications been cleared by Public Health</b>	N/A

<b>Source Documents</b>	<b>Location</b>
CS and LGSS Cambridge Office Finance & Performance Report (October 2018)	1 <sup>st</sup> Floor, Octagon, Shire Hall, Cambridge

**Corporate Services and LGSS Cambridge Office****Finance and Performance Report – October 2018****1. SUMMARY****1.1 Finance**

<b>Previous Status</b>	<b>Category</b>	<b>Target</b>	<b>Current Status</b>	<b>Section Ref.</b>
<b>N/A</b>	Income and Expenditure	Balanced year end position	<b>Green</b>	2.1 – 2.4
<b>N/A</b>	Capital Programme	Remain within overall resources	<b>Green</b>	3.2

**1.2 Performance Indicators – Current status: (see section 4)**

<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
October (Number of indicators)	1	3	8	12

**2. INCOME AND EXPENDITURE****2.1 Overall Position**

<b>Outturn Variance (Sep) £'000</b>	<b>Directorate</b>	<b>Budget £'000</b>	<b>Actual £'000</b>	<b>Outturn Variance (Oct) £'000</b>
-126	Corporate & Customer Services	6,691	4,036	-98
220	Corporate Savings & Funding	-1,125	-186	220
-7	Business Improvement & Development	902	1,064	-7
-43	Deputy Chief Executive	325	93	-43
0	Legal & Governance	90	8	0
-1,176	Financing Costs	25,983	3,807	-1,176
126	LGSS Managed	11,186	7,115	184
<b>-1,005</b>	<b>Total</b>	<b>44,052</b>	<b>15,937</b>	<b>-920</b>

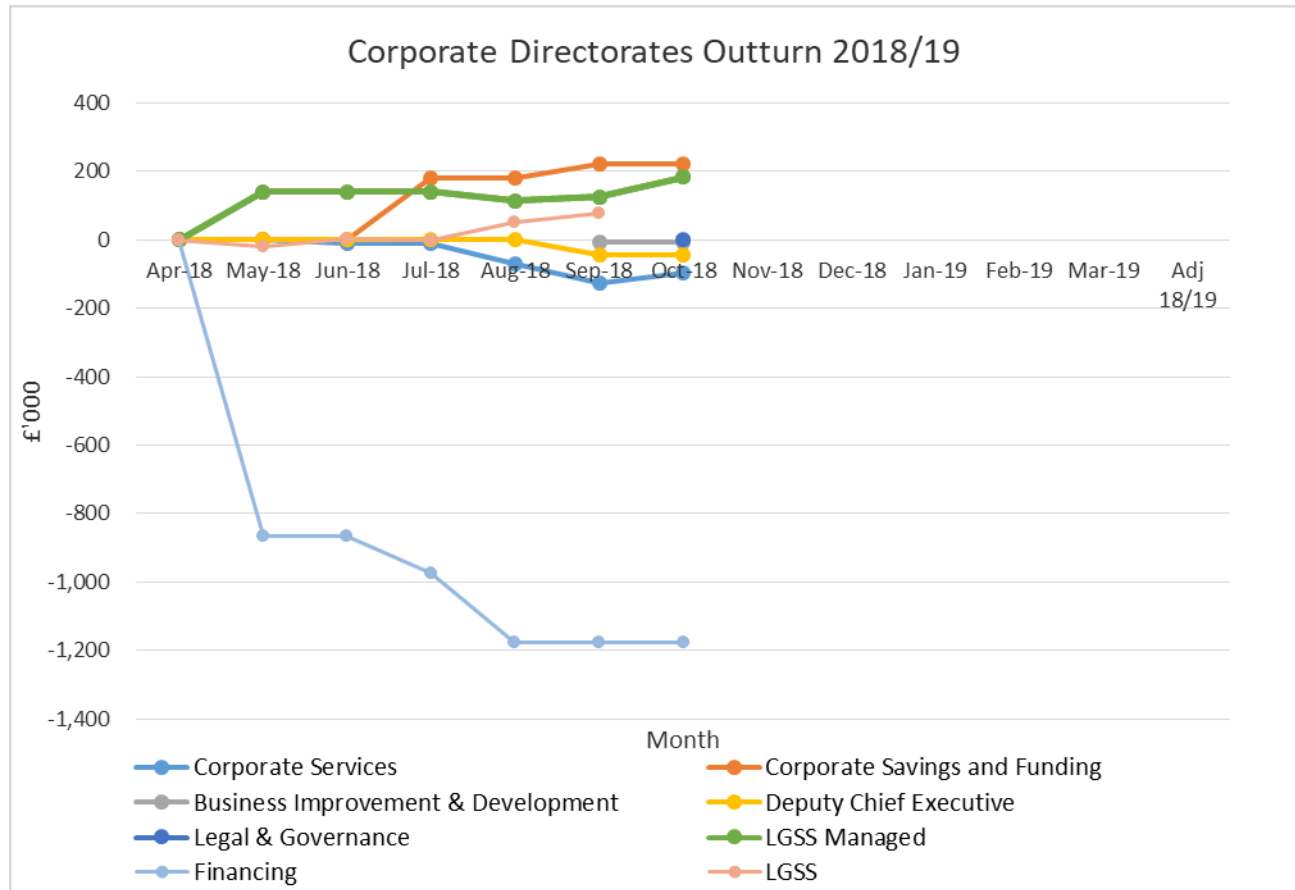
The service level budgetary control report for Corporate Services, LGSS Managed and Financing Costs for October 2018 can be found in [CS appendix 1](#).

The service level budgetary control report for LGSS Cambridge Office for October 2018 can be found in [LGSS appendix 1](#). The position on the LGSS trading contracts will be included here going forward. Pressures and deficits within LGSS Operational budgets are

the responsibility of the Joint Committee. Formal risk sharing arrangements are in place such that changes in service or financing impacting one partner are isolated from impacting other partners. In practice, this means that where there is risk (or additional requirements for) in-year savings for back-office services shared with or facing Northamptonshire County Council, these do not impact on the service received by Cambridgeshire County Council or impact any overspend to be handled by CCC.

Further analysis of the results can be found in [CS appendix 2](#) and [LGSS appendix 2](#)

*The appendices are published online only and not printed for Committee.*



### **2.1.1 Significant Issues – Corporate and Customer Services**

Corporate and Customer Services budgets are currently predicting an underspend of £98k, which is a decrease of £28k compared to the previous forecast.

There are no exceptions to report this month.

### **2.1.2 Significant Issues – Corporate Savings and Funding**

Corporate Savings and Funding budgets are currently predicting an overspend of £220k, same as last month. This is due to savings targets that are not expected to be met in the year

There are no new exceptions to report this month.

### **2.1.3 Significant Issues – Business Improvement & Development**

Business Improvement & Development budgets are currently predicting an underspend of £7k, same as last month.

There are no new exceptions to report this month.

### **2.1.4 Significant Issues – Deputy Chief Executive**

The Deputy Chief Executive budget is currently predicting an underspend of £43k, same as last month.

There are no exceptions to report this month.

### **2.1.5 Significant Issues – LGSS Managed**

LGSS Managed budgets are currently predicting an overspend of £184k at year-end, which is an increase of £73k from the previous forecast. This is mainly due to an increase in IT costs caused by increased costs of Microsoft licensing.

There are no new exceptions to report this month.

### **2.1.6 Significant Issues – Financing Costs**

Financing Costs are currently predicting an underspend of £1.18m, same as last month. This is due to a change in the payment of Minimum Revenue Provision and a rebate of bank fees on international payments. Following a review of cashflow forecasts and borrowing requirements, the interest payable forecast has been revised giving an additional £200k forecast underspend.

### 2.1.7 Significant Issues – LGSS Cambridge Office

LGSS Cambridge Office is currently predicting an overspend of £77k, which is an increase of £26k from the previous forecast. This is due to an increased overspend on Finance services and Managing Director & Support costs.

There are no exceptions to report this month.

### 2.1.8 Additional Income and Grant Budgeted this Period

**(De minimis reporting limit = £30,000)**

A full list of additional grant income for Corporate Services and LGSS Managed can be found in [CS appendix 3](#).

A full list of additional grant income for LGSS Cambridge Office can be found in [LGSS appendix 3](#).

### 2.2 Virements and Transfers to / from Reserves (including Operational Savings Reserve)

**(De minimis reporting limit = £30,000)**

The following virements have been made this month to reflect changes in responsibilities.

#### Legal and Governance

	£000	Notes
Legal & Governance services	90	Transfer of monitoring officer budget from LGSS to CCC
Non-material virements (+/- £30k)	0	

#### LGSS

	£000	Notes
Legal & Governance services	-90	Transfer of monitoring officer budget from LGSS to CCC
Non-material virements (+/- £30k)	0	



### **3. BALANCE SHEET**

#### **3.1 Reserves**

A schedule of the Corporate Services and LGSS Managed reserves can be found in [CS appendix 5](#).

A schedule of the LGSS Cambridge Office Reserves can be found in [LGSS appendix 5](#).

#### **3.2 Capital Expenditure and Funding**

##### Expenditure

- Corporate Services and Transformation schemes have a capital budget of £5.4m in 2018/19 and there is expenditure of £826k to date. In-year, a balanced position is forecast. The total scheme forecast is on budget.

An overspend of £309k on Capitalisation of redundancies is forecast. This is due to more redundancies than expected in the year, in particular relating to the closure of the Catering and Cleaning Service.

An overspend of £207k on Capitalisation of Transformation Team is forecast. A greater proportion of the cost of the Transformation Team is being funded from capital receipts in 2018/19 due to a change in policy allowing more costs to be capitalised and a decrease in the amount of Transformation Team work being funded from other sources.

- LGSS Managed has a capital budget of £6.0m in 2018/19 and there is expenditure of £934k to date. In-year, an underspend of £1.6m is forecast. The total scheme forecast is an underspend of £125k.

An in-year underspend of £378k is forecast on the Disaster Recovery facility for critical business systems project. This is due to a change in the way the project is being delivered which has delayed implantation of the project.

- LGSS Cambridge Office has a capital budget of £0.1m in 2018/19 and there is no spend to date. In-year, a balanced position is forecast. The total scheme forecast is on budget.

There are no new material variances to report this month.

## Funding

- Corporate Services and Transformation schemes have capital funding of £5.4m in 2018/19. The Corporate Services capital programme as a whole is forecasting an overspend of £516k, as detailed above.

Total overspends on Capitalisation of Redundancies and Capitalisation of Transformation Team of £516k are forecast, as reported above. This will increase the use of Capital Receipts funding by this amount.

- LGSS Managed has capital funding of £5.9m in 2018/19. The LGSS Managed capital programme as a whole is forecasting an underspend of £1.1m in 2018/19, as reported above. This will reduce the Prudential Borrowing requirement by this amount.
- LGSS Cambridge Office has capital funding of £0.1m in 2018/19. The LGSS Cambridge Office capital programme as a whole is forecasting a balanced outturn position, so the full amount of this funding is expected to be used.

There are no new material variances to report this month.

- A detailed explanation of the position for Corporate Services and LGSS Managed can be found in [CS appendix 6](#).

A detailed explanation of the position for LGSS Cambridge Office can be found in [LGSS appendix 6](#).

## **4. PERFORMANCE**

- 4.1 The key performance indicators for Corporate and Customer Services and LGSS Managed Services are set out in [CS Appendix 7](#). Key performance indicators for LGSS Cambridge Office are not reported here as the information for these is not yet available.

The appendices to this report can be viewed in the [online version](#) of the report.

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING  
31ST OCTOBER 2018**

*To:* **General Purposes Committee**

*Date:* **18 December 2018**

*From:* **Chief Finance Officer**

*Electoral division(s):* **All**

*Forward Plan ref:* **2018/016** *Key decision:* **Yes**

*Purpose:* **To present financial and performance information to assess progress in delivering the Council's Business Plan.**

*Recommendations:* **General Purposes Committee (GPC) is recommended to:**

- a) **Approve the carry forward of £0.097m capital funding from 2017/18 to 2018/19 as set out in section 5.7;**
- b) **Approve additional prudential borrowing of £36,000 in 2018/19 for the Mere Farm Solar Farm project, as set out in section 5.8;**
- c) **Approve additional prudential borrowing of £183,000 in 2018/19 for the Manor Farm, Girton house extension scheme, as set out in section 5.9;**
- d) **Note a net nil technical adjustment of +/-£13.615m in relation to the Combined Authority Levy related budgets, as set out in section 6.3.**

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	Tom Kelly	Names:	Councillors Count & Hickford
Post:	Head of Finance	Post:	Chair/Vice-Chair
Email:	<a href="mailto:Tom.Kelly@cambridgeshire.gov.uk">Tom.Kelly@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:Steve.Count@cambridgeshire.gov.uk">Steve.Count@cambridgeshire.gov.uk</a> <a href="mailto:Roger.Hickford@cambridgeshire.gov.uk">Roger.Hickford@cambridgeshire.gov.uk</a>
Tel:	01223 703599	Tel:	01223 706398

## 1. PURPOSE

- 1.1 To present financial and performance information to assess progress in delivering the Council's Business Plan.

## 2. OVERVIEW

- 2.1 The following summary provides a snapshot of the Authority's performance against its indicators around outcomes, its forecast financial position at year-end and its key activity data for care budgets. Ninety two indicators about outcomes are monitored by service committees; these have been grouped by outcome area and their status is shown below:

### 2.2 Change in indicators:

#### Older people live well independently



#### **Older people live well independently – Stayed the same**

Out of the 7 indicators for this outcome 3 have targets. One indicator was 'on target', one 'near target', and one 'off target'; they have all remained the same status since last month. The indicator that remained 'off target' was 'Average monthly number of bed day delays (social care attributable) per 100,000 18+ population' which increased from 137 to 143 (target = <114). The council is continuing to invest considerable amounts of staff and management time into improving performance in this area, and working with colleagues in health to ensure correct and timely discharges from hospital.

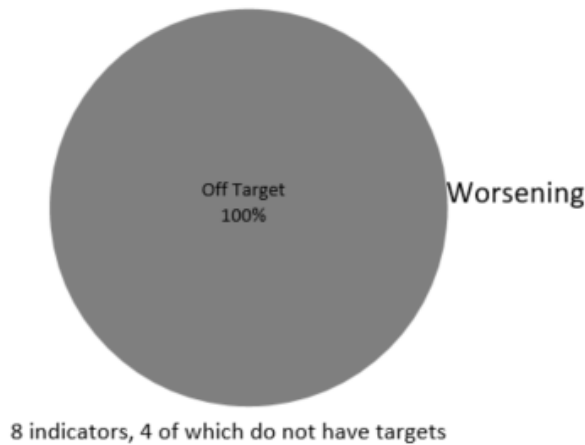
#### People with disabilities live well independently



#### **People with disabilities live well independently – Worsening**

There are 6 indicators for this outcome and 5 have targets. 4 of these indicator's statuses did not change since last month, 1 'on target', 2 'near target', and one 'off target'. The indicator that was 'off target' that stayed the same was 'Proportion of adults with a primary support reason of learning disability support in paid employment (year to date)' which increased from 1.2% to 1.4% but is still significantly below the 3% target. This indicator relies on service users being assessed or reviewed in the year so is dependent on the review/assessment performance of the LD teams. Also, note that this indicator is subject to some cumulative effects as clients are reviewed within the period. The overall worsening of performance in this indicator reflects a change in the status of the indicator 'Proportion of adults receiving Direct Payments' which decreased from 24.2% to 22.8% (target = >24%).

#### Adults and children are kept safe



#### **Adults and children are kept safe – Worsening**

There are 8 indicators for this outcome, 4 of which have targets. Those 4 were 'off target' in October. 2 of those indicators have not changed status from last month; the first was, 'Number of children with a Child Protection Plan per 10,000 population under 18' which had improved from 38.9 to 36.8, but was still above target (<30). The second indicator was 'The number of looked after children per 10,000 population under 18' which was unchanged from last month, at 54.9 (target = <40). The remaining two indicators had been 'on target' in September but were 'off target' in October. These indicators were: 'The % of children whose referral to social care occurred within 12 months of a previous referral' which increased from 15.9% to 22.4% (target = <20%). The second was 'The proportion of children subject to a Child Protection Plan for the second or subsequent time (within 2 years)' which increased from 2.6% to 13.3% (target = <5%). It should be noted that this percentage reflects 8 children and can therefore have large percentage swings associated with small changes in numbers, furthermore this rate is favourable in comparison to statistical neighbours and the national average.

#### People live in a safe environment



#### **People live in a safe environment – Stayed the same**

3 out of the 6 indicators for this outcome have targets, one was 'on target', one 'near target', and one 'off target'. All three have not changed status from the previous month. The indicator that was 'off target' was 'Killed or seriously injured (KSI) casualties - 12-month rolling total'. The most recent data available for this indicator is from April 18 so its status did not change, however there has been a downward trend in this figure since August 2017, and if this trend continues it is anticipated to be within 10% of the target at year end.

The Cambridgeshire economy prospers to the benefit of all residents



**The Cambridgeshire economy prospers to the benefit of all residents – Stayed the same**

There are 15 indicators for this indicator and 10 have targets, 6 were 'on target', 2 'near target', and 2 'off target'. All 10 indicators have not changed status from the previous month. The first indicator that was 'off target' was 'The average journey time per mile during the morning peak on the most congested routes', this was last measured in August 17 and an updated figure is not available hence the rating has not changed. The second 'off target' indicator was 'Classified road condition - narrowing the gap between Fenland and other areas of the County', this is an annual figure (2017/18) and will not be updated until the next financial year so will remain 'off target'.

Places that work with children help them to reach their potential



**Places that work with children help them to reach their potential – Worsening**

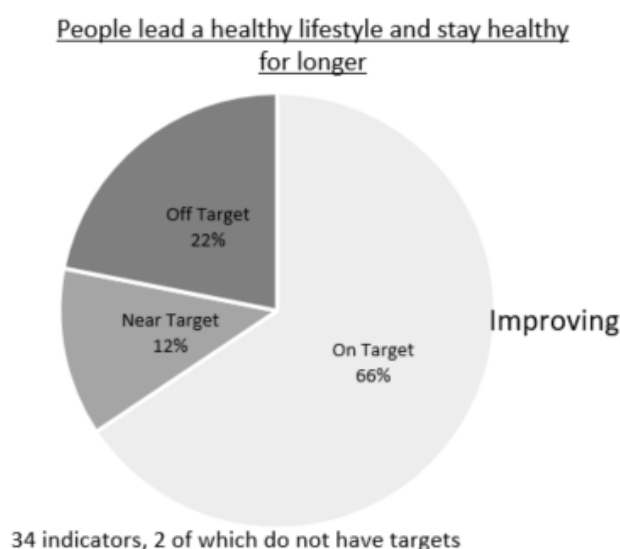
There are 14 indicators for this outcome and 12 have targets. The worsening in performance for this indicator was reflected in the change in the status of two indicators. The first was '% of Education, Health and Care Plan (EHCP) assessments completed within timescale' which decreased from 69.5% to 50.0% (target = >70%), which caused its status to change from 'near target' to 'off target'. The decrease in performance has been affected by a higher number of requests for EHCPs this year, compared to previous years. The rate of requests for an EHCP review have trebled since 2015. This is primarily as a result of increases in population and overall complexity of needs rising. In 2018, the statutory assessment team has experienced high staff turnover and long term sickness this year. In response to these challenges, an action plan was implemented in October which increased the number of statutory assessment casework officers and refocused business support to ensure more timescales are met. The recent review of senior management structures in Education has created a new Assistant Director for SEND and Inclusion – this will help create further strategic capacity to drive reform in high needs services. The second indicator that affected the overall worsening

performance of this indicator was ‘% receiving place at first choice school (Secondary)’ which decreased from 92.5% (‘on target’) to 87.8% (‘near target’; target = >91%). It should be noted that this figure is still higher than that for our statistical neighbours and the national figure; which both decreased in performance over the same period.

There was one indicator that improved in performance, this was ‘KS4 Attainment 8 (All children)’ which increased from 47.7 (‘off target’) to 47.9 (‘near target’; target = >50.1). All remaining 9 indicators did not change status since last month.

### People lead a healthy lifestyle and stay healthy for longer – Improving

There are 34 indicators for this outcome and 32 have targets. 20 ‘on target’, 2 ‘near target’, and 6 ‘off target’. The improvement in performance in this outcome was reflected in the change of status in three indicators, that all changed from ‘near target’ to ‘on target’. The first was, ‘Percentage of infants being breastfed (fully or partially) at 6 - 8 weeks’ which increased from 53% in quarter 1 (Apr-Jun 18) to 55%. The second indicator was ‘Health visiting mandated check - Percentage of children who received a 6 - 8 week review by 8 weeks’ which increased from 85% in Q1 to 92% in Qs and the third indicator that improved from ‘near target’ to ‘on target’ was ‘Number of physical activity groups held (Extended Service)’ which increased from 297 (93% of the year-to-date target) in August, to 354 (104% of the year-to-date target) in September. There was one indicator that worsened in performance this month, this was ‘% of Tier 3 clients recruited completing the course and achieve 10% weight loss’ which decreased from 60% in August to 58% in September (target = >60%), which caused its status to change from ‘on target’ to ‘near target’.



#### Key Pressures

- Residential and nursing placements for older people are increasing against the April 18 baseline.
- The number of children in care has significantly increased this financial year.
- The number of children on a child protection plan has increased this financial year.

2.3 The master file of performance indicators and latest Corporate Risk Register are available [here](https://tinyurl.com/yd96a2vw), (<https://tinyurl.com/yd96a2vw>). The Corporate Risk Register Summary is shown at [Appendix 3](#).



## Finance and Risk

### Revenue budget forecast

+£4.5m (1.3%)  
variance at end of  
year

RED

This is a £0.072m decrease  
in the revenue forecast  
pressure since last month.

This is a -£0.258m decrease  
in the forecast in-year  
capital expenditure  
compared to last month.

### Capital programme forecast

-£8.3m (-2.9%) variance  
at end of year

GREEN

Residual risk score	Green	Amber	Red
Number of risks	0	8	2

\*Latest Review: July 2018

Transformation Programme	Transformation Fund
42 Early ideas ↓ 197 Business cases in development ↑ 23 Projects being implemented ↔	12 projects rated Green ↔ 1 rated Amber (reflecting some need to re-phase savings) ↔ 2 rated Red (risk of non-delivery of savings or benefits) ↓

## Number of service users supported by key care budgets

### Older people aged 65+ receiving long term services

	Oct-18	Apr-18	Trend since Apr-18
Nursing	453	410	Increasing
Residential	851	847	Increasing
Community	2,224	2,023	Increasing

### Adults aged 18+ receiving long term services

	Oct-18	Apr-18	Trend since Apr-18
Nursing	30	26	Increasing
Residential	314	309	Increasing
Community	1,939	1,933	Increasing

### Children open to social care

	Oct-18	Apr-18	Trend since Apr-18
Looked after children	756	715	Increasing
Child protection	498	483	Increasing
Children in need*	2,095	2,225	Decreasing

\*Number of open cases in Children's Social Care (minus looked after children and child protection)

## Public Engagement

	Oct-18	Apr-18	Trend since Apr-18
Contact Centre Engagement	14,265 Phone Calls 5,681 Other	12,763 5,316	Increasing Decreasing
Website Engagement (cambridgeshire.gov.uk)	203,341 Users 301,762 Sessions	154,319 229,409	Increasing Increasing

The number of service users is a key indicator of the demand for care budgets in social care, information about the contacts with the public across web and phone channels is a key indicator of both service delivery and transformation.

2.4 The key issues included in the summary analysis are:

- The overall revenue budget position is showing a forecast year-end pressure of +£4.5m (+1.3%); a decrease of £0.1m on the forecast pressure reported in September; there have been increases in People & Communities (P&C), and Commercial & Investment (C&I), offset by an underspend in Funding Items. The LGSS Operational forecast is a £77k pressure. See section 3 for details.
- The Capital Programme is forecasting a year-end underspend of -£8.3m. This includes use of the capital programme variations budget. See section 5 for details.

### 3. REVENUE BUDGET

3.1 A more detailed analysis of financial performance is included below:

#### Key to abbreviations

CS Financing – Corporate Services Financing  
DoT – Direction of Travel (up arrow means the position has improved since last month)

Forecast Variance (Sep) £000	Service	Current Budget for 2018/19 £000	Actual (Oct) £000	Forecast Variance (Oct) £000	Forecast Variance (Oct) %	Overall Status	DoT
0	Place & Economy	55,356	31,356	0	0.0%	Green	↑
2,671	People & Communities	243,251	154,757	4,031	1.7%	Red	↓
-391	Public Health	629	-6,365	-391	-	Green	↔
44	Corporate Services	6,883	6,474	72	1.0%	Amber	↓
136	LGSS Managed	11,186	7,115	184	1.6%	Amber	↓
6,177	Commercial & Investment	-8,797	987	6,438	-	Red	↓
-1,176	CS Financing	25,983	3,807	-1,176	-4.5%	Green	↔
<b>7,461</b>	<b>Service Net Spending</b>	<b>334,491</b>	<b>198,131</b>	<b>9,158</b>	<b>2.7%</b>	<b>Red</b>	↓
0	Funding Items	15,677	6,876	-1,795	-11.4%	Green	↑
-2,950	Open Purchase Order Reconciliation	0	0	-2,950	-	Green	↔
<b>4,511</b>	<b>Subtotal Net Spending</b>	<b>350,168</b>	<b>205,007</b>	<b>4,413</b>	<b>1.3%</b>	<b>Red</b>	↑
<b>Memorandum items:</b>							
51	LGSS Operational	8,835	5,350	77	0.9%	Amber	↓
<b>4,562</b>	<b>Grand Total Net Spending</b>	<b>359,003</b>	<b>210,357</b>	<b>4,490</b>	<b>1.3%</b>	<b>Red</b>	↑
Schools		198,140					
<b>Total Spending 2018/19</b>		<b>557,143</b>					

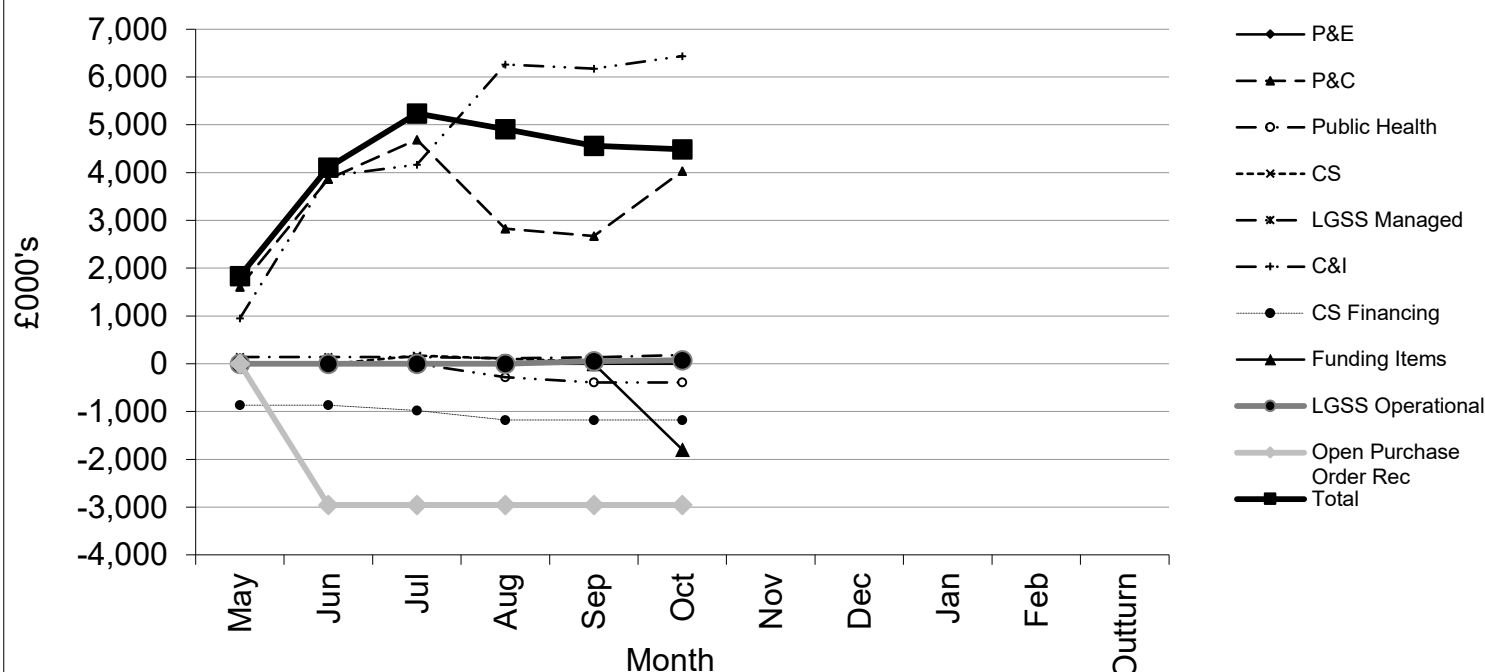
<sup>1</sup> The budget figures in this table are net.

<sup>2</sup> For budget virements between Services throughout the year, please see [Appendix 1](#).

<sup>3</sup> The budget of £629k stated for Public Health consists of £391k cash limit and £238k funded from the carried forward Public Health reserve. In addition to this, Public Health has a budget of £25.4m from ring-fenced public health grant, which makes up its gross budget.

<sup>4</sup> The 'Funding Items' budget comprises the £9.0m Combined Authority Levy, £392k Flood Authority Levy and £6.2m change in general and corporate reserves budget requirement. The forecast outturn on this line reflects any variance in the amount received from corporate grants and business rates from what was budgeted; a negative outturn indicates a favourable variance, i.e. more income received than budgeted.

Forecast Outturn Position 2018/19



3.2 Key exceptions this month are identified below.

3.2.1 **Place & Economy:** a balanced budget is forecast at year-end. Although not yet identified it is anticipated that further savings and underspends will be found within Place & Economy to fund the current projected pressures.

- |   | £m     | %     |
|---|--------|-------|
| <ul style="list-style-type: none"> <li> <b>Waste Management</b> – a +£0.9m pressure is forecast. This is an increase of £0.5m on the position previously reported in May, of which £0.248m relates to a change since last month. Contract changes that deliver full year savings totalling £1.3m have been identified however delays to reaching formal agreement with the contractor that will allow contract changes to deliver a series of positive initiatives will result in a shortfall in delivered savings. It is unlikely that agreement will be reached to allow savings to commence in this year (previously reported as November) resulting in a savings shortfall of approximately £909,000 this financial year. </li> </ul> | +0.909 | (+3%) |

Until agreement is reached with the contractor on the contract changes the variable nature of the Mechanical and Biological Treatment (MBT) creates uncertainty in the forecast and actual performance could improve, resulting in a reduced pressure, or worsen, resulting in an increased pressure.

- |   |        |      |
|---|--------|------|
| <ul style="list-style-type: none"> <li> <b>Highways Development Management</b> – a -£0.365m underspend is forecast, which is a £0.137m increase since last month. Section 106 and section 38 fees have come in higher than expected for </li> </ul> | -0.365 | (-%) |
|---|--------|------|

new developments and this is expected to lead to an overachievement of income.

- A combination of more minor variances, and previously reported exceptions disclosed in individual reports sum with the above to lead to an overall balanced outturn. For full and previously reported details see the [P&E Finance & Performance Report](https://tinyurl.com/yax52wcu), (<https://tinyurl.com/yax52wcu>).

### 3.2.2 People & Communities: +£4.031m (+1.7%) pressure is forecast at year-end.

£m

%

- **Special Educational Needs and Disability (SEND) Specialist Services**

The SEND service is forecasting a £7.4m pressure in 2018/19. £6.6m of this pressure is Dedicated Schools Grant (DSG) expenditure which will be managed within the overall DSG resources and carried forward as a deficit balance into 2019/20. £800k of this is a base budget pressure on the Council's bottom line. We saw a net increase of 500 Education, Health and Care Plans (EHCPs) over the course of the 2017/18 academic year (13%) and have been averaging an additional 9 EHCPs a week during September and October 2018. This increase in numbers, as well as an increase in complexity of need, has caused pressures across all elements of the SEN budget; the significant changes are outlined below:

- **High Needs Top- Up Funding** – a +£3.5m pressure is forecast. This is an increase of £2.0m on the position previously reported in August (and relates in full to a change since last month). As well as the overall increases in EHCP numbers creating a pressure on the Top-Up budget, the number of young people with EHCPs in Post-16 Further Education is continuing to increase significantly as a result of the provisions laid out in the 2014 Children and Families Act. This element of provision is causing the majority of the forecast overspend on the High Needs Top-Up budget
- **Funding to Special Schools and Units** – a +£2.0m pressure is forecast. This is an increase of £1.0m on the position reported last month. As the number of children and young people with an EHCP increase, along with the complexity of need, we see additional demand for places at Special Schools and High Needs Units. The extent of this is such that a significant number of spot places have been agreed and the majority of our Special Schools are now full.
- **SEND Specialist Services** – a +£1.1m pressure is forecast (of which £0.25m relates to DSG and £0.8m relates to base budget). This is made up of
  - Educational Psychologists – Educational Psychologists have a statutory role in signing off

+7.313 (+15%)

EHCPs. Increasing demand for EHCPs, along with recruitment issues meaning that costly locum staff are being used, is creating a pressure on the budget.

- Access & Inclusion – there has been an increase in the number pupils without EHCPs being excluded leading to Out of School tuition being required. This has led to a pressure on the Access & Inclusion budget.
- Under-recovery on income generation – increased demand across the service has reduced the capacity of staff to leading to an under-recovery on income generation.

There are a range of actions being taken across SEND to mitigate these pressures. Further details can be found in **Appendix 2** of the [P&C Finance & Performance Report](https://tinyurl.com/y9p5g7tx), (<https://tinyurl.com/y9p5g7tx>).

- **Home to School Transport – Special** – a +£1.5m pressure is forecast. This is an increase of £0.75m on the position previously reported in July (and relates in full to a change since last month). The increase is due to a review of expected commitments now that the majority of routes for the 2018/19 academic year have been agreed, as well as further growth in SEND pupil numbers for the new academic year. Actions being taken to address the forecast pressure are outlined in the [P&C Finance & Performance Report](https://tinyurl.com/y9p5g7tx), (<https://tinyurl.com/y9p5g7tx>).

+1.500      (+19%)
- **Older People's and Physical Disabilities Services** – a +£0.295m pressure is forecast across Older People's and Physical Disabilities Services. There is a forecast pressure of £0.372m on Physical Disabilities mainly due to increasing Direct Payments together with a reduction in recovery of unspent Direct Payment funding. This is offset by a small £0.078m underspend in the Older People's localities, however this underspend has been reducing steadily during the year, predominantly due to increasing pressure on care home placements (currently £0.790m overspent), with both service user numbers and average bed costs increasing on a monthly basis. Domiciliary Care is underspending which mitigates the impact, however there are large numbers of service users currently awaiting their care to be set up due to a lack of capacity within the market. Should this position change and capacity become available there would be a significant adverse impact on the forecast.

+0.295      (+1%)
- **Strategic Management - Education** – a -£0.359m underspend is forecast. Mitigations totalling £0.359m have been found across the Education Directorate. There has been a review of ongoing commitments and one-off sources of funding, and identification of higher than expected vacancy savings due to delaying the recruitment of posts pending review.

-0.359      (-10%)

- **Strategic Management – Adults** – a -£2.486m underspend is forecast. This is a £0.486m increase in the underspend position previously reported in June, of which £0.274m relates to a change since last month. A number of mitigations have been applied to this budget line to offset care cost pressures across Adult Social Care. The majority of this is the application of grants from central government, specifically elements of the Improved Better Care Fund and Adult Social Care Support grants, which are given for the purpose of meeting demand pressures on the social care system and to put in place measures to mitigate that demand. -2.486 (-33%)
- **Central Financing** – a -£3.663m underspend is forecast. This is an increase of £0.250m on the underspend reported last month. The additional underspend is as a result of identifying a number of prior year accruals which are no longer expected to be invoiced. -3.663 (-105%)
- **Financing DSG** – a -£6.565m required contribution from DSG is forecast, which is an increase of -£3.203m on the position reported last month. This represents the amount that will be drawn down from the DSG reserve in excess of what was budgeted to cover pressures in DSG-funded areas. These pressures are primarily High Needs Top Up Funding (£3.50m), Funding to Special Schools and Units (£2.0m) and SEND Specialist Services (£0.25m) as described above, and previously reported SEN Placements (£0.52m) and Out of School Tuition (£0.29m). For this financial year the intention is to manage within overall available DSG resources. -6.565 (-11%)
- A combination of more minor variances, and previously reported exceptions disclosed in individual reports sum with the above to lead to an overall outturn of +£4.031m. For full and previously reported details see the [P&C Finance & Performance Report](https://tinyurl.com/y9p5g7tx), (<https://tinyurl.com/y9p5g7tx>).

3.2.3 **Public Health:** -£0.391m (-%) underspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [PH Finance & Performance Report](https://tinyurl.com/y78ddbx7), (<https://tinyurl.com/y78ddbx7>).

3.2.4 **Corporate Services:** +£0.072m (+1.0%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y9ood6wf), (<https://tinyurl.com/y9ood6wf>).

3.2.5 **LGSS Managed:** +£0.184m (+1.6%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y9ood6wf), (<https://tinyurl.com/y9ood6wf>).

3.2.6 **CS Financing:** -£1.176m (-4.5%) underspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y9ood6wf), (<https://tinyurl.com/y9ood6wf>).

### 3.2.7 Commercial & Investment: +£6.438m (-%) pressure is forecast.

	£m	%
<ul style="list-style-type: none"> <li> <b>Commercial Property Investments</b> – a +£3.45m pressure is forecast. This is an increase of £0.3m on the position previously reported in August, which relates in full to a change since last month. There has been a commercial acquisition of £38m, however the expected income for the remainder of the year has been recalculated on the assumption of no further acquisitions in 2018/19. The Council considers investment opportunities as they arise and has not been successful on all occasions; investments are made when the yield is in line with the Council's acquisitions strategy. In due course it is anticipated that this budget will deliver to target once sufficient financially appealing opportunities have been secured. </li> </ul>	+3.450	(+70%)
<ul style="list-style-type: none"> <li> <b>Housing Investment (This Land Company)</b> – a +£2.040m pressure is forecast. This is an increase of £0.490m on the position previously reported in August, which relates in full to a change since last month. The overall pressure is due to the assessed value of properties at the point of transfer to This Land, which reflects progress through the planning system (and therefore market value) to date. Expectations of interest receivables continue to be remodelled and reprofiled based on loans advanced. Loan values are constrained by the value of property at disposal (dependent on planning) alongside ensuring the Council has sufficient collateral as lender. </li> </ul>	+2.040	(+47%)
<ul style="list-style-type: none"> <li> <b>Commercial Activity Financing</b>– a -£0.9m underspend is forecast. As a result of the pressures reported elsewhere in Commercial Activity connected to one-off delays in the mobilisation of property acquisitions and loan advances, a review is underway to identify mitigating adjustments that this area can put forward on a one-off basis to offset the position reported until further progress is made. At this stage, favourable changes are anticipated in this way as a result of: <ul style="list-style-type: none"> <li> A review of revenue expenditure under the C&amp;I Committee's purview on equipment (the ICT service). This has been funded by a replacement reserve held in revenue, however a case could be made to charge this to capital resources available in 2018-19, in substitution for the revenue reserve, which would then be available to offer up (£400k). </li> <li> Apportioning an appropriate element of the reduced costs of borrowing, as a result of the delay in opportunities to invest/loan (£500k). </li> </ul> </li> </ul>	-0.900	(-%)
<ul style="list-style-type: none"> <li> <b>Traded Services to Schools and Parents</b>– a +£0.5m pressure is forecast. This is an increase of £0.25m on the position previously reported in August, which relates in full to a change since last month. These services were set a stretch target as part of this year's Business Plan in the sum of £500k. This was not allocated </li> </ul>	+0.500	(-%)



to any specific service lines but retained as a general target across all traded services. This target has not been delivered and no plans to achieve have been brought forward either by the services or as a result of the Outcome Focussed Reviews that have taken place.

3.2.8 A combination of more minor variances, and previously reported exceptions disclosed in individual reports sum with the above to lead to an overall outturn of +£6.438m. For full and previously reported details see the [C&I Finance & Performance Report](#), (<https://tinyurl.com/yb8aqniq>). *(Please note that the C&I report will be available at the link above following the publication of the C&I Committee agenda.)*

3.2.9 **Funding Items:** -£1.795m underspend is forecast.

	£m	%
<ul style="list-style-type: none"> <li>This is due to forecast higher than originally budgeted Business Rates income from the City and District Councils. See section 6.2 for further details.</li> </ul>	-1.795	(-6%)

3.2.10 **Open Purchase Order Reconciliation:** -£2.950m underspend is forecast. There are no exceptions to report this month.

3.2.11 **LGSS Operational:** +£0.077m (+0.9%) pressure is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#), (<https://tinyurl.com/y9ood6wf>).

***Note:** exceptions relate to Forecast Outturns that are considered to be in excess of +/- £250k.*

#### 4. KEY ACTIVITY DATA

4.1 The latest key activity data for: Looked After Children (LAC); Special Educational Needs (SEN) Placements; Adult Social Care (ASC); Adult Mental Health; Older People (OP); and Older People Mental Health (OPMH) can be found in the latest [P&C Finance & Performance Report](#), (<https://tinyurl.com/y9p5g7tx>) (section 2.5).

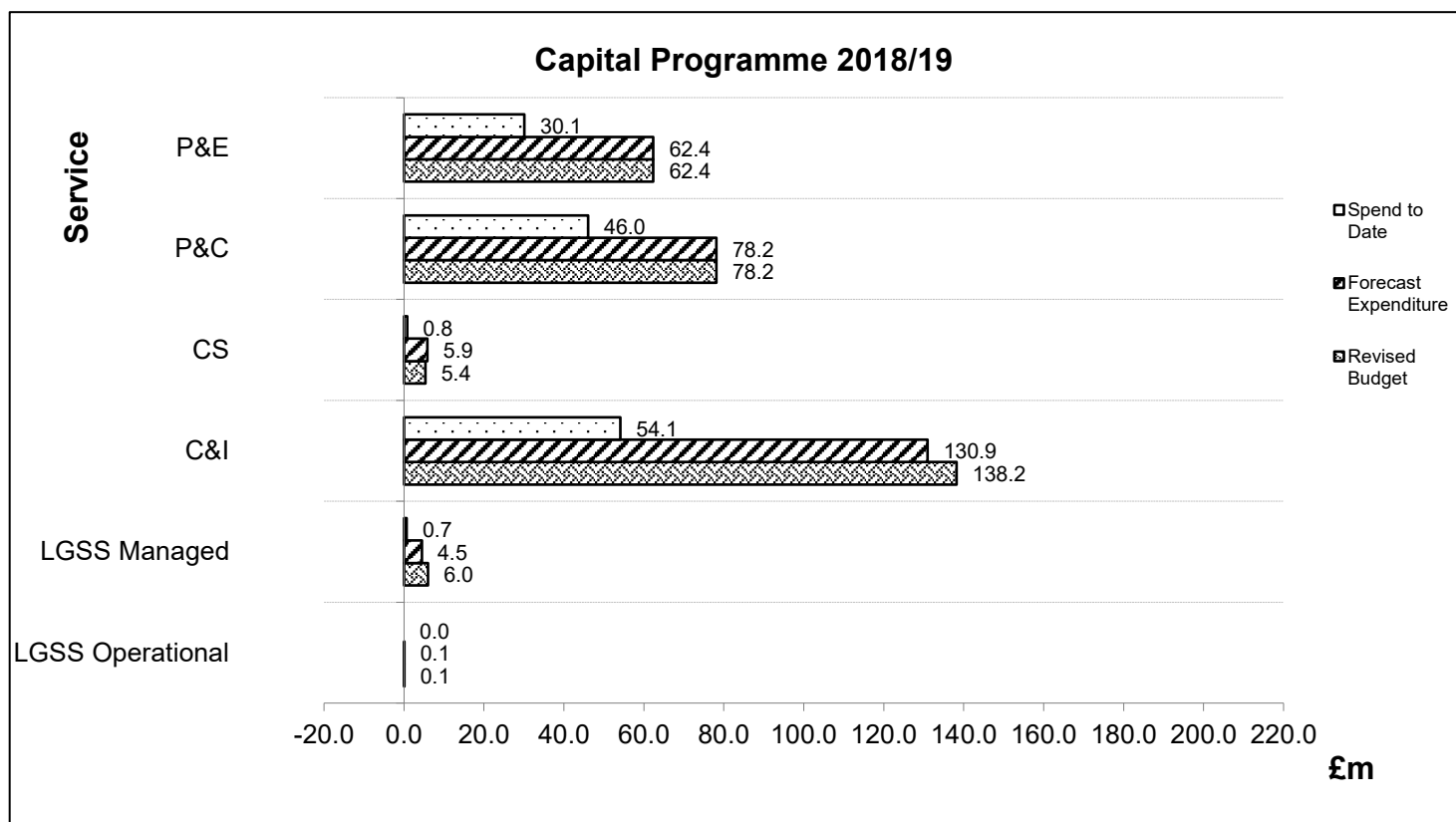
## 5. CAPITAL PROGRAMME

5.1 A summary of capital financial performance by service is shown below:

2018-19							TOTAL SCHEME	
Original 2018/19 Budget as per Business Plan  £000	Forecast Variance - Outturn (Sept)  £000	Service	Revised Budget for 2018/19  £000	Actual- Year to Date (Oct)  £000	Forecast Variance - Outturn (Oct)  £000	Forecast Variance - Outturn (Oct)  %	Total Scheme Revised Budget (Oct)  £000	Total Scheme Forecast Variance (Oct)  £000
35,956	366	P&E	62,369	30,097	-	0.0%	445,516	-
87,820	-0	P&C	78,157	46,033	-0	0.0%	669,433	15,751
2,038	-	CS	5,369	826	516	9.6%	19,437	-
6,415	-1,131	LGSS Managed	6,013	687	-1,556	-25.9%	6,963	-172
123,274	-7,294	C&I	138,217	54,095	-7,277	-5.3%	266,164	-147
-	-	LGSS Operational	134	-	-	0.0%	2,025	-
-	-	Outturn adjustment	-	-	-	-	-	-
<b>255,503</b>	<b>-8,059</b>	<b>Total Spending</b>	<b>290,259</b>	<b>131,738</b>	<b>-8,317</b>	<b>-2.9%</b>	<b>1,409,538</b>	<b>15,432</b>

### Notes:

1. The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted. A breakdown of the use of the capital programme variations budget by service is shown in section 5.2.
2. The reported P&E capital figures do not include Greater Cambridge Partnership, which has a budget for 2018/19 of £26.1m and is currently forecasting a balanced budget at year-end
3. The 'Total Scheme Forecast Variance' reflects the forecast variance against budget of the total expenditure for all active capital schemes across all financial years.



**Note:** The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted.

5.2 A summary of the use of capital programme variations budgets by services is shown below. As forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when re-phasing exceeds this budget.

2018/19					
Service	Capital Programme Variations Budget	Forecast Variance - Outturn (Oct)	Capital Programme Variations Budget Used	Capital Programme Variations Budget Used	Revised Forecast Variance - Outturn (Oct)
	£000	£000	£000	%	£000
P&E	-14,931	-4,822	4,822	32.30%	0
P&C	-10,469	-8,793	8,793	84.00%	-0
CS	-951	516	0	0.00%	516
LGSS Managed	-1,479	-3,035	1,479	100.00%	-1,556
C&I	-33,805	-41,082	33,805	100.00%	-7,277
LGSS Operational	0	0	0	-	0
Outturn adjustment	-	-	-	-	-
<b>Total Spending</b>	<b>-61,635</b>	<b>-57,216</b>	<b>48,899</b>	<b>79.34%</b>	<b>-8,317</b>

5.3 As at the end of October 2018, LGSS Managed and Commercial and Investment schemes have exceeded the capital variations budget allocated to them, forecasting in-year underspends of -£1.6m and -£7.3m respectively. At this stage of the financial year it is thought that the position across the whole programme will be an underspend, so no adjustment has been made to the outturn.

5.4 A more detailed analysis of current year key exceptions this month by programme for individual schemes of £0.25m or greater are identified below.

5.4.1 **Place & Economy:** a balanced budget is forecast at year-end.

	£m	%
<ul style="list-style-type: none"> <li>• <b>Connecting Cambridgeshire</b> – an in-year underspend of -£5.0m is forecast. Due to the nature of the contract with BT, the majority of the costs are back-ended and expenditure will not be incurred until 2019/20 and 2020/21. The total scheme cost is still £36.29m but the forecast against the £6m 2018/19 budget has reduced to £1m.</li> </ul>	-5.0	(-83%)
<ul style="list-style-type: none"> <li>• <b>P&amp;E Capital Variation</b> – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £4.8m underspend is balanced by use of the capital variations budget; this is an increase of £4.8m on the use of variations budget reported last month and relates primarily to the underspend on Connecting Cambridgeshire as reported above.</li> </ul>	+4.8	(+32%)
<ul style="list-style-type: none"> <li>• For full and previously reported details see the <a href="https://tinyurl.com/yax52wcu">P&amp;E Finance &amp; Performance Report, (https://tinyurl.com/yax52wcu)</a>.</li> </ul>		

5.4.2 **People & Communities:** a balanced budget is forecast at year-end.

	£m	%
<ul style="list-style-type: none"> <li>• <b>Basic Need – Secondary</b> – an in-year underspend of -£7.9m is forecast. This is an increase of £1.3m on the underspend previously reported in August 2018, of which £1.25m relates to a change since last month. This is mainly due to rephasing on the following schemes: <ul style="list-style-type: none"> <li>○ Northstowe Secondary &amp; Special has experienced further rephasing of £1.0m since September. The overall £5.7m rephasing in 2018/19 is due to a requirement for piling foundations on the site, which will lead to an increase in total scheme cost and also extend the build time; also, enabling works are only being completed for the SEN provision and part of the Secondary school in 2018/19, which was not what was initially planned.</li> <li>○ North West Fringe School has experienced £0.150m rephasing as the scheme has not yet progressed.</li> <li>○ Cromwell Community College has experienced £100k rephasing in October 2018 as early highways works to the site have been delayed to form a bigger highways element to be undertaken in summer 2019.</li> </ul> </li> </ul>	-7.9	(-21%)

- **P&C Capital Variation** – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £8.8m underspend is balanced by use of the capital variations budget; this is an increase of £1.2m on the use of variations budget reported last month and primarily relates to the increased underspend on Basic Need – Secondary schemes as reported above. +8.8 (+84%)
- For full and previously reported details see the [P&C Finance & Performance Report](https://tinyurl.com/y9p5g7tx), (<https://tinyurl.com/y9p5g7tx>).

5.4.3 **Corporate Services:** a +£0.5m (+10%) in-year pressure is forecast at year-end.

- |  | £m | % |
|--|----|---|
| <ul style="list-style-type: none"> <li>• <b>Capitalisation of Redundancies</b> – an in-year pressure of +£0.3m is forecast. This is due to more redundancies than originally anticipated in the year, in particular relating to the closure of the Catering and Cleaning Service. This will be fully funded by capital receipts. <span style="float: right;">+0.3 (+31%)</span></li> </ul> |    |   |
| <ul style="list-style-type: none"> <li>• For full and previously reported details see the <a href="https://tinyurl.com/y9ood6wf">CS &amp; LGSS Finance &amp; Performance Report</a>, (<a href="https://tinyurl.com/y9ood6wf">https://tinyurl.com/y9ood6wf</a>).</li> </ul>   |    |   |

5.4.4 **LGSS Managed:** a -£1.6m (-25.9%) in-year underspend is forecast after the capital programme variations budget has been utilised in full.

- |  | £m | % |
|--|----|---|
| <ul style="list-style-type: none"> <li>• <b>Disaster Recovery facility for critical business systems</b> – an in-year underspend of -£0.4m is forecast. This is due to a change in the way the project is being delivered which has delayed implementation of the project. <span style="float: right;">-0.4 (-83%)</span></li> </ul> |    |   |
| <ul style="list-style-type: none"> <li>• For full and previously reported details see the <a href="https://tinyurl.com/y9ood6wf">CS &amp; LGSS Finance &amp; Performance Report</a>, (<a href="https://tinyurl.com/y9ood6wf">https://tinyurl.com/y9ood6wf</a>).</li> </ul>   |    |   |

5.4.5 **Commercial & Investment:** a -£7.3m (-5.3%) in-year underspend is forecast after the capital programme variations budget has been utilised in full. There are no exceptions to report this month; for full and previously reported details see the [C&I Finance & Performance Report](https://tinyurl.com/yb8agnjq), (<https://tinyurl.com/yb8agnjq>). *(Please note that the C&I report will be available at the link above following the publication of the C&I Committee agenda.)*

5.4.6 **LGSS Operational:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y9ood6wf), (<https://tinyurl.com/y9ood6wf>).

- 5.5 A more detailed analysis of total scheme key exceptions this month by programme for individual schemes of £0.25m or greater are identified below:
- 5.5.1 **Place & Economy:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [P&E Finance & Performance Report](#), (<https://tinyurl.com/yax52wcu>).
- 5.5.2 **People & Communities:** a +£15.8m (+2%) total scheme overspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [P&C Finance & Performance Report](#), (<https://tinyurl.com/y9p5g7tx>).
- 5.5.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#), (<https://tinyurl.com/y9ood6wf>).
- 5.5.4 **LGSS Managed:** a -£0.1m (-2%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#), (<https://tinyurl.com/y9ood6wf>).
- 5.5.5 **Commercial & Investment:** a -£0.1m (-0%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [C&I Finance & Performance Report](#), (<https://tinyurl.com/yb8aqnjq>). *(Please note that the C&I report will be available at the link above following the publication of the C&I Committee agenda.)*
- 5.5.6 **LGSS Operational:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#), (<https://tinyurl.com/y9ood6wf>).

5.6 A breakdown of the changes to funding has been identified in the table below.

Funding Source	B'ness Plan Budget	Rolled Forward Funding <sup>1</sup>	Revised Phasing	Additional/ Reduction in Funding	Revised Budget	Outturn Funding	Funding Variance
	£m	£m	£m	£m	£m	£m	£m
Department for Transport (DfT) Grant	17.5	4.1	-0.4	2.4	23.6	23.6	-
Basic Need Grant	24.9	-	-	-	24.9	24.9	-
Capital Maintenance Grant	4.0	-	0.2	-	4.2	4.2	-
Devolved Formula Capital	1.0	0.7	-	-0.1	1.6	1.6	-
Specific Grants	6.5	4.4	-1.0	-	9.9	8.2	-1.8
S106 Contributions & Community Infrastructure Levy	11.0	3.0	-0.5	-0.6	12.9	12.6	-0.3
Capital Receipts	81.1	-	-15.9	-	65.2	45.6	-19.6
Other Contributions	12.1	-	-3.6	5.9	14.3	14.3	-
Revenue Contributions	-	-	-	-	-	-	-
Prudential Borrowing	97.3	92.4	-70.9	14.8	133.6	146.9	13.3
<b>TOTAL</b>	<b>255.5</b>	<b>104.6</b>	<b>-92.2</b>	<b>22.4</b>	<b>290.3</b>	<b>281.9</b>	<b>-8.3</b>

<sup>1</sup> Reflects the difference between the anticipated 2017/18 year end position used at the time of building the initial Capital Programme budget, as incorporated within the 2018/19 Business Plan, and the actual 2017/18 year end position.

5.7 Key funding changes (of greater than £0.25m or requiring approval):

Funding	Service	Amount (£m)	Reason for Change
Rolled Forward Funding	LGSS Managed	£0.097	<p>The main roll-forward exercise was carried out at the beginning of financial year when the Capital Programme Board reviewed overspends and underspends as at the end of 2017/18, many of which were a result of changes to the timing of expenditure, rather than variations against total costs. The Improved audio-visual capabilities capital scheme funded by £98k prudential borrowing was previously approved by General Purposes Committee in 2017/18 but the unspent funds were omitted from the roll-forward request.</p> <p><b>General Purposes Committee is asked to approve the carry forward of £0.097m of funding to 2018/19</b></p>

- 5.8 In addition to the above funding changes for 2018/19, additional funding of £36k is requested in 2018/19 for the Mere Farm Solar Farm project. This project is to construct a solar farm on 200 acres of rural estate property with a view to generate income from the sale of electricity. The full scheme budgets will be submitted for approval as part of the 2019-20 Business Planning process; the 2018/19 funding requires GPC approval now to fund initial planning and design work. The scheme will be funded by borrowing; the annual cost of borrowing for this scheme (total borrowing £23.218m) will start in 2021/22 at £1.493m, and decreases each year thereafter.

**General Purposes Committee is asked to approve additional prudential borrowing of £36,000 in 2018/19 for the Mere Farm Solar Farm project.**

- 5.9 In addition to the above funding changes for 2018/19, additional funding of £183k is requested in 2018/19 for the Manor Farm, Girton house extension project. The project is to extend the house at Manor Farm; the tenant has agreed to pay an annual 7% improvement charge on the total cost. The Council's asset will increase in value as a result. The scheme will be funded by borrowing; the annual cost of borrowing for this scheme will start in 2019/20 at £16k and decreases each year thereafter.

**General Purposes Committee is asked to approve additional prudential borrowing of £183,000 in 2018/19 for the Manor Farm, Girton house extension scheme.**



## 6. FUNDING CHANGES

- 6.1 Where there has been a material change in 2018/19 grant allocations to that budgeted in the Business Plan (BP) i.e. +/- £160k, this will require Strategic Management Team (SMT) discussion in order to gain a clear and preferred view of how this additional/shortfall in funding should be treated. The agreed approach for each grant will then be presented to the GPC for approval.

### 6.2 Business Rates

The total 2018/19 Business Rates income from the City and District Councils is forecast to be £1.79m higher than originally budgeted in the 2018/19 Business Plan. The original budgeted Business Rates income was based on 2017/18 NNDR1 form forecasts from the City and District Councils uprated for CPI and appropriate growth rates, and then adjusted for a forecast surplus on the collection fund in 2017/18.

The 2018/19 Business Rates Payment Schedule adhered to by the City and District Councils is based on the later 2018/19 NNDR1 forecasts adjusted for the estimated surplus or deficit on the 2017/18 collection fund. The 2018/19 NNDR1 forecasts were significantly higher than the forecasts incorporated into the Business Plan, resulting in a forecast £1.79m additional income compared to the budget

It is proposed that this additional income is transferred to corporate reserves at year end, subject to General Purposes Committee (GPC) approval. An update to the current reported position will be provided if this projection changes and approval will be sought at year-end once the final figure is known.

### 6.3 Combined Authority levy technical adjustment

At the time of budget setting for the 2018/19 Business Plan it was anticipated that a levy would be applied by the Cambridgeshire & Peterborough Combined Authority to the Council for all highways and transport functions. Updated legislation enabling a levy did not come into place until 1st October 2018. As a result the levy expectation needs to be reduced in the 2018/19 budget as the levy agreed between the Combined Authority and the Council relates purely to local passenger transport services as outlined in the legislation. There is no net impact as the budget for expenditure on transport elements not covered by the levy was fully retained by CCC to spend on services; in 2018/19 CCC will spend on these services directly rather than via a levy.

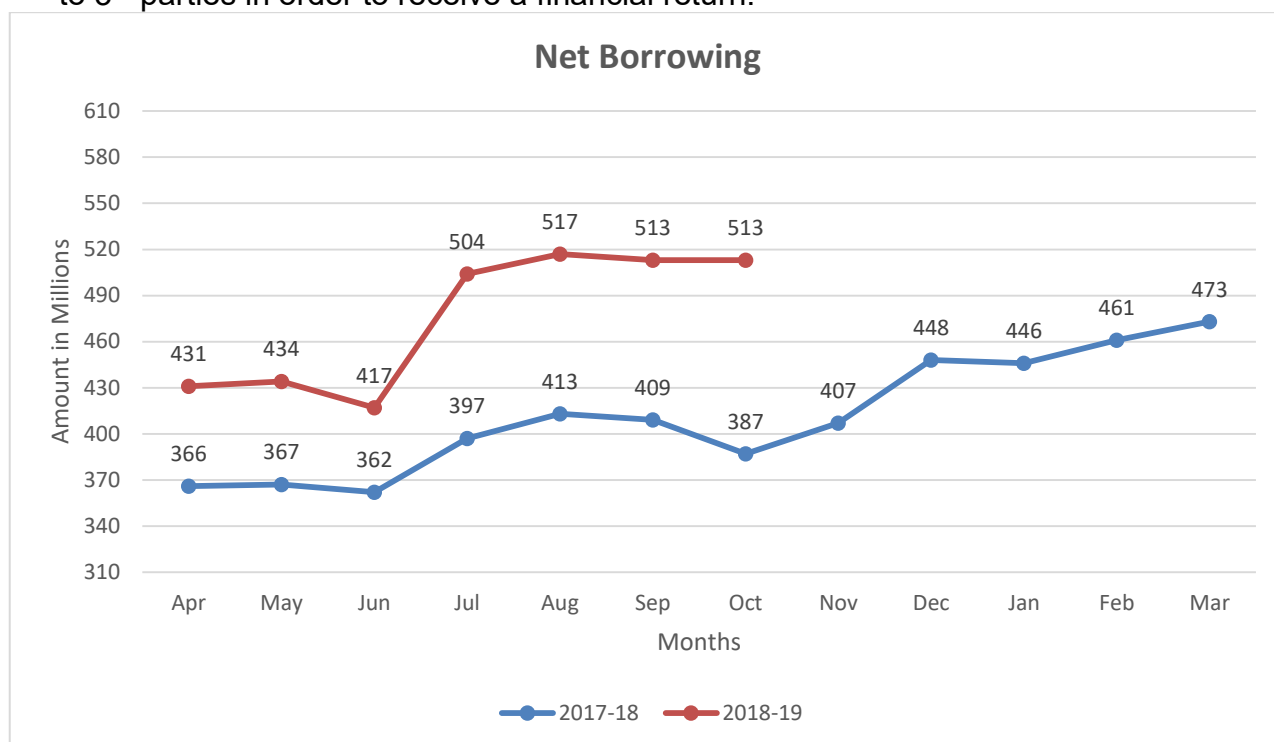
**General Purposes Committee is asked to note a net nil technical adjustment of +/-£13.615m in relation to the Combined Authority Levy related budgets.**

## 7. BALANCE SHEET

- 7.1 A more detailed analysis of balance sheet health issues is included below:

Measure		Year End Target	Actual as at the end of Oct 2018
Level of debt outstanding (owed to the council) 91 days +, £m	Adult Social Care	£3.37m	£4.74m
	Sundry	£1.71m	£4.18m

- 7.2 The graph below shows net borrowing (borrowings less investments) on a month by month basis and compares the position with the previous financial year. The levels of investments at the end of October 2018 were £45m (excluding 3<sup>rd</sup> party loans) and gross borrowing was £558m. Of this gross borrowing, it is estimated that £115m relates to borrowing for Invest to Save or Invest to Earn schemes, including loans we have issued to 3<sup>rd</sup> parties in order to receive a financial return.



- 7.3 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the forthcoming year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2018-19 TMSS was set in February 2018, it was anticipated that net borrowing would reach £683m at the end of this financial year. Based upon latest projections of Balance Sheet cash-backed reserves and the Capital Programme borrowing requirements, this is now forecast to be lower at £630m. This position will be monitored as the year progresses to establish the full year final position.
- 7.4 From a strategic perspective, the Council is currently utilising cash backed balances and undertaking shorter term borrowing to generate net interest savings. This approach carries with it interest rate risk, and officers are monitoring options as to the timing of any potential longer term borrowing should underlying rates be forecast to rise in a sustained manner.
- 7.5 There is a link between the annual capital programme borrowing requirement, the net borrowing position and consequently net interest charges. However, the Debt Charges budget is formulated in the context of additional factors including projected levels of cash backed reserves, forecast movements in interest rates, and the overall borrowing requirement for the Council over the life of the Business Plan and beyond.
- 7.6 The Council's cash flow profile varies considerably during the year, due to the timing difference between outgoing payments (payroll, supplier payments etc.) and income streams (grants, Council tax etc.). Cash flows at the beginning of the year are typically

stronger than at the end of the year, as many grant receipts are received in advance of spend.

- 7.7 Further detail around the Treasury Management activities can be found in the latest [Treasury Management Report](https://tinyurl.com/y84h4899) (<https://tinyurl.com/y84h4899>).
- 7.8 The Council's reserves include various earmarked reserves (held for specific purposes), as well as provisions (held for potential liabilities) and capital funding. A schedule of the Council's reserves and provisions can be found in [Appendix 2](#).

## **8. ALIGNMENT WITH CORPORATE PRIORITIES**

### **8.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

### **8.2 Helping people live healthy and independent lives**

There are no significant implications for this priority.

### **8.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

## **9. SIGNIFICANT IMPLICATIONS**

### **9.1 Resource Implications**

This report provides the latest resources and performance information for the Council and so has a direct impact.

### **9.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications within this category.

### **9.3 Statutory, Legal and Risk Implications**

There are no significant implications within this category.

### **9.4 Equality and Diversity Implications**

There are no significant implications within this category.

### **9.5 Engagement and Consultation Implications**

No public engagement or consultation is required for the purpose of this report.

### **9.6 Localism and Local Member Involvement**

There are no significant implications within this category.

## 9.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Chris Malyon
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?</b>	No Name of Legal Officer: Not applicable
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	No Name of Legal Officer: Not applicable
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	No Name of Officer: Not applicable
<b>Have any engagement and communication implications been cleared by Communications?</b>	No Name of Officer: Not applicable
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	No Name of Officer: Not applicable
<b>Have any Public Health implications been cleared by Public Health</b>	No Name of Officer: Not applicable

Source Documents	Location
P&E Finance & Performance Report (October 18) P&C Finance & Performance Report (October 18) PH Finance & Performance Report (October 18) CS and LGSS Cambridge Office Finance & Performance Report (October 18) C&I Finance & Performance Report (October 18) Performance Management Report & Corporate Scorecard (October 18) Capital Monitoring Report (October 18)	1 <sup>st</sup> Floor, Octagon, Shire Hall, Cambridge

**APPENDIX 1 – transfers between Services throughout the year** (only virements of £1k and above (total value) are shown below)

	P&C	Public Health	P&E	CS Financing	Corporate Services	LGSS Managed	C&I	LGSS Op	Financing Items
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Opening Cash Limits as per Business Plan	239,124	629	41,428	25,983	7,207	11,126	-8,188	8,871	33,685
Post BP adjustments	208				203	58	-433	-36	
Greater Cambridge Partnership budgets not reported in CCC budget					-863				
Use of earmarked reserves for Community Transport			84						-84
Cleaning contract savings transfer					36		-36		
Organisational structure review	-70				70				
Use of earmarked reserves for Community Transport			211						-211
Funding from General Reserves for Children's services reduced grant income expectation as approved by GPC	295								-295
Funding from General Reserves for New Duties – Leaving Care as approved by GPC	390								-390
Savings forthcoming from change in LEP governance arrangements applied to corporate savings target			-43		43				
Grand Arcade shop rental income transfer from Libraries to Property Services			50				-50		
Use of Smoothing Fund Reserve for P&C	3,413								-3,413
Transfer of advocacy budget to Corporate Services	-95				95				
Transfer of LGSS Law dividend target to C&I							-90	90	
Transfer of Monitoring Officer budget to Corporate services					90			-90	
Transfer of Bookstart contribution from Children's centres to Library services	-12		12						
Technical adjustment re Combined Authority Levy			13,615						-13,615
<b>Current budget</b>	<b>243,252</b>	<b>629</b>	<b>55,357</b>	<b>25,983</b>	<b>6,881</b>	<b>11,184</b>	<b>-8,797</b>	<b>8,835</b>	<b>15,677</b>
Rounding	1	0	1	0	-1	-1	1	0	0

## APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2018	2018-19		Forecast Balance 31 March 2019	Notes
		Movements in 2018-19	Balance at 31 October 2018		
	£000s	£000s	£000s	£000s	
<b>General Reserves</b>					
- County Fund Balance	13,392	2,568	15,960	11,470	Service reserve balances transferred to General Fund after review
- Services					
1 P&C	0	0	0	0	
2 P&E	0	0	0	0	
3 CS	0	0	0	0	
4 LGSS Operational	0	0	0	0	
subtotal	13,392	2,568	15,960	11,470	
<b>Earmarked</b>					
- Specific Reserves					
5 Insurance	3,175	-404	2,771	2,771	
subtotal	3,175	-404	2,771	2,771	
- Equipment Reserves					
6 P&C	64	0	64	64	
7 P&E	30	0	30	0	
8 CS	30	-27	3	3	
9 C&I	680	-626	54	0	
subtotal	804	-653	151	67	
<b>Other Earmarked Funds</b>					
10 P&C	514	0	514	514	Includes liquidated damages in respect of the Guided Busway
11 PH	2,567	0	2,567	2,069	
12 P&E	5,382	-259	5,123	3,780	
13 CS	2,628	-186	2,442	2,865	
14 LGSS Managed	63	0	63	0	
15 C&I	552	106	658	658	Savings realised through change in MRP policy
16 Transformation Fund	21,877	7,139	29,016	21,606	
17 Innovate & Cultivate Fund	844	-148	696	453	
18 Smoothing Fund	0	0	0	0	This table has been presented on the basis of the £3.413m draw down approved in the August IR&PR section 6.2.
subtotal	34,427	6,652	41,080	31,945	
<b>SUB TOTAL</b>		<b>51,799</b>	<b>8,163</b>	<b>59,962</b>	46,253
<b>Capital Reserves</b>					
- Services					
18 P&C	778	0	778	778	Section 106 and Community Infrastructure Levy balances.
19 P&E	10,200	14,167	24,367	1,000	
20 LGSS Managed	0	0	0	0	
21 C&I	0	34,225	34,225	52,590	
22 Corporate	43,561	15,350	58,910	46,686	
subtotal	54,539	63,742	118,280	101,054	
<b>GRAND TOTAL</b>	<b>106,338</b>	<b>71,905</b>	<b>178,242</b>	<b>147,307</b>	

In addition to the above reserves, specific provisions have been made that set aside sums to meet both current and long term liabilities that are likely or certain to be incurred, but where the amount or timing of the payments are not known. These are:

Fund Description	Balance at 31 March 2018	2018-19		Forecast Balance 31 March 2019	Notes
		Movements in 2018-19	Balance at 31 October 2018		
	£000s	£000s	£000s	£000s	
<b>- Short Term Provisions</b>					
1 P&E	55	0	55	0	
2 P&C	200	0	200	200	
3 CS	0	0	0	0	
4 LGSS Managed	3,460	0	3,460	3,460	
5 C&I	0	0	0	0	
subtotal	3,715	0	3,715	3,660	
<b>- Long Term Provisions</b>					
6 LGSS Managed	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
<b>GRAND TOTAL</b>	<b>7,328</b>	<b>0</b>	<b>7,328</b>	<b>7,273</b>	

## APPENDIX 3 – Corporate Risk Register Summary

5					
4				6	2
3			3 10	4 7 9	1
2			8	5	
1					
	1	2	3	4	5

Consequence

Risk #	Risk	Risk Owner	Residual Risk Level	Review Date
1	01. Vulnerable children or adults are harmed	Wendi Ogle-Welbourn	15	31/01/2019
2	02. The Business Plan (including budget and services) is not delivered	Chris Malyon	20	31/01/2019
3	03. Personal data is inappropriately accessed or shared	Sue Grace	9	31/01/2019
4	04. A serious incident occurs, preventing services from operating and / or requiring a major incident response	Sue Grace	12	31/01/2019
5	05. The Council does not deliver its statutory or legislative obligations	Fiona McMillan	8	31/01/2019
6	06. Our resources (human resources and business systems, CCC and providers) are not sufficient to meet business need	Gillian Beasley	16	31/01/2019
7	07. The infrastructure and services (e.g. transport, education, services for children, families and adults) required to meet the current and future needs of a population is not provided at the right time	Graham Hughes	12	31/01/2019
8	08. The Council is a victim of major fraud or corruption	Gillian Beasley	6	31/01/2019
9	09. Inequalities in the county continue	Gillian Beasley	12	31/01/2019
10	10. Change and transformation of services is not successful	Chris Malyon	9	31/01/2019

The residual risk levels are the same as the last summary reported in June 18.



**GENERAL PURPOSES COMMITTEE REVIEW OF DRAFT REVENUE AND CAPITAL BUSINESS PLANNING PROPOSALS FOR 2019-20 TO 2023-24**

**To:** General Purposes Committee

**Meeting Date:** 18 December 2018

**From:** Gillian Beasley, Chief Executive  
Chris Malyon: Chief Finance Officer

**Electoral division(s):** All

**Forward Plan ref:** Not applicable      **Key decision:** No

**Purpose:** This report provides the Committee with an overview of the draft Business Plan revenue and capital proposals that are within the remit of the General Purposes Committee, as well as consideration of the draft tables for the whole Council following review by service committees.

**Recommendation:** General Purposes Committee is asked to:

- a) note the overview and context provided for the 2019/20 to 2023/24 Business Plan revenue proposals for the Service, updated since the last report to the Committee in October.
- b) comment on the draft revenue savings proposals that are within the remit of the General Purposes Committee for 2019/20 to 2023/24, as part of consideration for the Council's overall Business Plan.
- c) comment on the changes to the capital programme that are within the remit of the General Purposes Committee, as part of consideration for the Council's overall Business Plan.
- d) note the Fees and Charges as submitted to the Highways and Community Infrastructure and Economy and Environment Committees.
- e) note the draft revenue savings proposals and draft capital programme for the whole Council, as part of consideration for the Council's overall Business Plan.

<b>Officer contact:</b>		<b>Member contact:</b>	
Name:	Gillian Beasley/Chris Malyon Chief Executive/ Deputy Chief Executive	Councillors Count & Hickford Chair/Vice-Chair	
Email:	<a href="mailto:Gillian.Beasley@cambridgeshire.gov.uk">Gillian.Beasley@cambridgeshire.gov.uk</a> <a href="mailto:Chris.malyon@cambridgeshire.gov.uk">Chris.malyon@cambridgeshire.gov.uk</a>	<a href="mailto:Steve.count@cambridgeshire.gov.uk">Steve.count@cambridgeshire.gov.uk</a> <a href="mailto:Roger.hickford@cambridgeshire.gov.uk">Roger.hickford@cambridgeshire.gov.uk</a>	
Tel:	01223 729051 01223 699796	01223 706398	

## **1. PURPOSE AND BACKGROUND**

- 1.1 The Council's Business Plan sets out how we will spend the resources we have at our disposal to achieve our vision and priorities for Cambridgeshire, and the outcomes we want for people. This paper presents an overview of the proposals being put forward as part of the Council's draft revenue and capital budgets, with a focus on those which are relevant to this Committee, as well as consideration of the draft tables for the whole Council following review by service committees. The report forms part of the process set out in the Medium Term Financial Strategy whereby the Council updates, alters and refines its revenue and capital proposals in line with new savings targets.
- 1.2 In developing our plan we are responding to a combination of cost increases and reduced Government funding which mean we have to make our resources work harder than ever before. To balance the budget whilst still delivering for communities we need to identify savings or additional income of £26.3m for 2019-20, and totaling £68.2m across the full five years of the Business Plan.

## **2. FINANCIAL OVERVIEW UPDATE**

- 2.1 In October, Committees received information about emerging draft proposals to respond to this challenge – at that point we had identified 44% of the savings required and the remaining budget gap for 2019/20 was £21.5m. Additional gaps also existed for the later years of the business plan.

- 2.2 Since October, work on the business plan has continued with a focus on;

Further exploring the existing schemes, refining the business cases and seeking to push schemes further wherever possible  
Identifying mitigation measures for the identified pressures – aiming to minimise their impact on the savings requirement for the organisation

- 2.3 We are continuing as an authority to explore every avenue to identify further efficiency or to bring in more funding to the local economy and public sector. In particular;

We continue to drive forward our Fairer Funding Campaign – arguing for Cambridgeshire to receive a higher and fairer allocation of national funding for education, social care and a range of other services

We have applied to be a pilot area for the Government's Business Rates Retention Scheme – which would allow us to reinvest the output of local business growth in local public services and infrastructure

We are working in partnership with Peterborough City Council on shared services where it will lead to better outcomes for service users

We are driving forward the Adults Positive Challenge Programme which is supporting us to develop a new approach in our adult social care model in the face of growing demand

- 2.4 However the number and scale of the pressures on the organisation which are not directly controllable continues to increase. In addition to the ongoing

reductions in grant from Government, we continue to see demand for services and in particular the most vulnerable increasing significantly.

- 2.5 Throughout the year Adults Services has seen increased demand for services from both older people and people with learning disabilities, above the level expected when budgets were set. We have been successful through early help in constraining this demand and reducing the proportion of over 85s in service but the level of services required by people is rising, putting pressure on the health and social care system (locally and nationally). This rising demand is pushing up unit costs of care which has put pressure on budgets in the second half of the year. Within the Learning Disability Partnership, demand for services is rising as more people are discharged from inpatient units into the community as part of the Transforming Care agenda, and efforts to constrain costs are taking longer than anticipated. The considerable impact on care budgets of this demand for services continues to be mitigated through funding provided by central government, but demand has continued to rise in the second part of the year.
- 2.6 Within Children's services, numbers of children in care remain at around 100 higher than expected based on the performance of Cambridgeshire's statistical neighbours. These higher than anticipated numbers in care have resulted in continuing overspends in directly related budgets – those associated with placement costs, supervised contact and transport costs. Additionally, the foster placement capacity both in house and externally is very stretched by demand both locally and nationally. The shortfall in appropriate fostering provision is increasing the numbers of children requiring residential placements which cost around four times more than equivalent fostering placements.
- 2.7 There has also been a significant increase in numbers of unaccompanied asylum seeking children (UASC) over the last two months. The council receives fixed government grants to fund accommodation costs and support care leavers however this income has not increased in proportion with the UASC population. Additionally, the majority of recent arrivals have been placed in high cost placements due to the unavailability of lower cost accommodation. Within Children's Services we have seen a 13% increase in pupils with Education, Health and Care Plans (EHCPs) between September 2017 and September 2018 and a 20% increase in pupils attending special schools over the same period. These increases, which are in line with national trends, have caused pressures on all elements of the Special Educational Needs Development (SEND) budget.
- 2.8 The increasing number of pupils with EHCPs has also resulted in an increased pressure on the Home to School Transport – Special budget. We are seeing more pupils with SEND being transported and, due to local provision reaching capacity, pupils are being transported significant distances to access education which results in higher transport costs. An increase in complexity of needs has also contributed to this pressure with more pupils needing specialist equipment or passenger assistants to assist their travel. This is against a backdrop of a challenging transport market with quoted costs for routes being significantly higher than in previous years resulting in pressure on Mainstream and LAC transport as well as Special. These two areas are also seeing growing demand due to continuing increases in LAC numbers and a high volume of in-year admissions to schools outside of catchment area resulting in further budgetary pressures.

2.9 The table below provides a summary of the various material (£100k or greater) changes since October in the overall business planning position for 2019/20. It reflects both the positive impact of the new proposals and transformation agenda and the growing pressures we face as a sector. As shown below, the level of unidentified savings has reduced by £2.2m to £19.3m. Work to identify and work up further ideas to fill the gap is ongoing and the pressures emerging are still under review as we monitor trends and develop mitigating strategies.

Description	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000
<b>Remaining Unidentified Savings at October Committees</b>	<b>21,505</b>	<b>8,838</b>	<b>3,807</b>	<b>8,078</b>	<b>3,151</b>
Anticipated further savings within People and Communities	121				
Passenger Transport - Remove Discretionary Concessions	260				
Anticipated further savings within Place and Economy	250	250			
Partnership, Projects and Funding team	101				
<b>Subtotal Business Planning Savings removed since October</b>	<b>732</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>
Dedicated Schools Grant Contribution to Combined Budgets - decision by schools forum	-1,579	1,579	1,500		
Better Care Fund - Investing to support social care and ease pressures in the health and care system	-1,000	1,000			
Income from energy investment schemes			-5,668	89	201
<b>Subtotal reduction in pressures</b>	<b>-2,579</b>	<b>2,579</b>	<b>-4,168</b>	<b>89</b>	<b>201</b>
Increase in inflationary pressures	341		-155	-155	-155
Underachievement of planned 2018/19 waste contract savings	900				
Citizen First, Digital First - underachievement of planned savings from previous years	182				
Reduced LGSS Law dividend expectation	96		-96		
Microsoft Licensing Costs	240				
Increase in Traded Services to Schools pressure	100				
Increase in Home to School Transport for Special Schools - pressure	725				
Home to School Transport for Looked After Children - increased pressure	275				
<b>Subtotal revised pressures</b>	<b>2,859</b>	<b>-</b>	<b>-251</b>	<b>-155</b>	<b>-155</b>
Smoothing fund applied one-off to Children's Services in 18/19, permanent benefit unwound in 2020-21	-3,413	3,413			

Changes to People and Communities fees, charges and schools income compared to 2018-19	1,048				
Investment into Social Work (in relation to the Adults Positive Challenge programme)			1,000		
Operating costs associated with energy investment projects		39	787	22	26
Revised debt charges forecast [costs of borrowing]	-1,197	664	3,176	2	1,922
Improvement in in-year position and combination of minor adjustments	372	272			
Household waste recycling centre changes	-60				
Changes in external income assumptions [future year assumptions about IBCF and RSG*]		-5,000			
Additional changes to funding forecasts		135	-2	-1	-1
<b>Total of Other Changes to Business Plan Assumptions / Finance Adjustments</b>	<b>-3,250</b>	<b>-477</b>	<b>4,961</b>	<b>23</b>	<b>1,947</b>
<b>Revised Gap at December Committees</b>	<b>19,267</b>	<b>11,190</b>	<b>4,349</b>	<b>8,035</b>	<b>5,144</b>

*\*Taking account of government announcements and treatment in similar authorities, we have assumed in 2020-21 that £8m of improved BCF previously assumed as ending will now continue, this is partially offset by assuming a £3m worsening in general funding position (such as RSG).*

- 2.10 The following table shows the total level of savings necessary for each of the next five years, the amount of savings attributed from identified savings and the residual gap for which saving or income has still to be found:

	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000
Total Saving Requirement*	26,322	17,591	11,578	7,690	4,972
Identified Savings	-14,506	-6,903	-1,438	246	-23
Identified additional Income Generation*	7,451	502	-5,791	99	195
<b>Residual Savings to be identified</b>	<b>19,267</b>	<b>11,190</b>	<b>4,349</b>	<b>8,035</b>	<b>5,144</b>

*\*The Total Saving Requirement and Identified additional Income Generation in 2019-20 have both been reduced by £9m as a result of the closure of Cambridgeshire Catering and Cleaning Services with a net nil impact on the budget gap.*

- 2.11 The following funding options are available to the council to contribute towards closing the gap for 2019/20 and beyond:

Item	2019-20	2020-21	Recurring/ non-recurring	Confirmed/ unconfirmed
Further 1% Council tax increase	-£2.75m		Recurring	Local Decision
Revenue investment of recurring MRP savings	-£6.1m	£0.55m	Recurring but diminishing	Local Decision
Revenue investment of recurring smoothing fund	-£9.1m		Recurring	Local Decision
<b>Subtotal - locally controlled/recurrent</b>	<b>-£17.95m</b>	<b>£0.55m</b>		
Assume negative RSG deferred	-£7.1m		Unclear	Preferred national option
<b>Subtotal – national funding changes</b>	<b>-£7.1m</b>			
Transformation fund closure after current commitments	-£14.0m		Non-recurring	Local decision with conditions
Income from Business Rates Pilot	-£7.67m	£7.67m	Non-recurring	National decision
<b>Subtotal non-recurring funding</b>	<b>-£21.67m</b>	<b>£7.67m</b>		

### 3. ASSUMPTIONS AND RISKS

- 3.1 In the business planning tables the level of savings required is based on a 3.99% increase in Council Tax in 2019-20, through levying the Adult Social Care precept of 2% and a 1.99% general Council Tax increase. It is unclear whether the Adult Social Care precept will continue after 2019-20, therefore only a general Council Tax increase of 1.99% is included from 2020-21 onwards. For each 1% more or less that Council Tax is changed, the level of savings required will change by approximately +/-£2.75m.
- 3.2 There is currently a limit on the increase of Council Tax to 2.99%, above which approval must be sought from residents through a positive vote in a local referendum. The estimated cost of a referendum in May 2019 would be £742k with further costs incurred if the public reject the proposal as new bills would need to be issued.
- 3.3 There are also a number of risks which are not included in the numbers above, or accompanying tables. These will be incorporated (as required) as the Business Plan is developed and the figures can be confirmed:

Movement in current year pressures – Work is ongoing to manage our in-year pressures downwards however any change to the outturn position of the Council will impact the savings requirement in 2019-20. This is particularly relevant to demand led budgets such as children in care or adult social care provision.

Due to the level of reduction in Government grants in later years the Council did not take the multi-year settlement offered as part of the 2015 Spending Review. The settlement included a negative allocation of Revenue Support Grant for the Council in 2019/20. There has been a recent consultation regarding Negative Revenue Support Grant however the outcome will not be known until the provisional Local Government Finance Settlement on 6 December. Our business plan currently makes a prudent assumption of a £7m negative RSG allocation in 2019/20 as proposed in the 2015 Spending

Review. The Government's preferred treatment is to eliminate negative RSG using the central share of business rate receipts.

From 2020/21, local authorities will retain 75% of business rates, the tier split of business rates between Counties and Districts is subject to change, and the funding baselines for local authorities will be reassessed. There is therefore a significant level of uncertainty around the accuracy of our funding assumptions from 2020/21 onwards. The Council's future funding position will remain unclear until Government provides an indicative allocation of business rates in Spring 2019.

#### **4. CAPITAL PROGRAMME UPDATE**

4.1 The draft capital programme was reviewed individually by service committees in October and was subsequently reviewed in its entirety, along with the prioritisation of schemes, by GPC in November. As a result further work was required on a handful of schemes, as well as further work ongoing to revise and update the programme in light of continuing review by the Capital Programme Board, changes to overall funding or to specific circumstances surrounding individual schemes.

4.2 The Council is still awaiting funding announcements regarding various capital grants which are expected to be made during December/January, plus the ongoing nature of the capital programme inevitably means that circumstances are continually changing. Therefore Services will continue to make any necessary updates in the lead up to the January GPC meeting at which the Business Plan is considered.

#### **5. OVERVIEW OF GENERAL PURPOSES COMMITTEE'S DRAFT REVENUE PROGRAMME**

5.1 All of the proposals within the remit of the Committee, including those which are unaltered since October, are described in the business planning tables (**Appendix 1, 2 and 4**) and business cases (**Appendix 5**). The October papers are available to view [here](#).

5.2 The Committee is asked to comment on these revised proposals, and endorse them to GPC for consideration as part of the Council's development of the Business Plan for the next five years. Although now well developed, the proposals are still draft at this stage and it is only at Full Council in February 2019 that proposals are finalised and become the Council's Business Plan. The following proposals are available in **Appendix 5**:

5.3 **D/R.6.999 LGSS Additional Ask (-919,000 in 19/20)**

5.4 **C/R.7.101 Council Tax: Increasing Contributions (-200,000 in 19/20)**

#### **6. TRANSFORMATION FUND INVESTMENTS**

6.1 A transformation programme of this scale requires additional investment and so services have identified where transformation funding is needed to support delivery. GPC has responsibility for oversight and management of the Transformation Fund and so are asked to approve the necessary investments associated with the proposals. The November meeting of GPC received a

paper summarising the proposed investments to date and the table below shows the draft investments which are linked to savings in 2019/20.

Business Plan Proposals	Savings / Income 2019/20 £'000	Transformation Fund Investments
Adults Positive Challenge Programme (AR.6.176)	-£3.8m	£1.5m  The Adult Positive Challenge Programme is focused on delivering demand management opportunities throughout the service, seeking to maximise independence and support outcomes through each client conversation.
Looked After Children (A/R.6.253, A/R.6.254, A/R.6.255)	-£2.011m	£1.23m  Looked After Children – reducing the numbers of looked after children, placement composition and fee negotiations.
<b>Total</b>	<b>-£5.811m</b>	<b>£2.73m</b>

- 6.2 In November, the Corporate Strategy for 2019 -2021 was endorsed by GPC and will be recommended to Full Council as part of the Business Plan in February 2019. Action and investment plans to support the strategy are being developed and a Transformation Fund bid for this work will be submitted to GPC in January 2019.

## 7. OVERVIEW OF CORPORATE & LGSS MANAGED'S DRAFT CAPITAL PROGRAMME

- 7.1 The capital programme is shown in full in **Appendix 3** as part of the finance tables. Since the Capital Programme was presented in October there have been a number of significant changes to schemes:

### 7.2 CPSN Replacement

The CPSN Replacement project has been re-phased due to delays in the procurement process. The contract with the previous supplier had been extended, so the process of moving buildings over to the new network has started on a revised timescale and will be completed in 2019/20. £2,485k of this budget has therefore been re-phased to 2019/20. This will increase the prudential borrowing requirement by that amount.

### 7.3 Variation Budget

The capital budget includes an allowance for likely slippage in capital projects. This budget is continuously under review, taking account of recent trends on slippage, and has been adjusted to reflect the re-phasing of projects in the service. The Variation Budget for Corporate and Managed Services has increased by £497k. This will reduce the prudential borrowing requirement by this amount.

## 8. OVERVIEW OF THE FULL REVENUE AND CAPITAL PROGRAMME

- 8.1 Service Committees have been reviewing their individual programmes during December and endorsing the proposals to GPC. Due to the timing of the committees, any amended or additional recommendations discussed at



committee have not been included within this paper. All of the proposals as presented to December committees are described in the full set of business planning tables (**Appendices 1 - 4**).

## **9. NEXT STEPS**

- 9.1 Following December service committees, GPC will review the overall programme in December, before recommending the programme in January as part of the overarching Business Plan for Full Council to consider in February.

December	Local Government Financial Settlement Published
January	GPC will review the whole draft Business Plan for recommendation to Full Council
February	Full Council will consider the draft Business Plan

## **10. ALIGNMENT WITH CORPORATE PRIORITIES**

### **10.1 Developing the local economy for the benefit of all**

The report above sets out the implications for this priority in section one.

### **10.2 Helping people live healthy and independent lives**

The impact of these proposals is summarised in the community impact assessments, see Appendix 5, as part of the business cases.

### **10.3 Supporting and protecting vulnerable people**

The impact of these proposals is summarised in the community impact assessments, see Appendix 5, as part of the business cases.

## **11. SIGNIFICANT IMPLICATIONS**

### **11.1 Resource Implications**

The proposals set out the response to the financial context and the need to change our service offer and model to maintain a sustainable budget. The full detail of the financial proposals and impact on budget is described in the financial tables of the business plan, attached within Appendices 1-4. The proposals seek to ensure that we make the most effective use of available resources and are delivering the best possible services given the reduced funding.

### **11.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications for the proposals set out in this report.

### **11.3 Statutory, Legal and Risk implications**

The proposals set out in this report respond to the statutory duty on the Local Authority to deliver a balanced budget. Cambridgeshire County Council will continue to meet the range of statutory duties for supporting our citizens.

#### 11.4 Equality and Diversity Implications

The Community Impact Assessments describe the impact of each proposal, in particular any disproportionate impact on vulnerable, minority and protected groups.

#### 11.5 Engagement and Consultation Implications

Our Business Planning proposals are informed by the CCC public consultation on the Business Plan and will be discussed with a wide range of partners throughout the process (some of which has begun already). The feedback from consultation will continue to inform the refinement of proposals. Where this leads to significant amendments to the recommendations a report will be provided to the GPC.

Draft Community Impact Assessments (CIAs) for the savings proposals are included within the business cases in **Appendix 5** for consideration by the Committee, and where applicable these will be developed based on consultation with service users and stakeholders.

#### 11.6 Localism and Local Member Involvement

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

#### 11.7 Public Health Implications

We are working closely with Public Health colleagues as part of the operating model to ensure our emerging Business Planning proposals are aligned.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Stephen Howarth
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Paul White
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes Fiona McMillan
Are there any Equality and Diversity implications?	Covered in Impact Assessments Julia Turner
Have any engagement and communication implications been cleared by Communications?	Yes Christine Birchall

<b>Are there any Localism and Local Member involvement issues?</b>	No Julia Turner
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Liz Robin

<b>Source Documents</b>	<b>Location</b>
October 2018 Committee Business Planning Papers	<a href="https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/911/Committee/2/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/911/Committee/2/Default.aspx</a>

## List of Appendices

### Appendix 1 Finance Tables 1&2:

- 1a P&C Tables 1&2
- 1b P&E Table 1
- 1c P&E Table 2
- 1d PH Table 1
- 1e PH Table 2
- 1f C&I Table 1
- 1g C&I Table 2
- 1h CS & LGSS Table 1
- 1i CS & LGSS Table 2
- 1j LGSS Ops Table 1
- 1k LGSS Ops Table 2

### Appendix 2 Finance Table 3:

- 2a P&C Table 3
- 2b P&E Table 3
- 2c PH Table 3
- 2d C&I Table 3
- 2e CS & LGSS Table 3
- 2f LGSS OpsTable 3

### Appendix 3 Finance Tables 4&5:

- 3a P&C Tables 4&5
- 3b P&E Tables 4&5
- 3c C&I Tables 4&5
- 3d CS & LGSS Tables 4&5

### Appendix 4 Table 6 – Financing Table 6

### Appendix 5 Draft business case proposals within the remit of this committee

### Appendix 6 Fees and Charges:

- 6a P&E Statutory charges
- 6b P&E Non-Statutory charges



## Section 3 - A: People &amp; Communities

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

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
-17,512	Director of Adults and Safeguarding							
1,454	Strategic Management - Adults	-18,496	-329	-18,825	-17,825	-14,825	-13,825	-13,825
939	Principal Social Worker, Practice and Safeguarding	1,605	-137	1,468	1,536	1,536	1,536	1,536
661	Autism and Adult Support	1,071	-26	1,045	1,146	1,248	1,348	1,443
3,614	Carers	416	-	416	266	366	366	366
34,173	Learning Disability Partnership							
29,663	LD Head of Service	4,499	-145	4,354	3,794	3,795	3,796	3,796
5,782	LD - City, South and East Localities	36,834	-1,574	35,260	36,467	37,609	38,517	38,832
6,071	LD - Hunts and Fenland Localities LD -	31,789	-1,184	30,605	31,657	32,650	33,435	33,689
-18,387	Young Adults Team	6,910	-75	6,835	7,844	8,847	9,822	10,722
	LD - In House Provider Services	6,516	-332	6,184	6,184	6,184	6,184	6,184
	LD - NHS Contribution to Pooled Budget	-297	-18,387	-18,684	-18,684	-18,684	-18,684	-18,684
11,354	Older People and Physical Disability Services							
19,287	Physical Disabilities	13,358	-1,589	11,769	11,920	12,356	12,840	13,340
5,898	OP - City & South Locality	26,614	-6,863	19,751	20,326	21,810	23,530	24,876
8,948	OP - East Cambs Locality	8,535	-2,533	6,002	6,235	6,866	7,595	8,150
12,486	OP - Fenland Locality	12,471	-3,332	9,139	9,461	10,270	11,207	11,936
855	OP - Hunts Locality	18,243	-5,478	12,765	13,125	14,205	15,505	16,582
1,872	Neighbourhood Cares	1,127	-233	894	925	955	977	977
8,257	Discharge Planning Teams	1,932	-42	1,890	1,890	1,890	1,890	1,890
368	Shorter Term Support and Maximising Independence	9,041	-456	8,585	8,585	8,585	8,585	8,585
6,821	Mental Health							
6,503	Mental Health Central	394	-20	374	374	374	374	374
	Adult Mental Health	7,305	-478	6,827	6,897	6,986	7,063	7,083
	Older People Mental Health	8,080	-1,219	6,861	7,245	7,676	8,151	8,534
129,107	Subtotal Director of Adults and Safeguarding	177,947	-44,432	133,515	139,368	150,700	160,212	166,386
859	Director of Commissioning							
865	Strategic Management - Commissioning	915	-49	866	866	866	866	866
300	Access to Resource & Quality	958	-79	879	879	879	879	879
5,590	Local Assistance Scheme Adults	300	-	300	300	300	300	300
951	Commissioning							
3,730	Central Commissioning - Adults	34,829	-31,169	3,660	3,717	3,771	3,810	3,810
19,642	Integrated Community Equipment Service	5,810	-4,756	1,054	1,117	1,180	1,240	1,300
2,472	Mental Health Commissioning	3,742	-105	3,637	3,637	3,637	3,637	3,637
	Childrens Commissioning							
	LAC Placements	22,852	-	22,852	21,997	21,979	24,642	27,244
	Commissioning Services	2,497	-	2,497	2,497	2,497	2,497	2,497

## Section 3 - A: People & Communities

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

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
7,871 1,631	Home to School Transport - Special LAC Transport	9,930 2,004	-109 -	9,821 2,004	10,183 2,056	10,545 2,110	10,937 2,164	11,344 2,223
43,911	Subtotal Director of Commissioning	83,837	-36,267	47,570	47,249	47,764	50,973	54,101
-38 969 356 904 498 -176	Director of Community & Safety Strategic Management - Communities & Safety Youth Offending Service Youth and Community Services Safer Communities Partnership Strengthening Communities Adult Learning and Skills	26 1,699 336 995 523 2,484	-63 -753 -6 -110 -61 -2,304	-37 946 330 885 462 180	-37 946 330 885 495 180	-37 946 330 885 495 180	-37 946 330 885 495 180	-37 946 330 885 495 180
2,513	Subtotal Director of Community & Safety	6,063	-3,297	2,766	2,799	2,799	2,799	2,799
3,479 1,988 11,112 2,660 -100 839 5,282 1,940 4,646 4,489 4,817 4,736	Director of Children & Safeguarding Strategic Management - Children & Safeguarding Partnerships and Quality Assurance Children in Care Integrated Front Door Children's Centres Strategy Support to Parents Adoption Legal Proceedings District Delivery Service Safeguarding Hunts and Fenland Safeguarding East & South Cambs and Cambridge Early Help District Delivery Service - North Early Help District Delivery Service - South	4,342 2,249 13,858 2,896 70 2,901 5,351 1,940 4,678 4,557 4,984 4,973	-90 -167 -2,392 -208 -170 -2,057 - - - -35 -78 -140	4,252 2,082 11,466 2,688 -100 844 5,351 1,940 4,678 4,522 4,906 4,833	4,252 2,082 12,108 2,688 70 994 5,351 1,940 4,678 4,522 4,906 4,833	4,252 1,997 12,889 2,688 70 994 5,351 1,940 4,678 4,522 4,906 4,833	4,252 1,997 13,793 2,688 70 994 5,351 1,940 4,678 4,522 4,906 4,833	4,252 1,997 14,846 2,688 70 994 5,351 1,940 4,678 4,522 4,906 4,833
45,888	Subtotal Director of Children & Safeguarding	52,799	-5,337	47,462	48,424	49,120	50,024	51,077
163 1,443 62 1,095 776 199	Director of Education Strategic Management - Education Early Years Service Schools Curriculum Service Schools Intervention Service Schools Partnership Service Childrens' Innovation & Development Service	142 1,694 244 1,542 954 533	- -458 -181 -532 -143 -332	142 1,236 63 1,010 811 201	142 1,220 63 1,010 811 216	142 1,220 63 1,010 811 216	142 1,220 63 1,010 811 216	142 1,220 63 1,010 811 216

## Section 3 - A: People & Communities

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

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
2,910	Redundancy & Teachers Pensions SEND	3,385	-475	2,910	2,910	2,910	2,910	2,910
	Specialist Services (0 - 25 years) SEND							
8,071	Specialist Services	8,272	-166	8,106	8,113	8,113	8,113	8,113
150	Funding to Special Schools and Units	150	-	150	150	150	150	150
6,542	Children's Disability Service	7,043	-465	6,578	6,578	6,578	6,578	6,578
15,315	High Needs Top Up Funding	15,315	-	15,315	15,315	15,315	15,315	15,315
9,973	SEN Placements	10,864	-891	9,973	9,973	9,973	9,973	9,973
381	Early Years Specialist Support	381	-	381	381	381	381	381
1,519	Out of School Tuition	1,519	-	1,519	1,519	1,519	1,519	1,519
	0-19 Place Planning & Organisation Service							
3,765	0-19 Organisation & Planning	4,023	-302	3,721	3,721	3,721	3,721	3,721
92	Early Years Policy, Funding & Operations	93	-	93	93	93	93	93
168	Education Capital	272	-98	174	174	174	174	174
8,742	Home to School Transport - Mainstream	9,369	-183	9,186	9,389	9,624	9,883	10,149
61,366	Subtotal Director of Education	65,795	-4,226	61,569	61,778	62,013	62,272	62,538
	P&C Executive Director							
832	P&C Executive Director	1,094	-250	844	2,574	4,225	4,225	4,225
90	Central Financing	91	-	91	91	91	91	91
922	Subtotal P&C Executive Director	1,185	-250	935	2,665	4,316	4,316	4,316
-21,563	DSG Adjustment	-	-42,959	-42,959	-42,959	-42,959	-42,959	-42,959
	Future Years							
-	- Inflation	-	-	-	2,917	5,777	8,638	11,499
-	- Savings	-	-	-				
262,144	P&C BUDGET TOTAL	387,626	-136,768	250,858	262,241	279,530	296,274	309,756

## Section 3 - A: People & Communities

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2019-20

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	-17,512	32	-	105	-	-1,450	-18,825
Principal Social Worker, Practice and Safeguarding	1,454	14	-	-	-	-	1,468
Autism and Adult Support	939	8	87	11	-	-	1,045
Carers	661	5	-	-	-	-250	416
Learning Disability Partnership							
LD Head of Service	3,614	1	-	2,001	-	-1,262	4,354
LD - City, South and East Localities	34,173	22	402	663	-	-	35,260
LD - Hunts and Fenland Localities LD -	29,663	30	325	587	-	-	30,605
Young Adults Team	5,782	54	900	99	-	-	6,835
LD - In House Provider Services	6,071	113	-	-	-	-	6,184
LD - NHS Contribution to Pooled Budget	-18,387	-	-	-297	-	-	-18,684
Older People and Physical Disability Services							
Physical Disabilities	11,354	131	407	146	-	-269	11,769
OP - City & South Locality	19,287	274	890	394	-	-1,094	19,751
OP - East Cambs Locality	5,898	80	368	127	-	-471	6,002
OP - Fenland Locality	8,948	125	481	177	-	-592	9,139
OP - Hunts Locality	12,486	183	707	288	-	-899	12,765
Neighbourhood Cares	855	10	-	29	-	-	894
Discharge Planning Teams	1,872	18	-	-	-	-	1,890
Shorter Term Support and Maximising Independence	8,257	148	-	-	-	180	8,585
Mental Health							
Mental Health Central	368	6	-	-	-	-	374
Adult Mental Health	6,821	65	24	76	-	-159	6,827
Older People Mental Health	6,503	86	274	102	-	-104	6,861
<b>Subtotal Director of Adults and Safeguarding</b>	<b>129,107</b>	<b>1,405</b>	<b>4,865</b>	<b>4,508</b>	<b>-</b>	<b>-6,370</b>	<b>133,515</b>
Director of Commissioning							
Strategic Management - Commissioning	859	7	-	-	-	-	866
Access to Resource & Quality	865	14	-	-	-	-	879
Local Assistance Scheme Adults	300	-	-	-	-	-	300
Commissioning							
Central Commissioning - Adults	5,590	74	-	52	-	-2,056	3,660
Integrated Community Equipment Service	951	39	64	-	-	-	1,054
Mental Health Commissioning	3,730	6	-	-	-	-99	3,637
Childrens Commissioning							
LAC Placements	19,642	360	2,161	2,700	-	-2,011	22,852
Commissioning Services	2,472	25	-	-	-	-	2,497



## Section 3 - A: People & Communities

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2019-20

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Home to School Transport - Special	7,871	237	348	1,475	-	-110	9,821
LAC Transport	1,631	49	49	275	-	-	2,004
<b>Subtotal Director of Commissioning</b>	<b>43,911</b>	<b>811</b>	<b>2,622</b>	<b>4,502</b>	<b>-</b>	<b>-4,276</b>	<b>47,570</b>
Director of Community & Safety							
Strategic Management - Communities & Safety	-38	1	-	-	-	-	-37
Youth Offending Service	969	17	-	-	-	-40	946
Youth and Community Services	356	14	-	-	-	-40	330
Safer Communities Partnership	904	11	-	-	-	-30	885
Strengthening Communities Adult	498	4	-	-	-	-40	462
Learning and Skills	-176	-	-	-	-	356	180
<b>Subtotal Director of Community &amp; Safety</b>	<b>2,513</b>	<b>47</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>206</b>	<b>2,766</b>
Director of Children & Safeguarding							
Strategic Management - Children & Safeguarding	3,479	88	-	685	-	-	4,252
Partnerships and Quality Assurance	1,988	9	-	85	-	-	2,082
Children in Care Integrated	11,112	130	660	235	-	-671	11,466
Front Door Children's Centres	2,660	28	-	-	-	-	2,688
Strategy Support to Parents	-100	-	-	-	-	-	-100
Adoption	839	5	-	-	-	-	844
Legal Proceedings District Delivery	5,282	69	-	-	-	-	5,351
Service Safeguarding Hunts and Fenland	1,940	-	-	-	-	-	1,940
Safeguarding East & South Cambs and Cambridge	4,646	32	-	-	-	-	4,678
Early Help District Delivery Service - North	4,489	33	-	-	-	-	4,522
Early Help District Delivery Service - South	4,817	89	-	-	-	-	4,906
	4,736	97	-	-	-	-	4,833
<b>Subtotal Director of Children &amp; Safeguarding</b>	<b>45,888</b>	<b>580</b>	<b>660</b>	<b>1,005</b>	<b>-</b>	<b>-671</b>	<b>47,462</b>
Director of Education							
Strategic Management - Education	163	12	-	148	-	-181	142
Early Years Service	1,443	9	-	-	-	-216	1,236
Schools Curriculum Service	62	1	-	-	-	-	63
Schools Intervention Service	1,095	15	-	-	-	-100	1,010
Schools Partnership Service	776	35	-	-	-	-	811
Childrens' Innovation & Development Service	199	2	-	-	-	-	201

## Section 3 - A: People & Communities

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2019-20

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Redundancy & Teachers Pensions SEND	2,910	-	-	-	-	-	2,910
Specialist Services (0 - 25 years) SEND							
Specialist Services	8,071	35	-	-	-	-	8,106
Funding to Special Schools and Units	150	-	-	-	-	-	150
Children's Disability Service	6,542	36	-	-	-	-	6,578
High Needs Top Up Funding	15,315	-	-	-	-	-	15,315
SEN Placements	9,973	-	-	-	-	-	9,973
Early Years Specialist Support	381	-	-	-	-	-	381
Out of School Tuition	1,519	-	-	-	-	-	1,519
0-19 Place Planning & Organisaion Service							
0-19 Organisation & Planning	3,765	6	-	-	-	-50	3,721
Early Years Policy, Funding & Operations	92	1	-	-	-	-	93
Education Capital	168	6	-	-	-	-	174
Home to School Transport - Mainstream	8,742	265	179	-	-	-	9,186
<b>Subtotal Director of Education</b>	<b>61,366</b>	<b>423</b>	<b>179</b>	<b>148</b>	<b>-</b>	<b>-547</b>	<b>61,569</b>
P&C Executive Director							
P&C Executive Director	832	12	-	-	-	-	844
Central Financing	90	-	-	-	-	-	91
<b>Subtotal P&amp;C Executive Director</b>	<b>922</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>935</b>
DSG Adjustment	-42,959	-	-	-	-	-	-42,959
<b>P&amp;C BUDGET TOTAL</b>	<b>240,748</b>	<b>3,278</b>	<b>8,326</b>	<b>10,163</b>	<b>-</b>	<b>-11,658</b>	<b>250,858</b>

## Section 3 - B: Place & Economy

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

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
	<b>Executive Director</b>							
186	Executive Director	188	-	188	202	216	216	216
241	Business Support	244	-	244	244	244	244	244
<b>427</b>	<b>Subtotal Executive Director</b>	<b>432</b>	<b>-</b>	<b>432</b>	<b>446</b>	<b>460</b>	<b>460</b>	<b>460</b>
	<b>Highways</b>							
120	Asst Dir - Highways	120	-	120	120	120	120	120
6,351	Local Infrastructure Maintenance and Improvement	6,238	-111	6,127	6,127	6,127	6,127	6,127
-135	Traffic Management	2,702	-2,800	-98	-98	-98	-98	-98
505	Highways Projects and Road Safety	910	-392	518	588	588	588	588
5,827	Street Lighting Asset	10,079	-4,104	5,975	5,996	5,998	6,002	6,002
569	Management Parking	1,662	-1,090	572	572	572	572	572
-	Enforcement Winter	5,271	-5,271	-	-	-	-	-
2,047	Maintenance Park &	2,125	-	2,125	2,125	2,125	2,125	2,125
319	Ride	1,881	-1,546	335	335	335	335	335
<b>15,603</b>	<b>Subtotal Highways</b>	<b>30,988</b>	<b>-15,314</b>	<b>15,674</b>	<b>15,765</b>	<b>15,767</b>	<b>15,771</b>	<b>15,771</b>
	<b>Cultural &amp; Community Services</b>							
123	Asst Dir - Cultural & Community Services	124	-	124	124	124	124	124
3,294	Public Library Services	4,219	-873	3,346	3,395	3,395	3,395	3,395
104	Cultural Services	372	-266	106	106	106	106	106
354	Archives	477	-41	436	436	436	436	436
-540	Registration & Citizenship Services	952	-1,514	-562	-562	-562	-562	-562
903	Coroners	1,595	-487	1,108	1,128	1,148	1,168	1,188
2,201	Passenger Transport other	2,821	-557	2,264	2,264	2,264	2,264	2,264
4,668	Concessionary Fares	4,819	-15	4,804	4,804	4,804	4,804	4,804
<b>11,107</b>	<b>Subtotal Cultural &amp; Community Services</b>	<b>15,379</b>	<b>-3,753</b>	<b>11,626</b>	<b>11,695</b>	<b>11,715</b>	<b>11,735</b>	<b>11,755</b>
	<b>Environment &amp; Commercial Services</b>							
121	Asst Dir - Environment & Commercial Services	147	-25	122	122	122	122	122
418	County Planning, Minerals & Waste	642	-219	423	369	315	315	315
56	Historic Environment	370	-320	50	50	50	50	50
684	Trading Standards	739	-45	694	694	694	694	694
410	Flood Risk Management	516	-98	418	418	418	418	418
72	Energy	292	-220	72	72	72	72	72
33,309	Waste Disposal including PFI	39,619	-4,100	35,519	35,843	36,174	36,513	36,859
<b>35,070</b>	<b>Subtotal Environment &amp; Commercial Services</b>	<b>42,325</b>	<b>-5,027</b>	<b>37,298</b>	<b>37,568</b>	<b>37,845</b>	<b>38,184</b>	<b>38,530</b>

## Section 3 - B: Place & Economy

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

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
	<b>Infrastructure &amp; Growth</b>							
120	Asst Dir - Infrastrucuture & Growth	120	-	120	120	120	120	120
1,100	Major Infrastructure Delivery	1,574	-274	1,300	-	-	-	-
103	Transport & Infrastructure Policy & Funding	42	-10	32	32	32	32	32
547	Growth & Development	921	-371	550	550	550	550	550
-	Highways Development Management	1,135	-1,135	-	-	-	-	-
<b>1,870</b>	<b>Subtotal Infrastructure &amp; Growth</b>	<b>3,792</b>	<b>-1,790</b>	<b>2,002</b>	<b>702</b>	<b>702</b>	<b>702</b>	<b>702</b>
-22,653	Income from Combined Authority		-7,117	-7,117	-7,245	-7,372	-7,496	-7,618
	<b>Future Years</b>							
-	- Inflation	-	-	-	1,984	4,106	6,207	8,308
-	- Savings	-	-	-	-	-	-	-
<b>41,424</b>	<b>P&amp;E BUDGET TOTAL</b>	<b>92,916</b>	<b>-33,001</b>	<b>59,915</b>	<b>60,915</b>	<b>63,223</b>	<b>65,563</b>	<b>67,908</b>

## Section 3 - B: Place & Economy

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

Budget Period: 2019-20

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Executive Director</b>							
Executive Director	186	2	-	-	-	-	188
Business Support	241	3	-	-	-	-	244
<b>Subtotal Executive Director</b>	<b>427</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>432</b>
<b>Highways</b>							
Asst Dir - Highways	120	-	-	-	-	-	120
Local Infrastructure Maintenance and Improvement	6,351	276	-	-	-	-500	6,127
Traffic Management	-135	37	-	-	-	-	-98
Highways Projects and Road Safety	505	13	-	-	-	-	518
Street Lighting Asset	5,827	137	-	-	-	11	5,975
Management Parking	569	3	-	-	-	-	572
Enforcement Winter	-	-	-	-	-	-	-
Maintenance Park & Ride	2,047	78	-	-	-	-	2,125
	319	16	-	-	-	-	335
<b>Subtotal Highways</b>	<b>15,603</b>	<b>560</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-489</b>	<b>15,674</b>
<b>Cultural &amp; Community Services</b>							
Asst Dir - Cultural & Community Services	123	1	-	-	-	-	124
Public Library Services	3,294	52	-	-	-	-	3,346
Cultural Services	104	2	-	-	-	-	106
Archives	354	4	-	78	-	-	436
Registration & Citizenship Services	-540	14	-	-	-	-36	-562
Coroners	903	11	194	-	-	-	1,108
Passenger Transport other	2,201	63	-	-	-	-	2,264
Concessionary Fares	4,668	136	-	-	-	-	4,804
<b>Subtotal Cultural &amp; Community Services</b>	<b>11,107</b>	<b>283</b>	<b>194</b>	<b>78</b>	<b>-</b>	<b>-36</b>	<b>11,626</b>
<b>Environment &amp; Commercial Services</b>							
Asst Dir - Environment & Commercial Services	121	1	-	-	-	-	122
County Planning, Minerals & Waste	418	5	-	-	-	-	423
Historic Environment	56	4	-	-	-	-10	50
Trading Standards	684	-	-	-	-	10	694
Flood Risk Management	410	8	-	-	-	-	418
Energy	72	-	-	-	-	-	72
Waste Disposal including PFI	33,309	997	373	900	-	-60	35,519
<b>Subtotal Environment &amp; Commercial Services</b>	<b>35,070</b>	<b>1,015</b>	<b>373</b>	<b>900</b>	<b>-</b>	<b>-60</b>	<b>37,298</b>

## Section 3 - B: Place & Economy

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

Budget Period: 2019-20

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Infrastructure &amp; Growth</b>							
Asst Dir - Infrastructure & Growth	120	-	-	-	-	-	120
Major Infrastructure Delivery	1,100	-	-	200	-	-	1,300
Transport & Infrastructure Policy & Funding	103	8	-	-	-	-79	32
Growth & Development	547	3	-	-	-	-	550
Highways Development Management	-	-	-	-	-	-	-
<b>Subtotal Infrastructure &amp; Growth</b>	<b>1,870</b>	<b>11</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-79</b>	<b>2,002</b>
Income from Combined Authority	<b>-22,653</b>	<b>-198</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,734</b>	<b>-7,117</b>
<b>P&amp;E BUDGET TOTAL</b>	<b>41,424</b>	<b>1,676</b>	<b>567</b>	<b>1,178</b>	<b>-</b>	<b>15,070</b>	<b>59,915</b>

### Section 3 - E: Public Health

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

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
	<b>Children Health</b>							
7,253	Children 0-5 PH Programme	6,855	-	6,855	6,855	6,855	6,855	6,855
1,706	Children 5-19 PH Programme - Non Prescribed	1,706	-	1,706	1,706	1,706	1,706	1,706
307	Children Mental Health	271	-	271	271	271	271	271
<b>9,266</b>	<b>Subtotal Children Health</b>	<b>8,832</b>	<b>-</b>	<b>8,832</b>	<b>8,832</b>	<b>8,832</b>	<b>8,832</b>	<b>8,832</b>
	<b>Drugs &amp; Alcohol</b>							
5,625	Drug & Alcohol Misuse	5,655	-192	5,463	5,336	5,273	5,273	5,273
<b>5,625</b>	<b>Subtotal Drugs &amp; Alcohol</b>	<b>5,655</b>	<b>-192</b>	<b>5,463</b>	<b>5,336</b>	<b>5,273</b>	<b>5,273</b>	<b>5,273</b>
	<b>Sexual Health &amp; Contraception</b>							
3,829	SH STI testing & treatment - Prescribed	3,829	-	3,829	3,829	3,829	3,829	3,829
1,176	SH Contraception - Prescribed	1,116	-	1,116	1,101	1,101	1,101	1,101
152	SH Services Advice Prevn Promtn - Non-Prescribed	152	-	152	152	152	152	152
<b>5,157</b>	<b>Subtotal Sexual Health &amp; Contraception</b>	<b>5,097</b>	<b>-</b>	<b>5,097</b>	<b>5,082</b>	<b>5,082</b>	<b>5,082</b>	<b>5,082</b>
	<b>Behaviour Change / Preventing Long Term Conditions</b>							
2,062	Integrated Lifestyle Services	2,062	-	2,062	2,062	2,062	2,062	2,062
299	Other Health Improvement	299	-	299	299	299	299	299
735	Smoking Cessation GP & Pharmacy	735	-	735	735	735	735	735
716	NHS Health Checks Prog - Prescribed	625	-	625	625	625	625	625
<b>3,812</b>	<b>Subtotal Behaviour Change / Preventing Long Term Conditions</b>	<b>3,721</b>	<b>-</b>	<b>3,721</b>	<b>3,721</b>	<b>3,721</b>	<b>3,721</b>	<b>3,721</b>
	<b>Falls Prevention</b>							
80	Falls Prevention	80	-	80	80	80	80	80
<b>80</b>	<b>Subtotal Falls Prevention</b>	<b>80</b>	<b>-</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
	<b>General Prevention Activities</b>							
56	General Prevention, Traveller Health	56	-	56	56	56	56	56
<b>56</b>	<b>Subtotal General Prevention Activities</b>	<b>56</b>	<b>-</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>56</b>

## Section 3 - E: Public Health

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

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
256	<b>Adult Mental Health &amp; Community Safety</b> Adult Mental Health & Community Safety	256	-	256	256	256	256	256
<b>256</b>	<b>Subtotal Adult Mental Health &amp; Community Safety</b>	<b>256</b>	<b>-</b>	<b>256</b>	<b>256</b>	<b>256</b>	<b>256</b>	<b>256</b>
1,796	<b>Public Health Directorate</b> Public Health - Admin & Salaries	1,794	-184	1,610	1,610	1,610	1,610	1,610
-25,419	Public Health Grant	-	-24,726	-24,726	-	-	-	-
<b>-23,623</b>	<b>Subtotal Public Health Directorate</b>	<b>1,794</b>	<b>-24,910</b>	<b>-23,116</b>	<b>1,610</b>	<b>1,610</b>	<b>1,610</b>	<b>1,610</b>
	<b>Future Years</b> - Inflation - Savings	- -	- -	- -	18 -	36 -	55 -	74 -
<b>629</b>	<b>PUBLIC HEALTH TOTAL</b>	<b>25,491</b>	<b>-25,102</b>	<b>389</b>	<b>24,991</b>	<b>24,946</b>	<b>24,965</b>	<b>24,984</b>

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

The above Public Health Directorate does not constitute the full extent of Public Health expenditure. The reconciliation below sets out where the Public Health grant is being managed in other areas of the County Council.

<b>Public Health Grant breakdown</b>	<b>2019-20</b>
<b>People and Communities</b>	
Public Health expenditure delivered by P&C	293
<b>Subtotal People and Communities</b>	<b>293</b>
<b>Place and Economy</b>	
Public Health expenditure delivered by P&E	120
<b>Subtotal Place and Economy</b>	<b>120</b>
<b>Corporate Services</b>	
Public Health expenditure delivered by CS	201
<b>Subtotal Corporate Services</b>	<b>201</b>
<b>LGSS - Cambridge Office</b>	
Overheads associated with Public Health function	
<b>Subtotal LGSS - Cambridge Office</b>	<b>220</b>
<b>PUBLIC HEALTH MANAGED IN OTHER SERVICE AREAS TOTAL</b>	<b>834</b>
PH Grant Managed in PH Directorate	24,726
<b>EXPENDITURE FUNDED BY PUBLIC HEALTH GRANT TOTAL</b>	<b>25,560</b>



## Section 3 - E: Public Health

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

Budget Period: 2019-20

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Children Health</b>							
Children 0-5 PH Programme	7,253	-	-	-	-	-398	6,855
Children 5-19 PH Programme - Non Prescribed	1,706	-	-	-	-	-	1,706
Children Mental Health	307	-	-	-	-	-36	271
<b>Subtotal Children Health</b>	<b>9,266</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-434</b>	<b>8,832</b>
<b>Drugs &amp; Alcohol</b>							
Drug & Alcohol Misuse	5,625	-	-	-	-	-162	5,463
<b>Subtotal Drugs &amp; Alcohol</b>	<b>5,625</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-162</b>	<b>5,463</b>
<b>Sexual Health &amp; Contraception</b>							
SH STI testing & treatment - Prescribed	3,829	-	-	-	-	-	3,829
SH Contraception - Prescribed	1,176	-	-	-	-	-60	1,116
SH Services Advice Prevn Promtn - Non-Prescribed	152	-	-	-	-	-	152
<b>Subtotal Sexual Health &amp; Contraception</b>	<b>5,157</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-60</b>	<b>5,097</b>
<b>Behaviour Change / Preventing Long Term Conditions</b>							
Integrated Lifestyle Services	2,062	-	-	-	-	-	2,062
Other Health Improvement	299	-	-	-	-	-	299
Smoking Cessation GP & Pharmacy	735	-	-	-	-	-	735
NHS Health Checks Prog - Prescribed	716	-	-	-	-	-91	625
<b>Subtotal Behaviour Change / Preventing Long Term Conditions</b>	<b>3,812</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-91</b>	<b>3,721</b>

## Section 3 - E: Public Health

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

Budget Period: 2019-20

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Falls Prevention</b>							
Falls Prevention	80	-	-	-	-	-	80
<b>Subtotal Falls Prevention</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80</b>
<b>General Prevention Activities</b>							
General Prevention, Traveller Health	56	-	-	-	-	-	56
<b>Subtotal General Prevention Activities</b>	<b>56</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>56</b>
<b>Adult Mental Health &amp; Community Safety</b>							
Adult Mental Health & Community Safety	256	-	-	-	-	-	256
<b>Subtotal Adult Mental Health &amp; Community Safety</b>	<b>256</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>256</b>
<b>Public Health Directorate</b>							
Public Health - Admin & Salaries	1,796	16	-	-	-	-202	1,610
Public Health Grant	-25,419	-	-	-	-	693	-24,726
<b>Subtotal Public Health Directorate</b>	<b>-23,623</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>491</b>	<b>-23,116</b>
<b>PUBLIC HEALTH TOTAL</b>	<b>629</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-256</b>	<b>389</b>

## Section 3 - F: Commercial & Investments

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

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
-5,002	Commercial Activity							
-882	Commercial Property Investments	-1,200	-5,002	-6,202	-6,202	-6,202	-6,202	-6,202
-200	Commercial Energy Investments	180	-1,057	-877	-955	-5,841	-5,736	-5,515
-4,346	Shareholder Company Dividends	96	-200	-104	-104	-200	-200	-200
-	Housing Investment (This Land Company)	2,556	-8,406	-5,850	-5,796	-6,063	-6,063	-6,063
-	Commercial Activity Financing	-	-	-	-	-	-	-
-10,430	Subtotal Commercial Activity	1,632	-14,665	-13,033	-13,057	-18,306	-18,201	-17,980
1,093	Property Services							
4,096	Building Maintenance	1,182	-89	1,093	1,093	1,093	1,093	1,093
645	County Offices Property	6,219	-1,996	4,223	3,626	3,628	3,630	3,630
203	Services Property	653	-	653	653	653	653	653
	Compliance	247	-42	205	205	205	205	205
6,037	Subtotal Property Services	8,301	-2,127	6,174	5,577	5,579	5,581	5,581
-4,023	Strategic Assets							
806	County Farms	712	-4,823	-4,111	-4,007	-3,932	-3,876	-3,876
	Strategic Assets	812	-	812	812	812	812	812
-3,217	Subtotal Strategic Assets	1,524	-4,823	-3,299	-3,195	-3,120	-3,064	-3,064
-408	Traded Services to Schools and Parents Traded							
-200	Services to Schools and Parents ICT Service	-58	-	-58	-58	-58	-58	-58
-71	(Education)	831	-1,031	-200	-200	-200	-200	-200
5	Professional Development Centres	78	-149	-71	-71	-71	-71	-71
-77	Cambridgeshire Music	2,076	-2,071	5	5	5	5	5
-9,678	Outdoor Education (includes Grafham Water)	1,845	-1,922	-77	-77	-77	-77	-77
	Cambridgeshire Catering & Cleaning Services	449	-449	-	-	-	-	-
-10,429	Subtotal Traded Services to Schools and Parents	5,221	-5,622	-401	-401	-401	-401	-401
-	Future Years							
-	Inflation	-	-	-	35	74	114	154
-18,039	COMMERCIAL & INVESTMENTS TOTAL	16,678	-27,237	-10,559	-11,041	-16,174	-15,971	-15,710

## Section 3 - F: Commercial & Investments

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2019-20

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							
Commercial Property Investments	-5,002	-	-	-	-	-1,200	-6,202
Commercial Energy Investments	-882	-	-	5	-	-8	-885
Shareholder Company Dividends	-200	-	-	96	-	-	-104
Housing Investment (This Land Company)	-4,346	-	-	-	-21	-1,483	-5,850
Commercial Activity Financing	-	-	-	-	-	-	-
<b>Subtotal Commercial Activity</b>	<b>-10,430</b>	<b>-</b>	<b>-</b>	<b>101</b>	<b>-21</b>	<b>-2,691</b>	<b>-13,041</b>
Property Services							
Building Maintenance	1,093	-	-	-	-	-	1,093
County Offices Property	4,096	167	-	-	-	-40	4,223
Services Property	645	8	-	-	-	-	653
Compliance	203	2	-	-	-	-	205
<b>Subtotal Property Services</b>	<b>6,037</b>	<b>177</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-40</b>	<b>6,174</b>
Strategic Assets							
County Farms	-4,023	-80	-	-	-	-	-4,103
Strategic Assets	806	6	-	-	-	-	812
<b>Subtotal Strategic Assets</b>	<b>-3,217</b>	<b>-74</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-3,291</b>
Traded Services to Schools and Parents Traded							
Services to Schools and Parents ICT Service	-408	-	-	350	-	-	-58
(Education)	-200	-	-	-	-	-	-200
Professional Development Centres	-71	-	-	-	-	-	-71
Cambridgeshire Music	5	-	-	-	-	-	5
Outdoor Education (includes Grafham Water)	-77	-	-	-	-	-	-77
Cambridgeshire Catering & Cleaning Services	-9,678	-	-	449	-	9,229	-
<b>Subtotal Traded Services to Schools and Parents</b>	<b>-10,429</b>	<b>-</b>	<b>-</b>	<b>799</b>	<b>-</b>	<b>9,229</b>	<b>-401</b>
<b>COMMERCIAL &amp; INVESTMENTS TOTAL</b>	<b>-18,039</b>	<b>103</b>	<b>-</b>	<b>900</b>	<b>-21</b>	<b>6,498</b>	<b>-10,559</b>

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

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

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
	<b>Corporate &amp; Customer Services</b>							
599	Director, Corporate and Customer Services	2,201	-301	1,900	2,005	2,009	2,009	2,009
122	Chief Executive	125	-3	122	122	122	122	122
725	Communication and Information	732	-	732	732	732	732	732
1,675	Customer Services	1,811	-110	1,701	1,701	1,701	1,701	1,701
465	Information Management	498	-25	473	473	473	473	473
2,073	IT & Digital Service	2,204	-125	2,079	2,079	2,079	2,079	2,079
165	Elections	165	-	165	165	165	165	165
866	Redundancy, Pensions & Injury	1,029	-173	856	846	846	846	846
<b>6,690</b>	<b>Subtotal Corporate &amp; Customer Services</b>	<b>8,765</b>	<b>-737</b>	<b>8,028</b>	<b>8,123</b>	<b>8,127</b>	<b>8,127</b>	<b>8,127</b>
	<b>Corporate Savings &amp; Funding</b>							
322	Demography Reserve	322	-	322	322	322	322	322
-64	Commercial approach to contract management	-64	-	-64	-64	-64	-64	-64
-938	Organisational Structure Review	-938	-	-938	-938	-938	-938	-938
-182	Citizen First, Digital First	-	-	-	-	-	-	-
-225	PCC Shared Services	-725	-	-725	-725	-725	-725	-725
-38	Automation	-38	-	-38	-38	-38	-38	-38
<b>-1,125</b>	<b>Subtotal Corporate Savings &amp; Funding</b>	<b>-1,443</b>	<b>-</b>	<b>-1,443</b>	<b>-1,443</b>	<b>-1,443</b>	<b>-1,443</b>	<b>-1,443</b>
	<b>Business Improvement &amp; Development</b>							
148	Transformation Team	162	-	162	162	162	162	162
754	Business Intelligence	1,102	-336	766	766	766	766	766
<b>902</b>	<b>Subtotal Business Improvement &amp; Development</b>	<b>1,264</b>	<b>-336</b>	<b>928</b>	<b>928</b>	<b>928</b>	<b>928</b>	<b>928</b>
	<b>Deputy Chief Executive</b>							
325	Resources Directorate	387	-60	327	327	327	327	327
<b>325</b>	<b>Subtotal Deputy Chief Executive</b>	<b>387</b>	<b>-60</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>
	<b>Legal &amp; Governance</b>							
102	Legal & Governance Services	102	-	102	102	102	102	102
<b>102</b>	<b>Subtotal Legal &amp; Governance</b>	<b>102</b>	<b>-</b>	<b>102</b>	<b>102</b>	<b>102</b>	<b>102</b>	<b>102</b>

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

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

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
	<b>LGSS Managed</b>							
117	External Audit	117	-	117	117	117	117	117
2,139	Insurance	2,139	-	2,139	2,139	2,139	2,139	2,139
2,994	IT Managed	4,578	-202	4,376	4,376	4,376	4,376	4,376
1,034	Members' Allowances	1,046	-	1,046	1,046	1,046	1,046	1,046
172	OWD Managed	184	-8	176	176	176	176	176
110	Subscriptions	110	-	110	110	110	110	110
48	Authority-wide Miscellaneous	166	-118	48	148	148	148	148
36	HR Managed	36	-	36	36	36	36	36
-	Corporate Redundancies	-	-	-	-	-	-	-
7,536	Transformation Fund	2,818	-	2,818	2,558	944	944	944
<b>14,186</b>	<b>Subtotal LGSS Managed</b>	<b>11,194</b>	<b>-328</b>	<b>10,866</b>	<b>10,706</b>	<b>9,092</b>	<b>9,092</b>	<b>9,092</b>
	<b>Greater Cambridge Partnership</b>							
863	City Deal with Greater Cambridge Partnership	4,256	-3,443	813	717	633	728	728
<b>863</b>	<b>Subtotal Greater Cambridge Partnership</b>	<b>4,256</b>	<b>-3,443</b>	<b>813</b>	<b>717</b>	<b>633</b>	<b>728</b>	<b>728</b>
	<b>- UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	<b>-19,267</b>	<b>-</b>	<b>-19,267</b>	<b>-30,457</b>	<b>-34,806</b>	<b>-42,841</b>	<b>-47,985</b>
	<b>Future Years</b>							
-	Inflation	-	-	-	94	188	282	376
<b>21,943</b>	<b>CS BUDGET TOTAL</b>	<b>5,258</b>	<b>-4,904</b>	<b>354</b>	<b>-10,903</b>	<b>-16,852</b>	<b>-24,698</b>	<b>-29,748</b>

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

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

Budget Period: 2019-20

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Corporate &amp; Customer Services</b>							
Director, Corporate and Customer Services	599	383	-	1,118	-	-200	1,900
Chief Executive	122	-	-	-	-	-	122
Communication and Information	725	7	-	-	-	-	732
Customer Services	1,675	26	-	-	-	-	1,701
Information Management	465	8	-	-	-	-	473
IT & Digital Service	2,073	6	-	-	-	-	2,079
Elections	165	-	-	-	-	-	165
Redundancy, Pensions & Injury	866	-	-	-	-	-10	856
<b>Subtotal Corporate &amp; Customer Services</b>	<b>6,690</b>	<b>430</b>	<b>-</b>	<b>1,118</b>	<b>-</b>	<b>-210</b>	<b>8,028</b>
<b>Corporate Savings &amp; Funding</b>							
Demography Reserve	322	-	-	-	-	-	322
Commercial approach to contract management	-64	-	-	-	-	-	-64
Organisational Structure Review	-938	-	-	-	-	-	-938
Citizen First, Digital First	-182	-	-	182	-	-	-
PCC Shared Services	-225	-	-	-	-	-500	-725
Automation	-38	-	-	-	-	-	-38
<b>Subtotal Corporate Savings &amp; Funding</b>	<b>-1,125</b>	<b>-</b>	<b>-</b>	<b>182</b>	<b>-</b>	<b>-500</b>	<b>-1,443</b>
<b>Business Improvement &amp; Development</b>							
Transformation Team	148	14	-	-	-	-	162
Business Intelligence	754	12	-	-	-	-	766
<b>Subtotal Business Improvement &amp; Development</b>	<b>902</b>	<b>26</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>928</b>
<b>Deputy Chief Executive</b>							
Resources Directorate	325	2	-	-	-	-	327
<b>Subtotal Deputy Chief Executive</b>	<b>325</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>327</b>
<b>Legal &amp; Governance</b>							
Legal & Governance Services	102	-	-	-	-	-	102
<b>Subtotal Legal &amp; Governance</b>	<b>102</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>102</b>

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

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

Budget Period: 2019-20

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>LGSS Managed</b>							
External Audit	117	-	-	-	-	-	117
Insurance	2,139	-	-	-	-	-	2,139
IT Managed	2,994	1	-	1,381	-	-	4,376
Members' Allowances	1,034	12	-	-	-	-	1,046
OWD Managed	172	4	-	-	-	-	176
Subscriptions	110	-	-	-	-	-	110
Authority-wide Miscellaneous	48	-	-	-	-	-	48
HR Managed	36	-	-	-	-	-	36
Corporate Redundancies	-	-	-	-	-	-	-
Transformation Fund	7,536	-	-	-	-4,718	-	2,818
<b>Subtotal LGSS Managed</b>	<b>14,186</b>	<b>17</b>	<b>-</b>	<b>1,381</b>	<b>-4,718</b>	<b>-</b>	<b>10,866</b>
<b>Greater Cambridge Partnership</b>							
City Deal with Greater Cambridge Partnership	862	-	-	-	-49	-	813
<b>Subtotal Greater Cambridge Partnership</b>	<b>862</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-49</b>	<b>-</b>	<b>813</b>
<b>UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	<b>-19,267</b>		<b>-</b>	<b>-</b>	<b>-</b>		<b>-19,267</b>
<b>CS BUDGET TOTAL</b>	<b>2,675</b>	<b>475</b>	<b>-</b>	<b>2,681</b>	<b>-4,767</b>	<b>-710</b>	<b>354</b>



## Section 3 - D: LGSS - Cambridge Office

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

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
	Finance Services Procurement & Insurance Professional	315	-84	231	231	231	231	231
1,556	Finance Integrated Finance	1,573	-	1,573	1,573	1,573	1,573	1,573
10	Services Audit and Risk	496	-480	16	16	16	16	16
218	Management Finance	620	-390	230	230	230	230	230
1,107	Operations Pensions Operations	1,191	-63	1,128	1,128	1,128	1,128	1,128
-	Debt & Income Service	600	-600	-	-	-	-	-
507		517	-	517	517	517	517	517
3,626	Subtotal Finance Services	5,312	-1,617	3,695	3,695	3,695	3,695	3,695
	Human Resources Learning & Development Workforce Policy	1,830	-431	1,399	1,399	1,399	1,399	1,399
1,380	& Strategy HR Advisory	344	-79	265	265	265	265	265
263	Payroll & HR Transactions	1,104	-	1,104	1,104	1,104	1,104	1,104
1,093		70	-108	-38	-38	-38	-38	-38
-38								
2,698	Subtotal Human Resources	3,348	-618	2,730	2,730	2,730	2,730	2,730
	Information Technology							
2,286	IT Services	2,323	-	2,323	2,323	2,323	2,323	2,323
1,002	LGSS Business Systems, Projects & Change Management	1,020	-	1,020	1,020	1,020	1,020	1,020
3,288	Subtotal Information Technology	3,343	-	3,343	3,343	3,343	3,343	3,343
	Managing Director & Support							
8	Customer Engagement	8	-	8	8	8	8	8
149	LGSS Business Planning & Finance	150	-	150	150	150	150	150
380	Democratic Services	384	-2	382	382	382	382	382
537	Subtotal Managing Director & Support	542	-2	540	540	540	540	540
	Central Management							
-	Central Management	-919	-	-919	-694	-689	-689	-689
-1,314	Trading	3,948	-5,262	-1,314	-1,314	-1,314	-1,314	-1,314
-1,314	Subtotal Central Management	3,029	-5,262	-2,233	-2,008	-2,003	-2,003	-2,003

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

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

Budget Period: 2019-20 to 2023-24

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2019-20 £000	Fees, Charges & Ring-fenced Grants 2019-20 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000
	Future Years							
	- Inflation	-	-	-	136	272	409	546
	- Savings			-	-907	-1,473	-1,757	-1,757
8,835	LGSS - CAMBRIDGE OFFICE BUDGET TOTAL	15,574	-7,499	8,075	7,529	7,104	6,957	7,094

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

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2019-20

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Finance Services Procurement & Insurance Professional	228	3	-	-	-	-	231
Finance Integrated Finance	1,556	17	-	-	-	-	1,573
Services Audit and Risk	10	6	-	-	-	-	16
Management Finance	218	12	-	-	-	-	230
Operations Pensions Operations	1,107	21	-	-	-	-	1,128
Debt & Income Service	-	-	-	-	-	-	-
	507	10	-	-	-	-	517
<b>Subtotal Finance Services</b>	<b>3,626</b>	<b>69</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,695</b>
Human Resources Learning & Development Workforce Policy	1,380	19	-	-	-	-	1,399
& Strategy HR Advisory	263	2	-	-	-	-	265
Payroll & HR Transactions	1,093	11	-	-	-	-	1,104
	-38	-	-	-	-	-	-38
<b>Subtotal Human Resources</b>	<b>2,698</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,730</b>
Information Technology							
IT Services	2,286	37	-	-	-	-	2,323
LGSS Business Systems, Projects & Change Management	1,002	18	-	-	-	-	1,020
<b>Subtotal Information Technology</b>	<b>3,288</b>	<b>55</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,343</b>
Managing Director & Support							
Customer Engagement	8	-	-	-	-	-	8
LGSS Business Planning & Finance	149	1	-	-	-	-	150
Democratic Services	380	2	-	-	-	-	382
<b>Subtotal Managing Director &amp; Support</b>	<b>537</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>540</b>
Central Management							
Central Management	-	-	-	-	-	-919	-919
Trading	-1,314	-	-	-	-	-	-1,314
<b>Subtotal Central Management</b>	<b>-1,314</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-919</b>	<b>-2,233</b>
<b>LGSS - CAMBRIDGE OFFICE BUDGET TOTAL</b>	<b>8,835</b>	<b>159</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-919</b>	<b>8,075</b>



## Section 3 - A: People and Communities

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
1	OPENING GROSS EXPENDITURE	368,970	382,014	393,277	409,223	426,124		
A/R.1.003	Transferred Function - Independent Living Fund (ILF)	-38	-36	-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.	Adults
A/R.1.004	Improved Better Care Fund (BCF)	1,743	-	-	-	-	- The Improved Better Care Fund is a grant from Central Government for adult social care, to ensure that the health and social care market is not destabilised by pressures on Adult Social Care. The spending plan includes schemes around preventing falls, increasing independence, investment in suitable housing for vulnerable people and enhanced intermediate tier, Reablement and homecare for people leaving hospital. The Better Care Fund includes an element of funding intended to protect Adult Social Care services, as the revenue support grant has decreased and demand continues to increase.	Adults
A/R.1.005	Transferred Function - National Careers service	-356	-	-	-	-	- Transferred Function - National Careers service	C&P
A/R.1.007	Removal of temporary project worker funding	-45	-	-	-	-	- Removal of one-year funding for post	Adults
A/R.1.013	Change in Public Health grant MOU funded expenditure	10	-	-	-	-	- Child and Adolescent Mental Health trainer service move to Public Health Directorate and Kick Ash service moved into P&C from P&E.	C&P
1.999	REVISED OPENING GROSS EXPENDITURE	370,284	381,978	393,243	409,223	426,124		
2	INFLATION							
A/R.2.001	Centrally funded inflation - Staff pay and employment costs	1,060	867	806	807	807	Forecast pressure from inflation relating to employment costs. On average, 0.6% inflation has been budgeted for, to include inflation on pay of 1%, employer's National Insurance and employer's pension contributions in line with previous years national pay offers. The Local Government Pay offer for 2019-20 includes a minimum 2% increase however, to reflect the effect this has on the Council as a whole this increased pressure is being held centrally ref. C/R.4.010.	Adults, C&YP
A/R.2.002	Centrally funded inflation - Care Providers	1,213	1,199	1,199	1,199	1,199	Forecast pressure from general inflation relating to care providers. Additional pressure funding is allocated to enable increases in the minimum wage to be factored into provider uplifts as A/R.4.009.	Adults, C&YP
A/R.2.003	Centrally funded inflation - Looked After Children (LAC) placements	510	538	542	542	542	Inflation is currently forecast at 2.2%.	Adults, C&YP
A/R.2.004	Centrally funded inflation - Transport	551	367	367	367	367	Forecast pressure for inflation relating to transport. This is estimated at 3%.	Adults, C&YP
A/R.2.005	Centrally funded inflation - Miscellaneous other budgets	101	103	103	103	103	Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 1.2% increase.	Adults, C&YP
2.999	Subtotal Inflation	3,435	3,074	3,017	3,018	3,018		

## Section 3 - A: People and Communities

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
3	DEMOGRAPHY AND DEMAND							
A/R.3.002	Funding for additional Physical Disabilities demand	407	456	470	484	500	Additional funding to ensure we meet the rising level of needs amongst people with physical disabilities. Based on modelling the expected increased number of service users and the increase complexity of existing service users needs we are increasing funding by £407k to ensure we can provide the care that is needed.	Adults
A/R.3.003	Additional funding for Autism and Adult Support demand	87	89	91	92	95	Additional funding to ensure we meet the rising level of needs amongst people with autism and other vulnerable people. It is expected that 17 people will enter this service in 19/20 and so, based on a the anticipated average cost, we are investing an additional £87k to ensure we give them the help they need.	Adults
A/R.3.004	Additional funding for Learning Disability Partnership (LDP) demand	1,627	1,584	1,543	1,505	1,469	Additional funding to ensure we meet the rising level of needs amongst people with learning disabilities - We need to invest an additional £899k in 2019/20 to provide care for a projected 60 new service users (primarily young people) who outnumber the number of people leaving services. We also need to invest £728k in the increasing needs of existing service users and the higher complexity we are seeing in adults over age 25. The total additional resource we are allocating is therefore £1,627k to ensure we provide the right care for people with learning disabilities.	Adults
A/R.3.005	Funding for Adult Mental Health Demand	38	39	30	35	35	Additional funding for a net increase of 2 full time effect packages for 2019/20 and further increases of 2 full time effect packages for each subsequent year.	Adults
A/R.3.006	Additional funding for Older People demand	2,446	2,761	2,696	3,730	3,707	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 2.7% 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 £2,446k in 2019/20 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.007	Funding for Older People Mental Health Demand	260	282	305	381	368	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. Some account is then taken of increasing complexity of cases coming through the service. This work has supported the case for additional funding of £260k in 2019/20 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.008	Home to school transport mainstream	179	203	235	259	266	Additional funding required to provide home to schools transport for pupils attending mainstream schools. This additional funding is required due to the anticipated 2% increase in pupils attending Cambridgeshire schools in 2019/20.	C&YP
A/R.3.009	Home to school transport LAC	49	52	54	54	59	Additional funding required to provide home to schools transport for Looked After Children. This additional funding is required due to an anticipated 3.1% increase in the school-aged LAC population in 2019/20.	C&YP

## Section 3 - A: People and Communities

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans	Outline Plans					
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
A/R.3.010	Funding for Home to School Special Transport demand	348	362	362	392	407	Additional funding required to provide transport to education provision for children and young people with special educational needs. The additional funding is needed as there are increasing numbers of children with SEN and increasing complexity of need which requires individual or bespoke transport solutions. The cost of transport is also affected by the increasing number of places at Special Schools. 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 Looked after Children in recent years. Looking ahead, the number of Looked after Children is predicted to increase by around 4% each year and this equates to around 30 more children to care for,many of which relate to a higher proportion of high cost residential placements than usual, based on recent trend. 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 becoming looked after.	C&YP
A/R.3.011	Funding for rising Looked After Children (LAC) Numbers and need	2,400	2,531	2,645	2,765	2,890	Additional funding required to cover the cost of providing care for looked after children with adoptive parents or with extended family and other suitable guardians. As numbers of children increase we need to invest in adoptive and guardianship placements which provide stable, loving and permanent care for children who come into the care system.	C&YP
A/R.3.016	Funding for additional Special Guardianship Orders/Adoption demand costs	421	425	517	628	765	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 services users supported to live independently through the provision of community equipment and home adaptations in the context of an increasing population.	C&YP
A/R.3.017	Funding for additional demand for Community Equipment	64	63	63	60	60		Adults, C&YP
3.999	Subtotal Demography and Demand	8,326	8,847	9,011	10,385	10,621		
4	PRESSURES							Adults
A/R.4.002	Adults & Safeguarding - Fair Cost of Care and Placement Costs	-	1,000	2,000	1,000	-	- The Care Act says Councils need to make sure the price paid for Adult Social Care reflects the actual costs of providing that care. A strategic investment in the residential sector is envisaged from 2020 onwards. The timing and extent of this will be kept under close review as several factors develop including the impact of the national living wage, local market conditions and the overall availability of resources.	Adults
A/R.4.009	Impact of National Living Wage (NLW) on Contracts	2,561	3,367	3,185	2,324	-	- As a result of the introduction of the National Living Wage it is expected that the cost of contracts held by CCC with independent and voluntary sector care providers will increase. Our analysis suggests the changes from April 2019 will lead to price increases between 1% and 3.5%, dependent on the cost of providing different types of care.	Adults, C&YP
A/R.4.018	Impact of National Living Wage (NLW) on CCC employee costs	-	151	151	-	-	- The cost impact of the introduction of the NLW on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates. Traded services whose staff are paid below the NLW will be expected to recover any additional cost through their pricing structure.	Adults, C&YP

## Section 3 - A: People and Communities

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans	Outline Plans					
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
A/R.4.022	Dedicated Schools Grant Contribution to Combined Budgets	-	1,579	-	-	-	- 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 the expectation is that these historic commitments/arrangements will unwind over time. The DfE expect local authorities to reflect this in their annual returns, will monitor historic spend year-on-year and challenge LA's where spend is not reducing. The most recent schools funding consultation document refers to the ability of the LA to recycle money for historic commitments into schools, high needs or early years. Schools Forum approved the continuation of this funding for 2019/20, but this pressure reflects the current anticipated reduction in the contribution to combined budgets in future years.	C&YP
A/R.4.024	Pressures from 18/19 in Adult Social Care	2,000	-	-	-	-	- Pressures brought forward from 2018/19 due to additional demand on Adults & Safeguarding budgets, particularly Learning Disability Services. These were caused by higher than expected demand on services, and were partially offset in-year on a one-off basis, but need to be permanently addressed to enable Adult Social Care to go through a major transformation programme that will mitigate demand increases over the medium term.	Adults
A/R.4.026	Looked After Children Placements	2,700	-	-	-	-	- A permanent pressure of £2.7m is anticipated for Looked After Children Placements. This is due to: - Savings targets established for Children's Services through the Children's Change Programme of 2017 which were predicated on reductions in demand that have not been achieved - A history of over-optimism in our work with families facing significant challenges, before action was taken and children removed. This has resulted in a larger than expected group of children of primary school age in the LAC population. - The need to ensure that children and young people are not moved from placements where they are settled	C&YP
A/R.4.027	Supervised contact (numbers of children) Independent	235	-35	-	-	-	- Higher than anticipated numbers of children in care have resulted in continuing overspends in directly related budgets, including those associated with supervised contact.	C&YP
A/R.4.028	reviewing officers (numbers of children)	85	-	-85	-	-	- Numbers of children in care remain at around 100 higher than they should be if our performance was in line with the average of our statistical neighbours which has implications for IRO capacity. Independent Reviewing Officers review children's care plans, and have an important role to play in ensuring that these plans are progressed. These higher than anticipated numbers in care have resulted in continuing overspends in the IRO budget.	C&YP
A/R.4.029	New duties - leaving care	390	-	-	-	-	- Pressure resulting from new duties imposed by government including the provision of additional personal advisers.	C&YP
A/R.4.030	Children's services reduced grant income expectation	295	-	-	-	-	- Pressure resulting from the loss of expected grant from the DfE of £295k.	C&YP
A/R.4.031	Education Directorate Pressure	148	-	-	-	-	- The savings plan for the Education directorate has been redesigned following the appointment of a joint Director across Cambridgeshire and Peterborough. Some pre-existing savings are being removed, to be replaced by a new programme delivering greater savings overall.	C&YP



## Section 3 - A: People and Communities

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Outline Plans					Description	
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
A/R.4.032	Home to School Transport - Special	1,475	-	-	-	-	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 £750k on the Home to School - Special budget. Additional pressures identified during 2018/19	Committee
A/R.4.033	LAC - Home to School Transport	275	-	-	-	-		C&YP
4.999	Subtotal Pressures	10,164	6,062	5,251	3,324	-		
5	INVESTMENTS							
A/R.5.001	Permanent Funding for Investments into Social Work	-	-	1,000	-	-	As part of the Adults Positive Challenge Programme, a number of investments will be 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, and will be allocated following a review of which investments worked and will continue to deliver benefit.  Funding to bridge the gap between fostering and community support and residential provision has ended. Investment will be repaid over 5 years, at £174k pa from 17/18 to 21-22, from savings in placement costs.	Adults
A/R.5.003	Flexible Shared Care Resource	-	-	-	174	-		C&YP
5.999	Subtotal Investments	-	-	1,000	174	-		
6	SAVINGS							
A/R.6.114	Adults Learning Disabilities - Increasing independence and resilience when meeting the needs of people with learning disabilities	-200	-	-	-	-	A three-year programme of work was undertaken in Learning Disability Services from 2016/17 to ensure service-users had the appropriate level of care - this saving is the remaining impact of part- year savings made in 2018/19.	Adults
A/R.6.120	Re-investment in support to family carers reflecting improved uptake	-	100	100	-	-		Adults
A/R.6.126	Learning Disabilities - Converting Residential Provision to Supported Living	-250	-	-	-	-	This is an opportunity to de-register a number of residential homes for people with learning disabilities and change the service model to supported living. The people in these services will benefit from a more progressive model of care that promotes greater independence.  Work to enable people with learning disabilities who have been placed 'out of county' to move closer to their family by identifying an alternative placement which is closer to home. To be approached on a case by case basis and will involve close work with the family and the person we support. Will also involve ensuring out of county placements are cost effective and are appropriately funded by the NHS.	Adults
A/R.6.127	Care in Cambridgeshire for People with Learning Disabilities	-250	-	-	-	-		Adults
A/R.6.128	Better Care Fund - Investing to support social care and ease pressures in the health and care system	-1,300	-	-	-	-	The Improved Better Care Fund is a grant from Central Government for adult social care, to ensure that the health and social care market is not destabilised by pressures on Adult Social Care. A proportion of the funding will be taken as a saving in order to offset increased cost in social care as a result of demand rising and legislative pressures. The IBCF also provides targeted investment in social care services that will promote better outcomes for patients and social care services. The funding has not been confirmed beyond 2019/20, and so at this stage this remains a temporary saving.	Adults

## Section 3 - A: People and Communities

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans					Outline Plans		Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description		
A/R.6.132	Mental Health Social Work PRISM Integration Project	-200	-	-	-	-	- The introduction of social workers and social care support staffing into the community / primary care health services (PRISM) will deliver improved mental health outcomes for Cambridgeshire residents and reduce demand for services through a focus on prevention, early intervention and strengths-based approach.		Adults
A/R.6.133	Impact of investment in Occupational Therapists	-220	-	-	-	-	- OT involvement in reablement goal-setting and review will improve outcomes at the end of the pathway through achieving greater service user independence at the end of reablement.		Adults
A/R.6.143	Review of Support Functions in Adults	-150	-	-	-	-	- A review of support functions to ensure that capacity is aligned appropriately to the needs of the services supported.		Adults
A/R.6.176	Adults Positive Challenge Programme	-3,800	-3,800	-	-	-	- 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 economically sustainable in the face of the huge pressure on the sector. This work will focus on promoting independence and changing the conversation with staff and service-users to enable people to stay independent for longer, and has already had success in 2018/19 through a fast- forward element of the programme.		Adults
A/R.6.177	Savings through contract reviews	-412	-	-	-	-	- Several contracts have been retendered throughout 17/18 and 18/19 and have delivered efficiencies, which can now be taken as savings. The largest of these was a retender of domiciliary care block car rounds in late 2017/18.		Adults
A/R.6.211	C&P Safer Communities Partnership	-30	-	-	-	-	- A review of the required management and support functions within the team will be undertaken depending on the outcome of funding bids, and could deliver a saving of £30,000 during 2019/20.		C&P
A/R.6.212	Strengthening Communities Service	-30	-	-	-	-	- The deletion of a recently vacant Community Protection Project Officer post. The community led no cold calling zones project, which was coordinated by the previous post holder, has now successfully concluded		C&P
A/R.6.213	C&YP Youth Offending Service - efficiencies from joint commissioning and vacancy review	-40	-	-	-	-	- The full year impact of savings realised as a result of the Commissioning of Appropriate Adults and Reparation Services with Peterborough City Council and Cambridgeshire Constabulary. The removal of all capacity within the Youth Offending Service to spot purchase time limited support programmes, tailored to meet individual needs, which may be over and above the core offer. The removal of a part time vacant case holding post, and part time vacant Senior YOS Officer post.		C&YP
A/R.6.214	Youth Support Services	-40	-	-	-	-	- Removal of a staff training budget for Youth Staff (£10k), a reduction in staff capacity and the Community Reach Fund (£30k)		C&YP
A/R.6.252	Total Transport - Home to School Transport (Special)	-110	-	-	-	-	- Saving to be made through re-tendering contracts, route reviews, looking across client groups and managing demand for children requiring transport provision		C&YP
A/R.6.253	Looked After Children (LAC) - Mitigating additional external residential placement numbers	-500	-	-	-	-	- There is currently a shortage of foster placements due to increased numbers of children in care both locally and nationally. This has resulted in a growing number of young people being placed in much higher cost residential placements. This business case describes how we will seek to mitigate 3 of the 8 additional residential placements expected and hence requiring a reduced contribution to the placement budget from demography funding.		C&YP

## Section 3 - A: People and Communities

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans				
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
A/R.6.254	Looked After Children (LAC) - Fee negotiation and review of high cost placements	-200	-	-	-	-	- Negotiation of external placement costs and review of high cost placements. This will be delivered by: - Cost discounts - Volume/long term discounts - Reviewing packages of support for all purchased placement types - Reviewing high cost placements	C&YP
A/R.6.255	Looked After Children (LAC) - Placement composition and reduction in numbers	-1,311	-3,134	-2,399	-	-	Numbers of children in care remain at around 100 higher than they should be if our performance was in line with the average of our statistical neighbours. This business case is targeted at reducing demand in the system and delivering sustainable savings by reducing costs associated with higher numbers of children in care in the system as well as increasing in-house fostering numbers and reducing the number of independent agency placements, which are more costly.	C&YP
A/R.6.256	Delivering Greater Impact for Troubled Families	-	150	-	-	-	Our multi-agency Together for Families programme will deliver and evidence greater impact for more families and so will receive increase 'payment by results' income from central government.	C&YP
A/R.6.258	Children's home changes (underutilised)	-350	-	-	-	-	Anticipated savings resulting from the closure of the Victoria Road children's home that is currently underutilised. The budget associated with the residential element of the children's home is £600K per annum. The placement costs of the young people living in the provision until mid-June is in the region of £230K per annum, resulting in a full year saving of around £350K per annum.	C&YP
A/R.6.259	Early Years Service	-200	-	-	-	-	A review of services provided by the Early Years Service in light of the links with Peterborough and growing traded services.	C&YP
A/R.6.260	Reduction of internal funding to school facing traded services	-151	-	-	-	-	A reduction to the internal funding of the ICT Service and the PE and Sports Advisory Service recognising a reduction in LA usage	C&YP
A/R.6.261	Schools Intervention Service	-100	-	-	-	-	Reduction in capacity of the service in line with the reduced number of maintained schools that require a direct service	C&YP
A/R.6.263	Term time only contracts	-30	-	-	-	-	A voluntary change to term time only contracts (or annualised hours) for staff in the Education Directorate where this is appropriate for their role.	C&YP
A/R.6.264	Review of Therapy Contracts	-321	-	-	-	-	Savings will be delivered by reviewing existing arrangements but further details are unavailable at this time due to commercial confidence.	C&YP
6.999	Subtotal Savings	-10,195	-6,684	-2,299	-	-		
	TOTAL GROSS EXPENDITURE	382,014	393,277	409,223	426,124	439,763		

## Section 3 - A: People and Communities

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans				
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
7	FEES, CHARGES & RING-FENCED GRANTS							
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-129,846	-131,466	-118,945	-119,102	-119,259	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward. Increase in external charges to reflect inflation pressures on the costs of services.	Adults, C&YP
A/R.7.003	Fees and charges inflation Changes to fees & charges Early Years	-157	-157	-157	-157	-157	Proposal to develop Early Years subscription package for trading with settings.	Adults, C&YP
A/R.7.101	subscription package	-16	-16	-	-	-	A review of charging models and use of school absence penalty notices within the Attendance and	C&YP
A/R.7.103	Attendance and Behaviour Service income	-50	-	-	-	-	Behaviour Service	C&YP
A/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-10	293	-	-	-	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2019-20 due to removal of ring-fence.	Adults, C&YP
A/R.7.202	Change in National Careers service grant	356	-	-	-	-	Change in National Careers service grant	C&P
A/R.7.208	Improved Better Care Fund	-1,743	-	-	-	-	Changes to the Improved Better Care Fund grant. See also proposal A/R.1.004.	Adults, C&YP
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-131,466	-131,346	-119,102	-119,259	-119,416		
	TOTAL NET EXPENDITURE	250,548	261,931	290,121	306,865	320,347		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
A/R.8.001	Budget Allocation	-250,548	-261,931	-277,720	-294,464	-307,946	Net spend funded from general grants, business rates and Council Tax. Fees and charges for the provision of services.	Adults, C&YP
A/R.8.002	Fees & Charges	-49,658	-49,831	-49,988	-50,145	-50,302	Expected income from Cambridgeshire Maintained Schools	Adults, C&YP
A/R.8.003	Expected income from Cambridgeshire Maintained Schools	-7,783	-7,783	-7,783	-7,783	-7,783	DSG directly managed by P&C.	C&YP
A/R.8.004	Dedicated Schools Grant (DSG)	-42,959	-42,959	-42,959	-42,959	-42,959	The NHS and County Council pool budgets through the Better Care Fund (BCF), promoting joint working.	Adults
A/R.8.005	Better Care Fund (BCF) Allocation for Social Care	-15,453	-15,453	-15,453	-15,453	-15,453	This line shows the revenue funding flowing from the BCF into Social Care.	
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	-12,401	-12,401	-12,401	-12,401	-12,401	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.8.401	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.	Adults, C&YP
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-382,014	-393,277	-409,223	-426,124	-439,763		

## Section 3 - B: Place and Economy

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>89,583</b>	<b>92,534</b>	<b>93,553</b>	<b>95,999</b>	<b>98,474</b>	
B/R.1.005	Movement of Business and Communities PH funding from P&E to P&C	-10	-	-	-	-	Public Health grant funding for Kick Ash has moved to P&C within Communities and Partnership.
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>89,573</b>	<b>92,534</b>	<b>93,553</b>	<b>95,999</b>	<b>98,474</b>	
<b>2</b>	<b>INFLATION</b>						
B/R.2.001	Inflation	1,890	1,995	2,133	2,112	2,112	Some County Council services have higher rates of inflation than the national level. For example, this is due to factors such as increasing oil costs that feed through into services like road repairs. This overall figure comes from an assessment of likely inflation in all ETE services.
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>1,890</b>	<b>1,995</b>	<b>2,133</b>	<b>2,112</b>	<b>2,112</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
B/R.3.004	Coroner Service	194	20	20	20	20	Extra costs associated with an increasing population and a higher number of deaths.
B/R.3.007	Waste Disposal	373	324	331	339	346	Extra cost of landfilling additional waste produced by an increasing population.
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>567</b>	<b>344</b>	<b>351</b>	<b>359</b>	<b>366</b>	
<b>4</b>	<b>PRESSURES</b>						
B/R.4.005	Libraries to serve new developments	-	49	-	-	-	- Cost of running the Eddington Library in North West Cambridge to serve the new community.
B/R.4.008	Impact of National Living Wage (NLW) on CCC Employee Costs	-	14	14	-	-	- The extra cost of the National Living Wage on directly employed CCC staff.
B/R.4.009	Cambridgeshire and Peterborough Minerals and Waste Local Plan	-	-54	-54	-	-	- Work has commenced on a new Minerals and Waste Plan with Peterborough City Council. The plan requires to be updated to minimise the risk of future challenge from developers.
B/R.4.011	Archives Centre	78	-	-	-	-	- Funding towards the running costs of the new Archives Centre at Ely.
B/R.4.013	Guided Busway Defects	200	-1,300	-	-	-	- The Council is in dispute with the contractor over defects in the busway construction. This is 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.
B/R.4.016	Underachievement of planned £1m 2018/19 waste contract savings	900	-	-	-	-	- The ongoing renegotiation of the Waste contract has not yet achieved the £1m target in 2018/19 and this creates a £900K pressure.
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>1,178</b>	<b>-1,291</b>	<b>-40</b>	<b>-</b>	<b>-</b>	
<b>5</b>	<b>INVESTMENTS</b>						
<b>5.999</b>	<b>Subtotal Investments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## Section 3 - B: Place and Economy

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
<b>6</b>	<b>SAVINGS</b>						
	<b>E&amp;E</b>						
B/R.6.103	Shared Service: Historic Environment	-10	-	-	-	-	- Income generation shared services with Peterborough.
B/R.6.105	Transformation of the Infrastructure & Growth Service into a profit centre.	-79	-	-	-	-	- The service predominantly recovers its operating costs through recharge and development related income. A large proportion of this is for external clients, such as the Combined Authority & GCP. Commercial operation of the service will maximise income opportunities and standardise the approach to working with external clients, enabling consideration of the associated risks. Revenue generated from this approach will support those services such as strategy and development related planning activities that aren't rechargeable.
	<b>H&amp;CI</b>						
B/R.6.202	Highways Maintenance	-350	-	-	-	-	- Utilising a greater proportion of the on-street parking surplus to fund highways and transport works as allowed by current legislation.
B/R.6.204	Road Safety	-	-50	-	-	-	- At the March H&CI committee members approved the implementation of a new transformative model for delivering all elements of road safety (education, engineering, school crossing patrols, safety cameras, audits etc). The approach is an integrated model with Peterborough, built around core and commercial activities. The £50k will be achieved through more efficient working practices (moving resource online and co-location)
B/R.6.206	Highways Shared Services Model	-150	-	-	-	-	- Creation of a single, shared highway service across Cambridgeshire and Peterborough. Whilst the emphasis is on creating resilience and flexibility there will be the opportunity to make some savings through the creation of the new, streamlined structure.
B/R.6.208	Shared Services: Registration	-36	-	-	-	-	- Create a joint service with PCC, enabling greater resilience and some savings through a shared, streamlined management structure
B/R.6.210	Household Recycling Centre changes	-60	-	-	-	-	- Implementation of a permitting system for vans and trailers.
B/R.6.214	Street Lighting - contract synergies	11	21	2	4	-	- Annual saving from joint contract drafting with partners. This will not lead to any reduction in street lighting provision.
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-674</b>	<b>-29</b>	<b>2</b>	<b>4</b>	<b>-</b>	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>92,534</b>	<b>93,553</b>	<b>95,999</b>	<b>98,474</b>	<b>100,952</b>	

## Section 3 - B: Place and Economy

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>						
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-48,155	-32,545	-32,564	-32,702	-32,837	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
B/R.7.002	Fees and charges inflation	-16	-11	-11	-11	-11	Additional income for increases to fees and charges in line with inflation, not including the effect of the Combined Authority Levy.
B/R.7.004	Inflation on Levy charged to the Combined Authority	-198	-128	-127	-124	-122	Inflation of the Combined Authority Levy - this is matched to the inflation in ETE expenditure for which the Combined Authority are billed.
B/R.7.005	Reduction in Levy charged to Combined Authority	15,734	-	-	-	-	Budgeted income for services provided by the Council on behalf of the Combined Authority.
B/R.7.202	<b>Changes to fees &amp; charges</b> Change in Public Health Grant	10	120	-	-	-	Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2019-20 due to removal of ring-fence.
B/R.7.205	Change in Waste PFI grant	80	-	-	-	-	Change in Waste PFI grant income for 2019/20
<b>7.999</b>	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-32,545</b>	<b>-32,564</b>	<b>-32,702</b>	<b>-32,837</b>	<b>-32,970</b>	
	<b>TOTAL NET EXPENDITURE</b>	<b>59,989</b>	<b>60,989</b>	<b>63,297</b>	<b>65,637</b>	<b>67,982</b>	

FUNDING SOURCES							
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>						
B/R.8.001	Budget Allocation	-59,989	-60,989	-63,297	-65,637	-67,982	Net spend funded from general grants, business rates and Council Tax.
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.
B/R.8.003	Fees & Charges	-25,870	-26,009	-26,147	-26,282	-26,415	Fees and charges for the provision of services.
B/R.8.004	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944	PFI Grant from DfT for the life of the project.
B/R.8.005	PFI Grant - Waste	-2,611	-2,611	-2,611	-2,611	-2,611	PFI Grant from DEFRA for the life of the project.
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-92,534</b>	<b>-93,553</b>	<b>-95,999</b>	<b>-98,474</b>	<b>-100,952</b>	

## Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
1	OPENING GROSS EXPENDITURE	26,478	25,545	25,421	25,376	25,395	
1.999	REVISED OPENING GROSS EXPENDITURE	26,478	25,545	25,421	25,376	25,395	
2 E/R.2.001	INFLATION Inflation	16	18	18	19	19	Forecast pressure from inflation in the Public Health Directorate, excluding inflation on any costs linked to the standard rate of inflation where the inflation rate is assumed to be 0%. Inflation appears low due to the majority of public health spend being committed to external contracts. Providers are expected to meet inflationary and demographic pressures within the agreed contract envelope.
2.999	Subtotal Inflation	16	18	18	19	19	
3	DEMOGRAPHY AND DEMAND						
3.999	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
4.999	Subtotal Pressures	-	-	-	-	-	
5	INVESTMENTS						
5.999	Subtotal Investments	-	-	-	-	-	



## Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
6	SAVINGS						
E/R.6.031	Health NHS Health Checks - IT software contract decommissioned	-41	-	-	-	-	<p>- NHS Health Checks is a cardiovascular risk assessment offered to people aged to 40 to 74 year olds every five years who do not have a diagnosed health condition. GP practices are commissioned to identify and invite eligible individuals to have an NHS Health Check. A robust data collection process is required to manage patient data and to ensure that anonymized data is sent to the Local Authority as part of the performance monitoring and payment system to the GPs. In 2017 after securing agreement from the Clinical Commissioning Group (CCG) which has responsibility for practice systems new software was commissioned to sit on GP practice systems. The introduction of GPPR compromised the security of the software as it could not meet fully the GDPR requirements and therefore the contract was decommissioned. The IT company fully agreed with this approach and assumed any additional cost for removing systems already in practices.</p> <p>GP practice systems have developed rapidly and they are now able to manage NHS Health Check data electronically and share anonymized data with the Local Authority at no cost to the Local Authority. There has been a recurrent underspend on the NHS Health Checks Programme since the transfer of the funding from the NHS to the Local Authority which has reflected fairly stable activity levels.</p>
E/R.6.032	NHS Health Checks Funding	-50	-	-	-	-	<p>- Savings will be secured through the re-commissioning of the Cambridgeshire Adult Drug and Alcohol Treatment Services, which will enable transformational changes to be undertaken. The Drugs and Alcohol Joint Strategic Needs Assessment, (2016) indicated changes in needs that are addressed in the new service model. An aging long-term drug using population that enter and re- enter the Service has complex health and social problems that do not require intensive acute drug treatment services but more cost effective support services to ensure their good mental and physical health and social support needs are met. Strengthened recovery services using cost- effective peer support models to avoid readmission, different staffing models and a mobile outreach service.</p>
E/R.6.033	Drug & Alcohol service - funding reduction built in to new service contract	-162	-127	-63	-	-	<p>- The iCaSH Service will be recommissioned with a new contract scheduled to start in October 2019. It will be a joint contract between Cambridgeshire County Council and Peterborough City Council. The current services have already undertaken transformational changes reflecting new technologies and rationalising clinics to ensure that they are not located where there is very little activity. This transformational work is ongoing but there will be “backroom” savings from having one contract across the two areas.</p>
E/R.6.034	Recommissioning of the Integrated Contraception and Sexual Health (iCASH) Service contract	-	-15	-	-	-	

## Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
E/R.6.035	Children 5-19 - Mental Health Training for Children's workforce	-36	-	-	-	-	- This proposal ceases funding for intensive training for a relatively small number of the young people's workforce each year, delivered face to face by Cambridgeshire and Peterborough NHS Foundation Trust. Instead it is proposed that Public Health staff work together with the Heads of Early Help to establish a clear specification of the training requirements and success criteria for an e-learning training package with less intensive face to face training in 2019/20, focussed on the mental health training needs of Young People's workers in the Early Help Teams.
E/R.6.036	Children's 0-19 Services - Healthy Child Programme - Proposal previously agreed in 2017/18 business planning process	-238	-	-	-	-	- This £238k savings proposal was previously discussed by Health Committee in the autumn 2017 business planning round. It was agreed to fund the £238k saving from public health reserves in 2018/19, to allow further time to develop the 0-19 Healthy Child integration programme (and associated savings) for implementation in 2019/20. The Healthy Child programme is a universal-progressive, needs-based service delivered at 4 levels: Community, Universal, Universal Plus (single agency involvement) and Universal Partnership Plus (multi-agency involvement). All children, young people and families are offered a core programme of evidence based, early intervention and preventative health care with additional care and support for those who need it. The 0-19 Healthy Child Programme (HCP) consists of Health Visiting (0-5yrs), Family Nurse Partnership (for vulnerable teenage parents), and School Nursing (5-19yrs). It is delivered by CCS in Cambridgeshire and CPFT in Peterborough. The 2018/19 budget allocations are £8,926,739 in Cambridgeshire and £3,695,226 in Peterborough. Total approximately £12.6 million. Savings will be achieved by integrating the two services with a common management structure, and redesigning the service model to achieve savings through improved skill mix. A Transformation Board including commissioners, public health and senior management from the two provider organisations has been set up to oversee the project from design to implementation. The positive impact of this integration is that it will reduce duplication freeing up workforce capacity to improve areas of poor performance across the HCP particularly in mandated 0-5 checks. There will be an increased focus on areas of need so workforce and services will be resourced to ensure there is an improvement in outcomes and reduced inequalities. The Benson modelling tool has been used to model the workforce requirements and various options possible by changing the skill-mix and activities delivered.  Implementation is expected to take 3-6 months from decision, and will include a communications and engagement plan, to include service users and local GP practices.  See description for proposal E/R.6.036. This proposal is for additional savings associated with integration of the 0-19 Healthy Child integration programme, not previously discussed in autumn
E/R.6.037	Children's 0-19 Services - Healthy Child Programme - Additional savings proposal for 2018/19	-160	-	-	-	-	- 2017.

## Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
E/R.6.038	Public Health Directorate - In house staff rationalisation	-80	-	-	-	-	- It has been possible to build on the efficiencies created by creating a joint public health directorate across Cambridgeshire County Council and Peterborough City Council, by merging two team leader posts in the joint public health commissioning unit. In addition it is proposed to delete three vacant posts in the public health directorate. The saving will be shared across Cambridgeshire County Council and Peterborough City Council, and some of the saving is offset by a technical change to the recharge across the two Councils.
E/R.6.039	Reduce Long Acting Reversible Contraception (LARCs) funding in line with audit results and completion of clinician training	-60	-	-	-	-	- LARCs are commissioned from GP practices. The Clinical Commissioning Group (CCG) recharges the LA for the cost of the contraception devices. Audits have been undertaken of the services which revealed that the recharges included the cost of items for which the LA is not liable i.e. injectable contraception and the use of devices for gynaecological purposes. In addition the training programme for clinicians to ensure that there is capacity in the system to accommodate retiring GPs has now been completed.
E/R.6.040	Reduce immunisations promotion budget	-13	-	-	-	-	- In 2016/17 funding of £20k per annum was allocated by Cambridgeshire County Council for promotion of immunisations. Since then childhood immunisation rates have improved, although still with some further work to do, and the PHE/NHS England screening and immunisations team have been actively taking forward further improvement measures. It is proposed to mainstream promotion of immunisations within the wider health protection and communications functions. £7k will be allocated to the health protection budget and the remaining £13k taken as a saving.
E/R.6.041	Expected operational savings across Public Health staffing and contracts	-109	-	-	-	-	- In-year vacancy savings and efficiencies within demand-led contracts.
6.999	Subtotal Savings	-949	-142	-63	-	-	
	TOTAL GROSS EXPENDITURE	25,545	25,421	25,376	25,395	25,414	

## Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
7	FEES, CHARGES & RING-FENCED GRANTS						
E/R.7.001	Previous year's fees, charges & ring-fenced grants	-25,849	-25,156	-430	-430	-430	Fees and charges expected to be received for services provided and Public Health ring-fenced grant from Government.
E/R.7.201	Changes to fees & charges						
	Change in Public Health Grant	693	24,726	-	-	-	Grant reductions announced in the comprehensive spending review, and removal of the ring- fence in 2019-20
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-25,156	-430	-430	-430	-430	
	TOTAL NET EXPENDITURE	389	24,991	24,946	24,965	24,984	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
E/R.8.001	Budget Allocation	-389	-24,991	-24,946	-24,965	-24,984	Net spend funded from general grants, business rates and Council Tax. Direct
E/R.8.101	Public Health Grant	-24,726	-	-	-	-	expenditure funded from Public Health grant.
E/R.8.102	Fees & Charges	-430	-430	-430	-430	-430	Income generation (various sources).
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-25,545	-25,421	-25,376	-25,395	-25,414	

## Section 3 - F: Commercial and Investments

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
1	OPENING GROSS EXPENDITURE	21,813	21,699	20,793	21,105	21,291		Committee
1.999	REVISED OPENING GROSS EXPENDITURE	21,813	21,699	20,793	21,105	21,291		
2 F/R.2.001	<b>INFLATION</b> Inflation	196	129	133	134	134	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	196	129	133	134	134		
3	<b>DEMOGRAPHY AND DEMAND</b>							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4 F/R.4.005 F/R.4.006 F/R.4.007 F/R.4.903	<b>PRESSURES</b> Closure of Cambridgeshire Catering and Cleaning Services Traded Services to Schools and Parents LGSS Law dividend expectation Renewable Energy - Soham	479 350 96 5	- - - 4	- - -96 5	- - - 40	- - - -	- Removal of budgeted revenue contribution due to closure of Cambridgeshire Catering and Cleaning Services. - Delivery of a prior year income target has slipped and the income target is now not expected to be achieved in full. - Reduced dividend expectations from LGSS Law in 2019/20 and 2020/21. The company is making progress with improved utilisation of fee earning lawyers, under the stewardship of a new finance director. - 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 C&I C&I C&I
4.999	Subtotal Pressures	930	4	-91	40	-		

## Section 3 - F: Commercial and Investments

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
<b>5</b>	<b>INVESTMENTS</b>							
F/R.5.001	Invest to Save Housing Schemes - Interest Costs	-21	-517	-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.5.001	St Ives Smart Energy Grid - operating costs	-	39	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.5.002	Babraham Smart Energy Grid - operating costs	-	-	120	3	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 operating costs.	C&I
F/R.5.004	Trumpington Smart Energy Grid - operating costs	-	-	63	2	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.5.005	Stanground Closed Landfill Site - operating costs	-	-	115	3	4	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.5.006	Woodston Closed Landfill Site - operating costs	-	-	48	1	2	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. These are the expected operating costs.	C&I
<b>5.999</b>	<b>Subtotal Investments</b>	<b>-21</b>	<b>-478</b>	<b>268</b>	<b>10</b>	<b>13</b>		
<b>6</b>	<b>SAVINGS</b>							
F/R.6.001	BP 19/20 Contract Efficiency	-200	-	-	-	-	A review of specific areas identified within the contract register to discover what potential there is for savings through more commercially minded renegotiation, re-consideration of service specifications and consideration of where smarter payment processes may assist in driving down costs.	C&I
F/R.6.101	Commercial Investment Returns	-1,000	-	-	-	-	Including: 1. Non building investments i.e. start up companies 2. Sponsorship requests at corporate level 3. People assets - consultancy for cross organisational sellable skills	C&I
F/R.6.107	Rationalisation of Property Portfolio	-	-553	-	-	-	Savings generated by the more efficient use of Council properties.	C&I
F/R.6.108	Energy Efficiency Fund - Repayment of Financing Costs	-19	-8	2	2	-	Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal F/C.2.119	C&I
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-1,219</b>	<b>-561</b>	<b>2</b>	<b>2</b>	<b>-</b>		
	<b>TOTAL GROSS EXPENDITURE</b>	<b>21,699</b>	<b>20,793</b>	<b>21,105</b>	<b>21,291</b>	<b>21,438</b>		

## Section 3 - F: Commercial and Investments

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>							
F/R.7.001	Previous year's fees, charges & ring-fenced grants	-30,001	-31,607	-31,183	-34,814	-34,734	Previous year's fees and charges for the provision of services and ring-fenced grant funded rolled forward.	C&I
F/R.7.003	Fees and charges inflation	-94	-94	-94	-94	-94	Uplift in external charges to reflect inflation pressures on the cost of services.	C&I
	<b>Changes to fees &amp; charges</b>							
F/R.7.103	County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	16	-4	-	-	-	Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.	C&I
F/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	-16	4	-	-	-	Increase in County Farms rental income resulting from capital investment. Links to capital proposal F/C.2.101.	C&I
F/R.7.105	Renewable Energy Soham - Repayment of Financing Costs	-8	100	70	16	-	Income generation resulting from capital investment in solar farm at Soham. Element to repay financing costs. Links to capital proposal C/C.2.102 in BP 2016-17.	C&I
F/R.7.106	Utilisation/commercialisation of physical assets	-21	-36	-	-	-	One Public Estate Asset plan Maximise the income generated from parking Venue request tool	C&I
F/R.7.113	Invest to Save Housing Schemes - Income Generation	-1,483	571	-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 - Surplus to Repayment of Financing Costs	-	-79	84	-8	-8	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 surplus from the sale of energy.	C&I
F/R.7.115	St Ives Smart Energy Grid - Repayment of Financing Costs	-	-38	-89	2	2	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

## Section 3 - F: Commercial and Investments

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
F/R.7.116	Babraham Smart Energy Grid - Surplus to Repayment of Financing Costs	-	-	-319	-46	171	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 surplus from the sale of energy.	C&I
F/R.7.117	Babraham Smart Energy Grid - Repayment of Financing Costs	-	-	-829	14	13	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.7.118	Trumpington Smart Energy Grid - Surplus to Repayment of Financing Costs	-	-	44	-24	42	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 surplus from the sale of energy.	C&I
F/R.7.119	Trumpington Smart Energy Grid - Repayment of Financing Costs	-	-	-507	9	8	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.7.120	Stanground Closed Landfill Site - Repayment of Financing Costs	-	-	-714	149	21	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 surplus from the sale of energy and provision of grid services.	C&I
F/R.7.121	Stanground Closed Landfill Site - Repayment of Financing Costs	-	-	-709	12	12	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.7.122	Woodston Closed Landfill Site - Surplus to Repayment of Financing Costs	-	-	-196	47	9	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. This is the expected income surplus from the sale of energy and provision of grid services.	C&I
F/R.7.123	Woodston Closed Landfill Site - Repayment of Financing Costs	-	-	-184	3	3	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. 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
7.999	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-31,607</b>	<b>-31,183</b>	<b>-34,814</b>	<b>-34,734</b>	<b>-34,555</b>		
	<b>TOTAL NET EXPENDITURE</b>	<b>-9,908</b>	<b>-10,390</b>	<b>-13,709</b>	<b>-13,443</b>	<b>-13,117</b>		
<b>FUNDING SOURCES</b>								
8	<b>FUNDING OF GROSS EXPENDITURE</b>							
F/R.8.001	Budget Surplus	9,908	10,390	13,709	13,443	13,117	Net surplus from Commercial and Investment activities contributed to funding other Services.	C&I
F/R.8.003	Fees & Charges	-30,825	-30,401	-34,032	-33,952	-33,773	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	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-21,699</b>	<b>-20,793</b>	<b>-21,105</b>	<b>-21,291</b>	<b>-21,438</b>		



Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee

## Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans	Outline Plans					
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
1	OPENING GROSS EXPENDITURE	24,029	5,258	-6,200	-12,149	-19,995		
C/R.1.001	Base Adjustments	-383	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2018-19.	GPC
C/R.1.006	Base Adjustment - Re-Phasing of Adults 17-18 Transformation Funding	3,000	-	-	-	-	- As per submission to GPC the funding allocated as part of the 2017-18 business planning process is to be re-phased with £3m spent in 2018-19 rather than 2017-18	GPC
1.999	REVISED OPENING GROSS EXPENDITURE	26,646	5,258	-6,200	-12,149	-19,995		
2	INFLATION							
C/R.2.001	Inflation	97	94	94	94	94	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	Inflation - Additional pension contributions	378	-	-	-	-	Increase in pensions inflation required to fund the lump sum element of LGPS contributions	GPC
2.999	Subtotal Inflation	475	94	94	94	94		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
C/R.4.009	Disaster Recovery facility for critical business systems	41	-	-	-	-	- Implementation of a second technology platform, in LGSS's Angel Street data centre, able to deliver core and critical IT services in the event of disaster or disruption to the Shire Hall data centre.	GPC
C/R.4.010	Impact of Local Government Pay offer on CCC Employee Costs	430	4	4	-	-	- The cost impact of the 2019/20 local government pay offer which covers all CCC staff below Professional band.	GPC
C/R.4.012	Microsoft Licensing Costs	240	-	-	-	-	- Microsoft have announced major changes to their licensing arrangement with Crown Commercial Services. As a result services need to be remodelled to adopt Cloud-based licensing. This brings an estimated 25% increase in cost.	GPC
C/R.4.014	De-capitalisation of rolling laptop refresh	1,100	-	-	-	-	- After review of the capital business case it was identified that there was no financial benefit to the continued capitalisation of of the rolling laptop refresh.	GPC
C/R.4.015	Citizen First Digital First - underachievement of planned savings	182	-	-	-	-	- An underachievement of £182k is forecast against the Citizen First, Digital First savings target. This is due to a change in the scope of the Citizen First, Digital First project and the need to find a more effective mechanism to facilitate automation savings to be achieved in other service areas across the Council.	GPC

## Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans	Outline Plans					
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
C/R.4.016	Workforce cost planning	498	-	-	-	-	There are a number of costs associated with the workforce and employment, where additional central provision is needed: i) A 1% uplift has been budgeted for professional level staff in 2019-20, however the public sector pay cap increasingly appears to be lifting, the national local government pay scales (which CCC uses up to £30k pa directly below the professional scales) has a 2% uplift in April 2019. The uplift for professional level staff is decided by the Chief Executive in consultation with Staffing Committee, taking account of recruitment & retention trends, and this is unlikely to be confirmed before the budget is set. ii)Reform is anticipated to lower pay bandings in response to the living wage and national pay scale changes. This may give some lower paid staff more pay progression opportunities, subject to performance, which would have a cost impact. iii)There is future risk to unfunded public sector pension schemes as a result of a changes in national policy: this does not impact the LGPS (which is funded) but could impact Council contributions to NHS and Teachers pensions.	GPC
C/R.4.017	Central services - future business risks	190	-	-	-	-	The cost of central services to CCC is low in comparison to statistical neighbours. A number of services are currently delivered under shared services arrangements through LGSS. This line provides budgetary provision to respond to the financial risk if some services are withdrawn from LGSS or if the planned level of growth in the business model is not currently fully achievable, given pressures facing other partners.	GPC
4.999	Subtotal Pressures	2,681	4	4	-	-		
5	INVESTMENTS							
C/R.5.014	Additional workforce - Children in care & Business Support	339	-72	-72	-	-	The additional team is needed as caseloads for qualified social workers in the current 14-25 service are 30 and more; caseloads at this level will not allow workers to drive care plans forward, and will therefore frustrate the ambition to reduce the number of children in care. Good business support is essential to any children's service. There is a savings target against delivery of business support within children's services of £245K. As part of the current re-structure of children's services, we will propose a re-design of business support job description 'families' and a move to increase efficiency in management costs across children's social care and early help services. Links to Children's Services Later Years Savings Target (A/R.6.255).	GPC
C/R.5.015	Contact Centre (screening for MASH and Front door)	142	-100	-42	-	-	The proposed staffing structure aims to deliver caseloads for case holding staff of between 15 and 20. In order to achieve this, we need to establish one team for children and young people in care that is over the long term establishment. This is to manage the 100 children and young people over and above the average of our statistical neighbours. This additional team would be needed for up to 24 months, from September 2018. As numbers in care reduce, the additional capacity will be absorbed into vacancies elsewhere in the structure. Links to Children's Services Later Years Savings Target (A/R.6.255).	GPC

## Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans	Outline Plans					
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
C/R.5.016	Family Group Conferencing	250	-	-	-	-	Family Group Conferencing was removed from the budget as part of phase 1 the Children's Change Programme in 2017. The plan was that social workers and clinicians within the units would ensure that appropriate family group meetings would take place in line with the systemic model of practice that is embedded in Cambridgeshire and that this approach would compensate for the loss of a standalone Family Group Conferencing Service. It is, however, clear that these intended family meetings are not taking place. This is important because where family meetings are run effectively, extended families can become involved in ensuring that there is a family plan that safeguards the child after a period when they have been subject to a child protection plan. Contingency arrangements including whether there are relatives who could offer a permanent home to the child concerned can also be addressed, and family members ruled in or out of the process. This can avoid care proceedings altogether, reducing legal costs and avoids late presentation at court of potential extended family members who have not been assessed prior to proceedings. It is estimated that re-instating the Family Group Conferencing Service will cost an additional £250K per annum. Links to Children's Services Later Years Savings Targets (A/R.6.255). Links to Children's Services Later Years Savings Target (A/R.6.255).	GPC
C/R.5.017	Commissioning and brokerage capability (Adults&CYP)	499	-	-	-	-	-	GPC
C/R.5.018	Adults Positive Challenge	1,500	-	-1,500	-	-	The Adult Positive Challenge Programme is focused on delivering demand management opportunities throughout the service, seeking to maximise independence and support outcomes through each client conversation. Links to Adults Positive Challenge savings programme A/R.6.176. This proposal has now been replaced by proposal C/R.5.018 now that the Adults Positive Challenge programme has been specified in more detail.	GPC
C/R.5.319	Remove Adults Services investment holding figure	-3,000	-	-	-	-	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 2017-18. Transformation funded	GPC
C/R.5.900	Reversal of 17-18 Transformation Fund Investments	-1,608	-38	-	-	-	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	GPC
C/R.5.901	Reversal of 18-19 Transformation Fund Investments	-2,840	-50	-	-	-	funds will come through for funding in 2019-20.	GPC
C/R.5.953	Greater Cambridge Partnership's Revenue Costs	-49	-96	-84	95	-	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	-4,767	-356	-1,698	95	-		
6	SAVINGS							C&P
C/R.6.101	GPC Sharing with other Councils	-500	-	-	-	-	A joint working agreement is now in place with Peterborough City Council along with a growing number of shared posts.	GPC
C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-	-	-	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.	
6.999	Subtotal Savings	-510	-10	-	-	-		

## Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans	Outline Plans					
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-19,267	-11,190	-4,349	-8,035	-5,144		
	TOTAL GROSS EXPENDITURE	5,258	-6,200	-12,149	-19,995	-25,045		
7	FEES, CHARGES & RING-FENCED GRANTS							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-5,696	-4,904	-4,703	-4,703	-4,703	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, charges & ring-fenced grants	992	-	-	-	-	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2018-19.	GPC
C/R.7.101	Changes to fees & charges BP 19/20 - Council Tax: Increasing Contributions	-200	-	-	-	-	We will seek to work with Cambridgeshire District Councils to identify the best possible activities to drive up increased payment of Council Tax in Cambridgeshire. Based upon these discussions, we will procure support to undertake a process of identifying residents who are incorrectly paying less Council Tax than they should be, notify them and bill them appropriately, bringing in additional revenue. We may also seek to support arrangements to enable people who are genuinely unable to pay their Council Tax by offering more flexible payment terms. Based upon previous work in this area, there is a reasonable likelihood that this activity could be commissioned on a no-win-no-fee basis, with the Local Authority only having to pay if the work undertaken is successful.	GPC
C/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-	201	-	-	-	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2019-20 due to removal of ring-fence.	GPC
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-4,904	-4,703	-4,703	-4,703	-4,703		
	TOTAL NET EXPENDITURE	354	-10,903	-16,852	-24,698	-29,748		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
C/R.8.001	Budget Allocation	-354	10,903	16,852	24,698	29,748	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	-4,703	-4,703	-4,703	-4,703	-4,703	Fees and charges for the provision of services.	GPC
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-5,258	6,200	12,149	19,995	25,045		

## Section 3 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans	Outline Plans					
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	
								Committee
1	OPENING GROSS EXPENDITURE	21,954	15,574	14,808	14,383	14,236		
D/R.1.001	Base Adjustments	-5,620	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2018-19.	LGSS JC
1.999	REVISED OPENING GROSS EXPENDITURE	16,334	15,574	14,808	14,383	14,236		
2	INFLATION							
D/R.2.001	Inflation	159	136	136	137	137	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	LGSS JC
2.999	Subtotal Inflation	159	136	136	137	137		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
D/R.4.002	Impact of National Living Wage (NLW) on CCC Employee Costs	-	5	5	-	-	The cost impact of the introduction of the NLW on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.	LGSS JC
4.999	Subtotal Pressures	-	5	5	-	-		
5	INVESTMENTS							
5.999	Subtotal Investments	-	-	-	-	-		
6	SAVINGS							
D/R.6.999	GPC LGSS Savings	-919	-907	-566	-284	-	Expected annual savings from LGSS: £305k is from savings being driven out by the Milton Keynes Council partnership, from LGSS income growth and from efficiencies following the introduction of the new ERP system. £460k is predicated on growth in LGSS' trading base through acquiring a fourth partner and further customer growth. With much of the work to achieve this on hold whilst the review of the LGSS operating model is completed there is risk around the delivery of this saving. A further £154k is an additional savings ask by CCC above and beyond the savings share between the three partners. This will need to be delivered through a reduced service offering to CCC and options are being drawn up by LGSS for consideration by CCC for the delivery of this saving.	GPC
6.999	Subtotal Savings	-919	-907	-566	-284	-		
	TOTAL GROSS EXPENDITURE	15,574	14,808	14,383	14,236	14,373		

## Section 3 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
7	FEES, CHARGES & RING-FENCED GRANTS							
D/R.7.001	Previous year's fees, charges & ring-fenced grants	-13,083	-7,499	-7,279	-7,279	-7,279	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	LGSS JC
D/R.7.003	Changes to fees and charges in 2018-19	5,584	-	-	-	-	Changes to fees and charges as a result of decisions in 2018-19.	LGSS JC
D/R.7.201	Change in Public Health Grant	-	220	-	-	-	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2019-20 due to removal of ring-fence.	LGSS JC
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-7,499	-7,279	-7,279	-7,279	-7,279		
	TOTAL NET EXPENDITURE	8,075	7,529	7,104	6,957	7,094		

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
D/R.8.001	Budget Allocation	-8,075	-7,529	-7,104	-6,957	-7,094	Net spend funded from general grants, business rates and Council Tax. Fees
D/R.8.003	Fees & Charges	-7,279	-7,279	-7,279	-7,279	-7,279	and charges for the provision of services.
D/R.8.004	Public Health Grant	-220	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-15,574	-14,808	-14,383	-14,236	-14,373	





## Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Ongoing	19,770	-	-6,043	-1,022	1,776	2,116	-244	23,187
Committed Schemes	414,704	213,033	94,142	51,598	43,326	9,837	2,655	113
2018-2019 Starts	38,500	160	270	390	550	24,600	12,000	530
2019-2020 Starts	98,260	2,979	36,695	39,251	15,255	3,925	155	-
2020-2021 Starts	3,500	10	60	180	2,300	900	50	-
2021-2022 Starts	15,480	10	-	10	500	8,150	5,700	1,110
2022-2023 Starts	27,341	1	-	-	1,020	13,185	12,710	425
2023-2024 Starts	29,460	-	-	250	5,000	4,000	16,790	3,420
2024-2025 Starts	23,800	-	-	-	-	-	500	23,300
<b>TOTAL BUDGET</b>	<b>670,815</b>	<b>216,193</b>	<b>125,124</b>	<b>90,657</b>	<b>69,727</b>	<b>66,713</b>	<b>50,316</b>	<b>52,085</b>

Summary of Schemes by Category	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Basic Need - Primary	273,604	99,629	50,972	27,105	24,792	18,631	24,645	27,830
Basic Need - Secondary	321,128	97,676	64,254	50,245	41,591	45,117	21,305	940
Basic Need - Early Years	5,718	5,518	100	100	-	-	-	-
Adaptations	20,619	5,473	6,477	7,800	350	204	300	15
Condition & Maintenance	26,000	1,000	2,500	2,500	2,500	2,500	2,500	12,500
Building Schools for the Future	-	-	-	-	-	-	-	-
Schools Managed Capital	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025
Specialist Provision	20,128	5,388	6,270	3,900	350	370	3,850	-
Site Acquisition & Development	600	-	150	150	150	150	-	-
Temporary Accommodation	12,500	-	1,500	1,500	1,500	1,500	1,500	5,000
Children Support Services	2,575	-	275	275	275	250	250	1,250
Adult Social Care	30,095	-	5,565	5,565	5,565	5,600	1,300	6,500
Capital Programme Variation	-52,202	1,509	-13,944	-9,488	-8,351	-8,614	-6,339	-6,975
Corporate Services	-	-	-	-	-	-	-	-
<b>TOTAL BUDGET</b>	<b>670,815</b>	<b>216,193</b>	<b>125,124</b>	<b>90,657</b>	<b>69,727</b>	<b>66,713</b>	<b>50,316</b>	<b>52,085</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	Committee
A/C.01	<b>Basic Need - Primary</b>												
A/C.01.018	Pathfinder Primary, Northstowe	New 3 form entry school with 52 Early Years provision: £8,300k Basic Need requirement 630 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities - Children's Centre		Committed	11,301	11,231	70	-	-	-	-	-	C&YP
A/C.01.020	Godmanchester Bridge, (Bearsfoot Development)	New 2 form entry school with 52 Early Years provision: £7,148k Basic Need requirement 420 places £2,102k Early Years Basic Need 52 places		Committed	9,250	9,076	174	-	-	-	-	-	C&YP

## Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
A/C.01.021	North West Cambridge (NIAB site) primary	New 2 form entry school with 52 Early Years provision: £8,874k Basic Need requirement 420 places £1,700k Early Years Basic Need 52 places £1,200k Community facilities - Children's Centre		Committed	11,774	635	-	6,900	4,000	239	-	-	C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge	New 3 form entry school with 52 Early Years provision: £10,300k Basic Need requirement 630 places £1,700k Early Years Basic Need 52 places		Committed	12,000	11,836	164	-	-	-	-	-	C&YP
A/C.01.025	Fordham Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £4,125k Basic Need requirement 210 places		Committed	4,125	4,018	107	-	-	-	-	-	C&YP
A/C.01.026	Little Paxton Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £3,350k Basic Need requirement 210 places		Committed	3,350	3,330	20	-	-	-	-	-	C&YP
A/C.01.027	Ramnoth Primary, Wisbech	Expansion of 12 classrooms: £7,340k Basic Need requirement 300 places		Committed	7,341	7,117	224	-	-	-	-	-	C&YP
A/C.01.028	Fulbourn Phase 2	Expansion of 4 classrooms: £6,950k Basic Need requirement 120 places		Committed	6,950	6,557	293	100	-	-	-	-	C&YP
A/C.01.029	Sawtry Infants	Expansion of 3 classrooms with 26 Early Years provision: £3,911k Basic Need requirement 90 places £1,600k Early Years Basic Need 26 places		Committed	5,511	2,122	2,500	750	139	-	-	-	C&YP
A/C.01.030	Sawtry Junior	Extension of 4 classrooms to complete 1 form entry expansion: £3,214k Basic Need requirement 120 places		Committed	3,214	300	2,100	700	114	-	-	-	C&YP
A/C.01.031	Hatton Park, Longstanton	Expansion of 1 form of entry: £5,080k Basic Need requirement 210 places		Committed	5,080	5,017	63	-	-	-	-	-	C&YP
A/C.01.032	Meldreth	Expansion to 1 form of entry: £2,250k Basic Need requirement		Committed	2,250	2,213	37	-	-	-	-	-	C&YP
A/C.01.034	St Neots, Wintringham Park	New 3 form entry school with 78 Early Years provision: £11,210k Basic Need requirement 630 places £2,640k Early Years Basic Need 78 places		Committed	14,268	646	9,000	4,000	400	222	-	-	C&YP
A/C.01.035	The Shade Primary, Soham	Expansion of 2 forms of entry (Phase 2): £2,560k Basic Need requirement 210 places		Committed	2,560	2,554	6	-	-	-	-	-	C&YP
A/C.01.036	Pendragon, Papworth	Expansion of 0.5 form of entry: £3,500 Basic Need requirement		Committed	3,500	-	-	-	150	1,900	1,450	-	C&YP
A/C.01.037	Chatteris New School	New 1 form of entry School with 26 Early Years places: £6,155k Basic Need requirement 210 places £ 825k Early Years		Committed	6,980	272	4,600	1,900	208	-	-	-	C&YP
A/C.01.038	Westwood Primary, March, Phase 2	Expansion from 3 to 4 form entry school: £3,241k Basic Need requirement 120 places		Committed	3,241	3,177	64	-	-	-	-	-	C&YP
A/C.01.039	Wytton Primary	New replacement 1.5 form entry school: £9,226k Basic Need requirement 315 places		Committed	9,226	8,640	400	186	-	-	-	-	C&YP
A/C.01.040	Ermine Street, Alconbury, Phase 2	Expansion to 3 form entry school (Phase 2): £3,350k Basic Need requirement 210 places		2019-20	3,350	-	150	1,800	1,300	100	-	-	

## Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
A/C.01.041	Barrington	Expansion to 1 form of entry: £3,090k Basic Need requirement		Committed	3,090	1,112	1,800	178	-	-	-	-	C&YP
A/C.01.043	Littleport 3rd primary	New 1 form entry school (with 2 form entry infrastructure) (Phase 1): £4,350k Basic Need requirement 210 places £ 950k Early Years Basic Need 26 places		2019-20	5,300	-	180	3,400	1,600	120	-	-	C&YP
A/C.01.044	Loves Farm primary, St Neots	New 2 form entry school: £11,660k Basic Need requirement 420 places		2019-20	11,660	5	100	200	8,200	3,000	155	-	C&YP
A/C.01.045	Melbourn Primary	Expansion of 4 classrooms, hall and refurbishment: £4,441k Basic Need requirement 60 places		Committed	4,441	4,247	194	-	-	-	-	-	C&YP
A/C.01.046	Sawston Primary	Extension of 4 classrooms to complete 1 form entry expansion: £2,460k Basic Need requirement 120 places		2019-20	2,460	959	1,400	101	-	-	-	-	C&YP
A/C.01.048	Histon Additional Places	Expansion of 1 form of entry within Histon area: £17,171k Basic Need requirement 210 places		Committed	17,171	7,142	6,859	2,900	270	-	-	-	C&YP
A/C.01.049	Northstowe 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £10,330k Basic Need requirement 420 places £1,260k Early Years Basic Need 52 places		2021-22	11,590	-	-	10	400	8,000	3,000	180	C&YP
A/C.01.050	March new primary	New 1 form entry school (Phase 1): £8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	250	5,000	3,350	170	-	C&YP
A/C.01.051	Wisbech new primary	New 1 form entry school; this is to be an on-going review: £8,940k Basic Need requirement 210 places		2023-24	8,940	-	-	-	-	250	8,520	170	C&YP
A/C.01.052	NIAB 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £8,900k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places		2024-25	11,900	-	-	-	-	-	250	11,650	C&YP
A/C.01.056	Alconbury Weald 2nd primary	£1,500k Community facilities - Children's Centre New 2 form entry school with 52 Early Years provision and community facilities: £10,228k Basic Need requirement 420 places £1,522k Early Years Basic Need 52 places		2023-24	11,750	-	-	-	-	400	8,100	3,250	C&YP
A/C.01.057	Northstowe 3rd primary	New 2 form entry school with 52 Early Years provision and community facilities: £10,567k Basic Need requirement 420 places £1,333k Early Years Basic Need 52 places		2024-25	11,900	-	-	-	-	-	250	11,650	C&YP
A/C.01.061	Gamlingay Primary School	Extension of 4 classrooms to complete 1 form entry expansion with new hall: £4,800k Basic Need requirement 120 places		Committed	4,800	4,644	156	-	-	-	-	-	C&YP
A/C.01.062	Waterbeach Primary School	Expansion of 1 form of entry due to in-catchment development: £6,759 Basic Need requirement 120 places		Committed	6,759	819	5,600	200	140	-	-	-	C&YP
A/C.01.063	St Neots Eastern Expansion	Temporary expansion of 1 form of entry: £704k Temporary Provision		Committed	704	668	36	-	-	-	-	-	C&YP

## Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
A/C.01.065	New Road Primary	Expansion to 2 form of entry: £6,808k Basic Need requirement		Committed	6,808	722	5,500	400	186	-	-	-	C&YP
A/C.01.066	Bassingbourn PS	Expansion		2019-20	3,050	150	2,715	150	35	-	-	-	C&YP
A/C.01.067	WING Development - Cambridge	New 2 form entry school with 52 Early Years provision and community facilities: £8,590k Basic Need requirement 420 places £1,260k Early Years Basic Need 52 places		2019-20	9,850	400	6,400	2,800	250	-	-	-	C&YP
A/C.01.068	St Philips Primary School	Expansion of 0.5 form of entry: £3,500k Basic Need requirement 60 places		2020-21	3,500	10	60	180	2,300	900	50	-	C&YP
A/C.01.069	Caldecote Primary	Expansion of 0.5 form of entry: £3890k Basic Need requirement 60 places		2021-22	3,890	10	-	-	100	150	2,700	930	C&YP
<b>Total - Basic Need - Primary</b>					<b>273,604</b>	<b>99,629</b>	<b>50,972</b>	<b>27,105</b>	<b>24,792</b>	<b>18,631</b>	<b>24,645</b>	<b>27,830</b>	
<b>A/C.02</b>	<b>Basic Need - Secondary</b>												
A/C.02.003	Littleport secondary and special	New 4 form entry school (with 5 form entry core facilities) with new SEN school and 52 Early Years provision: £29,482k Basic Need requirement 600 places £1,500k Early Years Basic Need 26 places £12,400k SEN 110 places		Committed	43,381	43,187	194	-	-	-	-	-	C&YP
A/C.02.004	Bottisham Village College	Expansion to 10 form entry school: £14,969k Basic Need requirement 150 places		Committed	14,969	14,659	240	70	-	-	-	-	C&YP
A/C.02.006	Northstowe secondary	New 4 form entry school (with 12 form entry core facilities) & 100 place SEN Provision: £50,373k Basic Need requirement 600 places		Committed	50,373	9,678	33,000	5,500	1,500	500	195	-	C&YP
A/C.02.007	North West Fringe secondary	New 4 form entry school (Phase 1): £20,518k Basic Need requirement 600 places		Committed	20,518	236	2,500	12,700	4,700	382	-	-	C&YP
A/C.02.008	Cambridge City secondary	Additional capacity for Cambridge City: £18,355k Basic Need requirement 450 places		Committed	18,355	16,620	1,550	185	-	-	-	-	C&YP
A/C.02.009	Alconbury Weald secondary and Special	New 4 form entry school (with 8 form entry core facilities): £27,900k Basic Need requirement 600 places £13,000k SEN 110 places		Committed	40,900	-	350	4,000	30,000	6,000	550	-	C&YP
A/C.02.010	Cambourne Village College	Expansion to 7 form entry (Phase 2): £9,956k Basic Need requirement 300 places Follow on expansion to 9 form entry: £9,066k Basic Need requirement 300 places		Committed	19,022	12,021	6,500	350	151	-	-	-	C&YP
A/C.02.011	New secondary capacity to serve Wisbech	New 4 form entry school with 8FE core and SEMH provision: £26,500k Basic Need requirement 750 places £12,300 SEMH Provision		2019-20	38,800	800	14,000	22,000	1,500	500	-	-	C&YP
A/C.02.012	Cromwell Community College	Expansion from 7 to 8 form entry school: £8,320k Basic Need requirement 150 places		2019-20	8,320	300	5,500	2,250	270	-	-	-	C&YP

## Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
A/C.02.013	St. Neots secondary	Additional capacity for St Neots: £11,130 Basic Need requirement		2022-23	11,130	-	-	-	500	6,500	3,940	190	C&YP
A/C.02.014	Northstowe secondary, phase 2	Additional capacity for Northstowe: £11,640 Basic Need requirement 600 places		2022-23	11,860	-	-	-	520	6,500	4,620	220	C&YP
A/C.02.015	Sir Harry Smith	Expansion of 1 form entry: £5,000k Basic Need requirement 150 places		2019-20	5,000	15	150	2,800	1,900	135	-	-	C&YP
A/C.02.016	Cambourne West	New 6 form entry school with 300 place sixth form provision: £38,500k Basic Need requirement 900 places		2018-19	38,500	160	270	390	550	24,600	12,000	530	C&YP
	<b>Total - Basic Need - Secondary</b>				<b>321,128</b>	<b>97,676</b>	<b>64,254</b>	<b>50,245</b>	<b>41,591</b>	<b>45,117</b>	<b>21,305</b>	<b>940</b>	
<b>A/C.03</b>	<b>Basic Need - Early Years</b>												
A/C.03.003	LA maintained Early Years Provision	Funding which enables the Council to increase the number of free Early Years funded places to ensure the Council meets its statutory obligation. This includes providing one-off payments to external providers to help meet demand as well as increasing capacity attached to Cambridgeshire primary schools.		Committed	5,718	5,518	100	100	-	-	-	-	C&YP
	<b>Total - Basic Need - Early Years</b>				<b>5,718</b>	<b>5,518</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>A/C.04</b>	<b>Adaptations</b>												
A/C.04.004	Morley Memorial Primary	Expansion of 2 classrooms and internal re-modelling with 52 Early Years provision: £2,137k Basic Need requirement 60 places		Committed	4,037	3,960	77	-	-	-	-	-	C&YP
A/C.04.006	Sawtry Village Academy	£1,900k Early Years Basic Need 18 places New block build to address serious Health, Safety and Wellbeing issues due to inadequate condition of existing accommodation.		Committed	2,000	1,200	800	-	-	-	-	-	C&YP
A/C.04.007	William Westley	Adaptation to existing classrooms to ensure they are in accordance with current Building Bulletin guidance.		2022-23	351	1	-	-	-	35	300	15	C&YP
A/C.04.008	St Ives, Eastfield / Westfield / Wheatfields	Expansion of 1 form of entry: £14.231k Basic Need requirement 210 places		Committed	14,231	312	5,600	7,800	350	169	-	-	C&YP
	<b>Total - Adaptations</b>				<b>20,619</b>	<b>5,473</b>	<b>6,477</b>	<b>7,800</b>	<b>350</b>	<b>204</b>	<b>300</b>	<b>15</b>	
<b>A/C.05</b>	<b>Condition &amp; Maintenance</b>												
A/C.05.001	School Condition, Maintenance & Suitability	Funding that enables the Council to undertake work that addresses condition and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.		Ongoing	24,350	-	2,000	2,350	2,500	2,500	2,500	12,500	C&YP
A/C.05.002	Kitchen Ventilation	Works to improve ventilation & gas safety in school kitchens (where gas is used for cooking) is required to comply with the Gas safety regulations BS 6173:2009.		Committed	1,650	1,000	500	150	-	-	-	-	C&YP
	<b>Total - Condition &amp; Maintenance</b>				<b>26,000</b>	<b>1,000</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>12,500</b>	

## Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
A/C.07 A/C.07.001	<b>Schools Mananged Capital</b> School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.		Ongoing	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025	C&YP
	<b>Total - Schools Mananged Capital</b>				<b>10,050</b>	<b>-</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>5,025</b>	
A/C.08 A/C.08.001	<b>Specialist Provision</b> Trinity School Hartford, Huntingdon	This scheme provides for the relocation of the school's base in Huntingdon, which is unsuitable for the educational requirements and needs of the pupils and staff. The funding covers purchase of a site in St Neots and its redevelopment for use by Trinity and local early years and childcare providers.		Committed	5,058	5,038	20	-	-	-	-	-	C&YP
A/C.08.003	SEN Pupil Adaptations	This budget is to fund child specific adaptations to facilitate the placement of children with SEND in line with decisions taken by the County Resourcing Panel.		Ongoing	600	-	150	150	150	150	-	-	C&YP
A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision	Replacement required as current site will not be available for future use.		2022-23	4,000	-	-	-	-	150	3,850	-	C&YP
A/C.08.006	Highfields Phase 2	This scheme is provide essential ancillary facilities recommended for a school of this size and nature		2019-20	6,870	250	3,600	2,800	150	70	-	-	C&YP
A/C.08.007	Samuel Pepys	Expansion to 140 places		2019-20	3,600	100	2,500	950	50	-	-	-	C&YP
	<b>Total - Specialist Provision</b>				<b>20,128</b>	<b>5,388</b>	<b>6,270</b>	<b>3,900</b>	<b>350</b>	<b>370</b>	<b>3,850</b>	<b>-</b>	
A/C.09 A/C.09.001	<b>Site Acquisition &amp; Development</b> Site Acquisition, Development, Analysis and Investigations	Funding which enables the Council to undertake investigations and feasibility studies into potential land acquisitions to determine their suitability for future school development sites.		Ongoing	600	-	150	150	150	150	-	-	C&YP
	<b>Total - Site Acquisition &amp; Development</b>				<b>600</b>	<b>-</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>-</b>	<b>-</b>	
A/C.10 A/C.10.001	<b>Temporary Accommodation</b> Temporary Accommodation	Funding which enables the Council to increase the number of school places provided through use of mobile accommodation. This scheme covers the cost of purchasing new mobiles and the transportation of provision across the county to meet demand.		Ongoing	12,500	-	1,500	1,500	1,500	1,500	1,500	5,000	C&YP
	<b>Total - Temporary Accommodation</b>				<b>12,500</b>	<b>-</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>5,000</b>	

## Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
A/C.11	<b>Children Support Services</b>												
A/C.11.001	Children's Minor Works and Adaptions	Funding which enables remedial and essential work to be undertaken, maintaining the Council's in-house LAC provision.		Ongoing	75	-	25	25	25	-	-	-	C&YP
A/C.11.003	P&C Buildings & Capital Team Capitalisation	Salaries for the Buildings and Capital Team are to be capitalised on an ongoing basis. These are budgeted as one line, but are eventually capitalised against individual schemes.		Ongoing	2,500	-	250	250	250	250	250	1,250	C&YP
	<b>Total - Children Support Services</b>				<b>2,575</b>	<b>-</b>	<b>275</b>	<b>275</b>	<b>275</b>	<b>250</b>	<b>250</b>	<b>1,250</b>	
A/C.12	<b>Adult Social Care</b>												
A/C.12.002	Enhanced Frontline in Adults Social Care	Planned spending on in-house provider services and independent care accommodation to address building condition and improvements. Service requirements and priorities will be agreed and aligned with the principles of Transforming Lives.		Ongoing	635	-	150	150	150	185	-	-	Adults
A/C.12.004	Disabled Facilities Grant	Funding provided through the Better Care Fund, in partnership with local housing authorities. Disabled Facilities Grant enables accommodation adaptations so that people with disabilities can continue to live in their own homes.		Ongoing	16,460	-	4,115	4,115	4,115	4,115	-	-	Adults
A/C.12.005	Integrated Community Equipment Service	Funding to continue annual capital investment in community equipment, that helps people to sustain their independence. The Council contributes to a pooled budget purchasing community equipment for health and social care needs for people of all ages		Ongoing	13,000	-	1,300	1,300	1,300	1,300	1,300	6,500	Adults
	<b>Total - Adult Social Care</b>				<b>30,095</b>	<b>-</b>	<b>5,565</b>	<b>5,565</b>	<b>5,565</b>	<b>5,600</b>	<b>1,300</b>	<b>6,500</b>	
A/C.13	<b>Capital Programme Variation</b>												
A/C.13.001	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	-61,000	-	-16,688	-12,017	-9,369	-9,039	-6,799	-7,088	Adults, C&Y
A/C.13.002	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	8,798	1,509	2,744	2,529	1,018	425	460	113	Adults, C&Y
	<b>Total - Capital Programme Variation</b>				<b>-52,202</b>	<b>1,509</b>	<b>-13,944</b>	<b>-9,488</b>	<b>-8,351</b>	<b>-8,614</b>	<b>-6,339</b>	<b>-6,975</b>	
	<b>TOTAL BUDGET</b>				<b>670,815</b>	<b>216,193</b>	<b>125,124</b>	<b>90,657</b>	<b>69,727</b>	<b>66,713</b>	<b>50,316</b>	<b>52,085</b>	

## Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Funding	Total Funding £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
<b>Government Approved Funding</b>								
Basic Need	120,712	54,938	6,905	20,626	10,000	10,000	9,654	8,589
Capital Maintenance	35,765	3,411	4,126	3,877	3,877	3,877	3,877	12,720
Devolved Formula Capital	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025
Specific Grants	21,824	2,286	6,167	5,141	4,115	4,115	-	-
<b>Total - Government Approved Funding</b>	<b>188,351</b>	<b>60,635</b>	<b>18,203</b>	<b>30,649</b>	<b>18,997</b>	<b>18,997</b>	<b>14,536</b>	<b>26,334</b>
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	72,839	17,391	11,634	5,665	9,706	6,421	9,536	12,486
Anticipated Developer Contributions	99,886	8,124	3,384	15,686	29,520	26,076	500	16,596
Prudential Borrowing	294,986	113,814	70,215	38,246	21,328	17,259	25,994	8,130
Prudential Borrowing (Repayable)	1	13,252	11,588	-1,197	-9,891	-2,040	-250	-11,461
Other Contributions	14,752	2,977	10,100	1,608	67	-	-	-
<b>Total - Locally Generated Funding</b>	<b>482,464</b>	<b>155,558</b>	<b>106,921</b>	<b>60,008</b>	<b>50,730</b>	<b>47,716</b>	<b>35,780</b>	<b>25,751</b>
<b>TOTAL FUNDING</b>	<b>670,815</b>	<b>216,193</b>	<b>125,124</b>	<b>90,657</b>	<b>69,727</b>	<b>66,713</b>	<b>50,316</b>	<b>52,085</b>



## Section 3 - A: People and Communities

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	19,770	55,940	-14,030	-	-	-22,140
Committed Schemes	414,704	81,640	110,317	13,544	-	209,203
2018-2019 Starts	38,500	-	14,810	-	-	23,690
2019-2020 Starts	98,260	20,168	15,197	1,208	-	61,687
2020-2021 Starts	3,500	2,710	-	-	-	790
2021-2022 Starts	15,480	992	11,590	-	-	2,898
2022-2023 Starts	27,341	13,600	-	-	-	13,741
2023-2024 Starts	29,460	6,002	18,770	-	-	4,688
2024-2025 Starts	23,800	7,299	16,071	-	-	430
<b>TOTAL BUDGET</b>	<b>670,815</b>	<b>188,351</b>	<b>172,725</b>	<b>14,752</b>	<b>-</b>	<b>294,987</b>

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
<b>A/C.01</b>	<b>Basic Need - Primary</b>										
A/C.01.018	Pathfinder Primary, Northstowe			- Committed	11,301	105	10,800	-	-	396	C&YP
A/C.01.020	Godmanchester Bridge, (Bearscroft Development)			- Committed	9,250	150	4,622	7	-	4,471	C&YP
A/C.01.021	North West Cambridge (NIAB site) primary			- Committed	11,774	90	7,317	-	-	4,367	C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge			- Committed	12,000	3,591	8,409	-	-	-	C&YP
A/C.01.025	Fordham Primary Little			- Committed	4,125	1,082	8	-	-	3,035	C&YP
A/C.01.026	Paxton Primary Ramnoth			- Committed	3,350	1,628	624	-	-	1,098	C&YP
A/C.01.027	Primary, Wisbech Fulbourn			- Committed	7,341	4,213	-	-	-	3,128	C&YP
A/C.01.028	Phase 2			- Committed	6,950	6,118	320	-	-	512	C&YP
A/C.01.029	Sawtry Infants			- Committed	5,511	3,329	224	-	-	1,958	C&YP
A/C.01.030	Sawtry Junior			- Committed	3,214	1,114	-	-	-	2,100	C&YP
A/C.01.031	Hatton Park, Longstanton			- Committed	5,080	2,169	-	-	-	2,911	C&YP
A/C.01.032	Meldreth			- Committed	2,250	1,106	-	-	-	1,144	C&YP
A/C.01.034	St Neots, Winttingham Park			- Committed	14,268	-	9,190	-	-	5,078	C&YP
A/C.01.035	The Shade Primary, Soham			- Committed	2,560	199	272	-	-	2,089	C&YP
A/C.01.036	Pendragon, Papworth			- Committed	3,500	909	1,000	-	-	1,591	C&YP
A/C.01.037	Chatteris New School			- Committed	6,980	1,938	-	-	-	5,042	C&YP
A/C.01.038	Westwood Primary, March, Phase 2			- Committed	3,241	2,671	-	-	-	570	C&YP
A/C.01.039	Wyton Primary			- Committed	9,226	3,868	-	-	-	5,358	C&YP
A/C.01.040	Ermine Street, Alconbury, Phase 2			- 2019-20	3,350	45	3,305	-	-	-	C&YP
A/C.01.041	Barrington			- Committed	3,090	330	1,000	-	-	1,760	C&YP
A/C.01.043	Littleport 3rd primary			- 2019-20	5,300	4,704	-	-	-	596	C&YP
A/C.01.044	Loves Farm primary, St Neots			- 2019-20	11,660	1,504	-	-	-	10,156	C&YP
A/C.01.045	Melbourn Primary			- Committed	4,441	1,530	1,229	-	-	1,682	C&YP
A/C.01.046	Sawston Primary			- 2019-20	2,460	59	-	-	-	2,401	C&YP
A/C.01.048	Histon Additional Places			- Committed	17,171	5,651	-	-	-	11,520	C&YP
A/C.01.049	Northstowe 2nd primary			- 2021-22	11,590	-	11,590	-	-	-	C&YP
A/C.01.050	March new primary			- 2023-24	8,770	1,520	7,020	-	-	230	C&YP

## Section 3 - A: People and Communities

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
A/C.01.051	Wisbech new primary			- 2023-24	8,940	4,482	-	-	-	4,458	C&YP
A/C.01.052	NIAB 2nd primary			- 2024-25	11,900	3,325	8,145	-	-	430	C&YP
A/C.01.056	Alconbury Weald 2nd primary			- 2023-24	11,750	-	11,750	-	-	-	C&YP
A/C.01.057	Northstowe 3rd primary			- 2024-25	11,900	3,974	7,926	-	-	-	C&YP
A/C.01.061	Gamlingay Primary School			- Committed	4,800	776	29	-	-	3,995	C&YP
A/C.01.062	Waterbeach Primary School			- Committed	6,759	159	-	-	-	6,600	C&YP
A/C.01.063	St Neots Eastern Expansion			- Committed	704	-	-	-	-	704	C&YP
A/C.01.065	New Road Primary			- Committed	6,808	-	22	-	-	6,786	C&YP
A/C.01.066	Bassingbourn PS			- 2019-20	3,050	167	-	-	-	2,883	C&YP
A/C.01.067	WING Development - Cambridge			- 2019-20	9,850	-	8,642	1,208	-	-	C&YP
A/C.01.068	St Philips Primary School			- 2020-21	3,500	2,710	-	-	-	790	C&YP
A/C.01.069	Caldecote Primary			- 2021-22	3,890	992	-	-	-	2,898	C&YP
	<b>Total - Basic Need - Primary</b>			-	<b>273,604</b>	<b>66,208</b>	<b>103,444</b>	<b>1,215</b>	-	<b>102,737</b>	
<b>A/C.02</b>	<b>Basic Need - Secondary</b>										
A/C.02.003	Littleport secondary and special			- Committed	43,381	1,695	5,000	-	-	36,686	C&YP
A/C.02.004	Bottisham Village College			- Committed	14,969	9,722	134	1,190	-	3,923	C&YP
A/C.02.006	Northstowe secondary			- Committed	50,373	8,966	11,034	10,400	-	19,973	C&YP
A/C.02.007	North West Fringe secondary			- Committed	20,518	-	19,650	-	-	868	C&YP
A/C.02.008	Cambridge City secondary			- Committed	18,355	10,991	-	1,621	-	5,743	C&YP
A/C.02.009	Alconbury Weald secondary and Special			- Committed	40,900	2,550	23,400	-	-	14,950	C&YP
A/C.02.010	Cambourne Village College			- Committed	19,022	150	5,853	200	-	12,819	C&YP
A/C.02.011	New secondary capacity to serve Wisbech			- 2019-20	38,800	3,954	-	-	-	34,846	C&YP
A/C.02.012	Cromwell Community College			- 2019-20	8,320	2,090	3,250	-	-	2,980	C&YP
A/C.02.013	St. Neots secondary			- 2022-23	11,130	10,430	-	-	-	700	C&YP
A/C.02.014	Northstowe secondary, phase 2			- 2022-23	11,860	3,170	-	-	-	8,690	C&YP
A/C.02.015	Sir Harry Smith			- 2019-20	5,000	5,000	-	-	-	-	C&YP
A/C.02.016	Cambourne West			- 2018-19	38,500	-	14,810	-	-	23,690	C&YP
	<b>Total - Basic Need - Secondary</b>			-	<b>321,128</b>	<b>58,718</b>	<b>83,131</b>	<b>13,411</b>	-	<b>165,868</b>	
<b>A/C.03</b>	<b>Basic Need - Early Years</b>										
A/C.03.003	LA maintained Early Years Provision			- Committed	5,718	1,600	56	34	-	4,028	C&YP
	<b>Total - Basic Need - Early Years</b>			-	<b>5,718</b>	<b>1,600</b>	<b>56</b>	<b>34</b>	-	<b>4,028</b>	
<b>A/C.04</b>	<b>Adaptations</b>										
A/C.04.004	Morley Memorial Primary			- Committed	4,037	1,830	124	92	-	1,991	C&YP
A/C.04.006	Sawtry Village Academy			- Committed	2,000	-	-	-	-	2,000	C&YP
A/C.04.007	William Westley			- 2022-23	351	-	-	-	-	351	C&YP
A/C.04.008	St Ives, Eastfield / Westfield / Wheatfields			- Committed	14,231	-	-	-	-	14,231	C&YP
	<b>Total - Adaptations</b>			-	<b>20,619</b>	<b>1,830</b>	<b>124</b>	<b>92</b>	-	<b>18,573</b>	

## Section 3 - A: People and Communities

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
<b>A/C.05</b>	<b>Condition &amp; Maintenance</b>										
A/C.05.001	School Condition, Maintenance & Suitability			- Ongoing	24,350	24,350	-	-	-	-	C&YP
A/C.05.002	Kitchen Ventilation			- Committed	1,650	1,410	-	-	-	240	C&YP
	<b>Total - Condition &amp; Maintenance</b>		-		<b>26,000</b>	<b>25,760</b>	-	-	-	<b>240</b>	
<b>A/C.07</b>	<b>Schools Managed Capital</b>										
A/C.07.001	School Devolved Formula Capital			- Ongoing	10,050	10,050	-	-	-	-	C&YP
	<b>Total - Schools Managed Capital</b>		-		<b>10,050</b>	<b>10,050</b>	-	-	-	-	
<b>A/C.08</b>	<b>Specialist Provision</b>										
A/C.08.001	Trinity School Hartford, Huntingdon			- Committed	5,058	-	-	-	-	5,058	C&YP
A/C.08.003	SEN Pupil Adaptations			- Ongoing	600	-	-	-	-	600	C&YP
A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision			- 2022-23	4,000	-	-	-	-	4,000	C&YP
A/C.08.006	Highfields Phase 2			- 2019-20	6,870	1,233	-	-	-	5,637	C&YP
A/C.08.007	Samuel Pepys			- 2019-20	3,600	1,412	-	-	-	2,188	C&YP
	<b>Total - Specialist Provision</b>		-		<b>20,128</b>	<b>2,645</b>	-	-	-	<b>17,483</b>	
<b>A/C.09</b>	<b>Site Acquisition &amp; Development</b>										
A/C.09.001	Site Acquisition, Development, Analysis and Investigations			- Ongoing	600	100	-	-	-	500	C&YP
	<b>Total - Site Acquisition &amp; Development</b>		-		<b>600</b>	<b>100</b>	-	-	-	<b>500</b>	
<b>A/C.10</b>	<b>Temporary Accommodation</b>										
A/C.10.001	Temporary Accommodation			- Ongoing	12,500	4,980	-	-	-	7,520	C&YP
	<b>Total - Temporary Accommodation</b>		-		<b>12,500</b>	<b>4,980</b>	-	-	-	<b>7,520</b>	
<b>A/C.11</b>	<b>Children Support Services</b>										
A/C.11.001	Children's Minor Works and Adaptions			- Ongoing	75	-	-	-	-	75	C&YP
A/C.11.003	P&C Buildings & Capital Team Capitalisation			- Ongoing	2,500	-	-	-	-	2,500	C&YP
	<b>Total - Children Support Services</b>		-		<b>2,575</b>	-	-	-	-	<b>2,575</b>	
<b>A/C.12</b>	<b>Adult Social Care</b>										
A/C.12.002	Enhanced Frontline in Adults Social Care			- Ongoing	635	-	-	-	-	635	Adults
A/C.12.004	Disabled Facilities Grant			- Ongoing	16,460	16,460	-	-	-	-	Adults
A/C.12.005	Integrated Community Equipment Service			- Ongoing	13,000	-	-	-	-	13,000	Adults
	<b>Total - Adult Social Care</b>		-		<b>30,095</b>	<b>16,460</b>	-	-	-	<b>13,635</b>	

## Section 3 - A: People and Communities

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
A/C.13	Capital Programme Variation										
A/C.13.001	Variation Budget			- Ongoing	-61,000	-	-14,030	-	-	-46,970	Adults, C&YP
A/C.13.002	Capitalisation of Interest Costs			- Committed	8,798	-	-	-	-	8,798	Adults, C&YP
	<b>Total - Capital Programme Variation</b>		-		<b>-52,202</b>	-	<b>-14,030</b>	-	-	<b>-38,172</b>	
	<b>TOTAL BUDGET</b>				<b>670,815</b>	<b>188,351</b>	<b>172,725</b>	<b>14,752</b>	-	<b>294,987</b>	

## Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Ongoing	133,503	65,258	11,169	15,740	17,251	14,260	14,025	-4,200
Committed Schemes	311,366	239,738	33,131	9,799	2,101	4,508	1,089	21,000
2019-2020 Starts	1,055	-	641	414	-	-	-	-
<b>TOTAL BUDGET</b>	<b>445,924</b>	<b>304,996</b>	<b>44,941</b>	<b>25,953</b>	<b>19,352</b>	<b>18,768</b>	<b>15,114</b>	<b>16,800</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	Committee
<b>B/C.01</b>	<b>Integrated Transport</b>												
B/C.1.002	Air Quality Monitoring	Funding towards supporting air quality monitoring work in relation to the road network with local authority partners across the county.		Ongoing	115	-	23	23	23	23	23	-	E&E
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	-	E&E
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	3,410	-	682	682	682	682	682	-	H&CI
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&CI
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	-	E&E
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	6,730	-	1,346	1,346	1,346	1,346	1,346	-	H&CI
	<b>Total - Integrated Transport</b>				<b>15,950</b>	<b>-</b>	<b>3,190</b>	<b>3,190</b>	<b>3,190</b>	<b>3,190</b>	<b>3,190</b>	<b>-</b>	
<b>B/C.02</b>	<b>Operating the Network</b>												
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	Allows the highway network throughout the county to be maintained. With the significant backlog of works to our highways well documented, this fund is crucial in ensuring that we are able to maintain our transport links.		Ongoing	53,360	-	10,672	10,672	10,672	10,672	10,672	-	H&CI
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&CI

## Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
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&CI
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&CI
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&CI
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	-	H&CI
<b>Total - Operating the Network</b>					<b>72,955</b>	<b>-</b>	<b>14,591</b>	<b>14,591</b>	<b>14,591</b>	<b>14,591</b>	<b>14,591</b>	<b>-</b>	
<b>B/C.03</b>	<b>Highways</b>												
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	This fund allows the Council to increase its investment in the transport network throughout the county. With the significant backlog of works to our transport network well documented, this fund is crucial in ensuring that we reduce the rate of deterioration of our highways.		Ongoing	78,700	64,654	4,300	4,300	4,300	1,146	-	-	H&CI
<b>Total - Highways</b>					<b>78,700</b>	<b>64,654</b>	<b>4,300</b>	<b>4,300</b>	<b>4,300</b>	<b>1,146</b>	<b>-</b>	<b>-</b>	
<b>B/C.04</b>	<b>Infrastructure &amp; Growth</b>												
B/C.4.001	Ely Bypass	The project will alleviate traffic congestion on the A142 at the level crossing adjacent to Ely railway station, which will benefit local businesses and residents. The station area is a gateway to the city. Implementation of the bypass option would remove a significant amount of traffic around the station and enhance the gateway area, making the city more attractive to tourists and improve the local environment.		Committed	49,000	48,000	1,000	-	-	-	-	-	E&E
B/C.4.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	149,791	145,591	3,460	370	370	-	-	-	E&E

## Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
B/C.4.021	Abbey - Chesterton Bridge	The Chisolm Trail cycle route scheme is being delivered as part of the City Deal Programme and will link together three centres of employment in the city along a North / South axis, including Addenbrooke's hospital, the CB1 Area and the Science Park. The Abbey - Chesterton Bridge scheme is one element of the trail that is not included within the City Deal scheme.		Committed	4,602	4,127	475	-	-	-	-	-	E&E
B/C.4.023	King's Dyke	The level crossing at King's Dyke between Whittlesey and Peterborough has long been a problem for people using the A605. The downtime of the barriers at the crossing causes traffic to queue for significant periods of time and this situation will get worse as rail traffic increases along the Ely to Peterborough railway line in the future. The issue is also made worse during the winter months as the B1040 at North Brink often floods, leading to its closure and therefore increasing traffic use of the A605 across King's Dyke.		Committed	29,982	10,965	14,176	4,841	-	-	-	-	E&E
B/C.4.028	A14	Improvement of the A14 between Cambridge and Huntingdon. This is a scheme led by the Highways Agency but in order to secure delivery a local contribution to the total scheme cost, which is in excess of £1bn, is required. The Council element of this local contribution is £25m and it is proposed that it should be paid in equal instalments over a period of 25 years commencing in 2020.		Committed	25,200	200	-	1,000	1,000	1,000	1,000	21,000	E&E
<b>Total - Infrastructure &amp; Growth</b>					<b>258,575</b>	<b>208,883</b>	<b>19,111</b>	<b>6,211</b>	<b>1,370</b>	<b>1,000</b>	<b>1,000</b>	<b>21,000</b>	
<b>B/C.05</b>	<b>Environment &amp; Commercial Services</b>												
B/C.5.012	Waste – Household Recycling Centre (HRC) Improvements	To deliver Household Recycling Centre (HRC) improvements by acquiring appropriate sites, gaining planning permission, designing and building new or upgraded facilities. A new facility is proposed in the Greater Cambridge area, a site is required to replace the current facility in March and works are required to maintain/upgrade other HRCs in the network. The programme also includes funds to develop the St Neots HRC reuse facility.		Committed	8,183	443	3,357	581	395	3,407	-	-	H&CI
B/C.5.029	Energy Efficiency Fund	Establish a funding stream (value £250k per year, for four years) for investment in energy and water efficiency improvement measures in Council buildings.	F/R.6.108	Ongoing	1,000	604	250	146	-	-	-	-	E&E
<b>Total - Environment &amp; Commercial Services</b>					<b>9,183</b>	<b>1,047</b>	<b>3,607</b>	<b>727</b>	<b>395</b>	<b>3,407</b>	<b>-</b>	<b>-</b>	

## Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
<b>B/C.06</b>	<b>Cultural &amp; Community Services</b>												
B/C.6.101	Development of Archives Centre premises	Development of fit for purpose premises for Cambridgeshire Archives, to conserve and make available unique historical records of the county as part of an exciting new cultural heritage centre.		Committed	5,280	4,323	957	-	-	-	-	-	H&CI
B/C.6.108	New Community Hub / Library Service Provision Darwin Green	Contribution to the fit-out of new community hub / library facilities in areas of growth in the county.		2019-20	340	-	-	340	-	-	-	-	H&CI
B/C.6.111	Community Hubs - Sawston	To develop a community hub in Sawston combining the library, children's centre, locality team and flexible community meeting facilities, in close association with Sawston Village College.		Committed	1,810	896	914	-	-	-	-	-	H&CI
B/C.6.112	Libraries - Open access & touchdown facilities	The introduction of Open Access (self-service) technology to maximise the use of our library properties supporting the Cambs 2020 hub and spokes approach with staff increasingly operating in localities. Open access will extend the times libraries are open to our communities and enable Council, public sector and partner agency staff, particularly peripatetic staff, to increasingly use libraries as touchdown and meeting sites, in line with the objectives of One Public Estate. This will provide open access in 9 hub libraries and equipment/furnishings to ensure fit for purpose accessible touchdown facilities and digital access across the library network.		2019-20	567	-	567	-	-	-	-	-	H&CI
B/C.6.113	Library Service - Card payments in Libraries	Conversion of 21 smaller libraries to community managed libraries phased over two years, including installation of cashless (Chip & PIN) option for library payments on the self service machines (RFID) to reduce and overtime negate the need of cash handling.		2019-20	148	-	74	74	-	-	-	-	H&CI
	<b>Total - Cultural &amp; Community Services</b>				<b>8,145</b>	<b>5,219</b>	<b>2,512</b>	<b>414</b>	-	-	-	-	
<b>B/C.07</b>	<b>Other Schemes</b>												
B/C.7.002	Investment in Connecting Cambridgeshire	Connecting Cambridgeshire is working to ensure businesses, residents and public services can make the most of opportunities offered by a fast-changing digital world. Led by the Council, this ambitious partnership programme is improving Cambridgeshire's broadband, mobile and Wi-Fi coverage, whilst supporting online skills, business growth and technological innovation to meet future digital challenges.		Committed	36,290	24,486	8,500	3,000	304	-	-	-	E&E
	<b>Total - Other Schemes</b>				<b>36,290</b>	<b>24,486</b>	<b>8,500</b>	<b>3,000</b>	<b>304</b>	-	-	-	



## Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
B/C.08 B/C.8.001	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	-35,102	-	-11,162	-6,487	-4,830	-4,667	-3,756	-4,200	E&E, H&CI
B/C.8.002	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	1,228	707	292	7	32	101	89	-	E&E, H&CI
	<b>Total - Capital Programme Variation</b>				<b>-33,874</b>	<b>707</b>	<b>-10,870</b>	<b>-6,480</b>	<b>-4,798</b>	<b>-4,566</b>	<b>-3,667</b>	<b>-4,200</b>	
	<b>TOTAL BUDGET</b>				<b>445,924</b>	<b>304,996</b>	<b>44,941</b>	<b>25,953</b>	<b>19,352</b>	<b>18,768</b>	<b>15,114</b>	<b>16,800</b>	

Funding	Total Funding £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
<b>Government Approved Funding</b>								
Department for Transport	206,563	101,493	16,107	17,808	18,056	18,081	18,218	16,800
Specific Grants	38,750	38,250	500	-	-	-	-	-
<b>Total - Government Approved Funding</b>	<b>245,313</b>	<b>139,743</b>	<b>16,607</b>	<b>17,808</b>	<b>18,056</b>	<b>18,081</b>	<b>18,218</b>	<b>16,800</b>
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	21,963	17,785	4,073	105	-	-	-	-
Anticipated Developer Contributions	11,907	544	256	70	758	767	812	8,700
Capital Receipts	39	39	-	-	-	-	-	-
Prudential Borrowing	119,282	121,279	7,032	3,129	538	-80	-3,916	-8,700
Other Contributions	47,420	25,606	16,973	4,841	-	-	-	-
<b>Total - Locally Generated Funding</b>	<b>200,611</b>	<b>165,253</b>	<b>28,334</b>	<b>8,145</b>	<b>1,296</b>	<b>687</b>	<b>-3,104</b>	<b>-</b>
<b>TOTAL FUNDING</b>	<b>445,924</b>	<b>304,996</b>	<b>44,941</b>	<b>25,953</b>	<b>19,352</b>	<b>18,768</b>	<b>15,114</b>	<b>16,800</b>

## Section 3 - B: Place and Economy

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	133,503	85,002	-1,545	-	-	50,046
Committed Schemes	311,366	160,311	35,116	47,420	39	68,480
2019-2020 Starts	1,055	-	299	-	-	756
<b>TOTAL BUDGET</b>	<b>445,924</b>	<b>245,313</b>	<b>33,870</b>	<b>47,420</b>	<b>39</b>	<b>119,282</b>

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
<b>B/C.01</b>	<b>Integrated Transport</b>										
B/C.1.002	Air Quality Monitoring			- Ongoing	115	115	-	-	-	-	E&E
B/C.1.009	Major Scheme Development & Delivery			- Ongoing	1,000	1,000	-	-	-	-	E&E
B/C.1.011	Local Infrastructure improvements			- Ongoing	3,410	3,410	-	-	-	-	H&CI
B/C.1.012	Safety Schemes			- Ongoing	2,970	2,970	-	-	-	-	H&CI
B/C.1.015	Strategy and Scheme Development work			- Ongoing	1,725	1,725	-	-	-	-	E&E
B/C.1.019	Delivering the Transport Strategy Aims			- Ongoing	6,730	6,730	-	-	-	-	H&CI
	<b>Total - Integrated Transport</b>			-	<b>15,950</b>	<b>15,950</b>	-	-	-	-	
<b>B/C.02</b>	<b>Operating the Network</b>										
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths			- Ongoing	53,360	53,360	-	-	-	-	H&CI
B/C.2.002	Rights of Way			- Ongoing	700	700	-	-	-	-	H&CI
B/C.2.004	Bridge strengthening			- Ongoing	12,820	12,820	-	-	-	-	H&CI
B/C.2.005	Traffic Signal Replacement			- Ongoing	4,250	4,250	-	-	-	-	H&CI
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre			- Ongoing	1,000	1,000	-	-	-	-	H&CI
B/C.2.007	Smarter Travel Management - Real Time Bus Information			- Ongoing	825	825	-	-	-	-	H&CI
	<b>Total - Operating the Network</b>			-	<b>72,955</b>	<b>72,955</b>	-	-	-	-	
<b>B/C.03</b>	<b>Highways</b>										
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)			- Ongoing	78,700	4,932	-	-	-	-	H&CI
	<b>Total - Highways</b>			-	<b>78,700</b>	<b>4,932</b>	-	-	-	-	
<b>B/C.04</b>	<b>Infrastructure &amp; Growth</b>										
B/C.4.001	Ely Bypass			- Committed	49,000	22,000	1,000	6,294	-	19,706	E&E
B/C.4.006	Guided Busway			- Committed	149,791	94,667	29,488	9,282	-	16,354	E&E
B/C.4.021	Abbey - Chesterton Bridge			- Committed	4,602	1,894	2,025	683	-	-	E&E
B/C.4.023	King's Dyke			- Committed	29,982	8,000	-	19,902	-	2,080	E&E
B/C.4.028	A14			- Committed	25,200	25,000	-	200	-	-	E&E
	<b>Total - Infrastructure &amp; Growth</b>			-	<b>258,575</b>	<b>151,561</b>	<b>32,513</b>	<b>36,361</b>	-	<b>38,140</b>	

## Section 3 - B: Place and Economy

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
<b>B/C.05</b>	<b>Environment &amp; Commercial Services</b>										
B/C.5.012	Waste – Household Recycling Centre (HRC) Improvements		-	Committed	8,183	-	2,603	-	-	5,580	H&CI
B/C.5.029	Energy Efficiency Fund	F/R.6.108	-550	Ongoing	1,000	-	-	-	-	1,000	E&E
	<b>Total - Environment &amp; Commercial Services</b>		<b>-550</b>		<b>9,183</b>	<b>-</b>	<b>2,603</b>	<b>-</b>	<b>-</b>	<b>6,580</b>	
<b>B/C.06</b>	<b>Cultural &amp; Community Services</b>										
B/C.6.101	Development of Archives Centre premises		-	Committed	5,280	-	-	34	-	5,246	H&CI
B/C.6.108	New Community Hub / Library Service Provision Darwin Green		-	2019-20	340	-	299	-	-	41	H&CI
B/C.6.111	Community Hubs - Sawston		-	Committed	1,810	-	-	-	39	1,771	H&CI
B/C.6.112	Libraries - Open access & touchdown facilities		-	2019-20	567	-	-	-	-	567	H&CI
B/C.6.113	Library Service - Card payments in Libraries		-	2019-20	148	-	-	-	-	148	H&CI
	<b>Total - Cultural &amp; Community Services</b>		<b>-</b>		<b>8,145</b>	<b>-</b>	<b>299</b>	<b>34</b>	<b>39</b>	<b>7,773</b>	
<b>B/C.07</b>	<b>Other Schemes</b>										
B/C.7.002	Investment in Connecting Cambridgeshire		-	Committed	36,290	8,750	-	11,025	-	16,515	E&E
	<b>Total - Other Schemes</b>		<b>-</b>		<b>36,290</b>	<b>8,750</b>	<b>-</b>	<b>11,025</b>	<b>-</b>	<b>16,515</b>	
<b>B/C.08</b>	<b>Capital Programme Variation</b>										
B/C.8.001	Variation Budget		-	Ongoing	-35,102	-8,835	-1,545	-	-	-24,722	E&E, H&CI
B/C.8.002	Capitalisation of Interest Costs		-	Committed	1,228	-	-	-	-	1,228	E&E, H&CI
	<b>Total - Capital Programme Variation</b>		<b>-</b>		<b>-33,874</b>	<b>-8,835</b>	<b>-1,545</b>	<b>-</b>	<b>-</b>	<b>-23,494</b>	
	<b>TOTAL BUDGET</b>				<b>445,924</b>	<b>245,313</b>	<b>33,870</b>	<b>47,420</b>	<b>39</b>	<b>119,282</b>	

## Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Ongoing	80,989	44,889	36,938	-7,200	762	800	800	4,000
Committed Schemes	177,425	119,100	47,247	10,886	192	-	-	-
2018-2019 Starts	30,639	206	1,318	29,115	-	-	-	-
<b>TOTAL BUDGET</b>	<b>289,053</b>	<b>164,195</b>	<b>85,503</b>	<b>32,801</b>	<b>954</b>	<b>800</b>	<b>800</b>	<b>4,000</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	Committee
F/C.	<b>Commercial &amp; Investments</b>												
F/C.2.101	County Farms investment (Viability)	To invest in projects which protect and improve the County Farms Estate's revenue potential, asset value and long term viability.	F/R.7.103, F/R.7.104	Ongoing	3,000	-	300	300	300	300	300	1,500	C&I
F/C.2.103	Local Plans - representations	Making representations to Local Plans and where appropriate following through to planning applications with a view to adding value to County Farms and other Council land, whilst meeting Council objectives through the use / development of such land.		Ongoing	1,000	-	100	100	100	100	100	500	C&I
F/C.2.109	Community Hubs - East Barnwell	Creation of a community hub in the Abbey ward by renovating and extending East Barnwell community centre and adjoining preschool. To accommodate a library, a base for the South City locality team, to extend the childcare facility to address insufficiency in local provision, as well as provide flexible community facilities with dedicated space for young people.		Committed	1,950	131	910	909	-	-	-	-	C&I
F/C.2.111	Shire Hall	This budget is used to carry out essential maintenance and potentially limited improvements required to occupy Shire Hall for a further 10 years to 2020, in accordance with the previous Cabinet decision in November 2009.		Ongoing	5,439	4,889	550	-	-	-	-	-	C&I
F/C.2.112	Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,000	-	600	600	600	600	600	3,000	C&I
F/C.2.114	MAC Joint Highways Depot	The Joint Highways Depot Project will facilitate the physical co-location of partner organisations to a single depot site, with joint-working practices implemented initially, with an aspiration to develop shared services in the future.		Committed	5,198	582	4,616	-	-	-	-	-	C&I
F/C.2.116	Shire Hall Relocation	As part of the Cambs 2020 vision, the Council plans to vacate Shire Hall and relocate to outside of Cambridge.	F/R.6.101	Committed	18,326	2,643	5,633	9,858	192	-	-	-	C&I
F/C.2.117	Commercial Investments	Development of a portfolio of strategic investments which are able to provide an income return. This will be developed through commercial research into options available, appropriate balance of portfolio and the extent of risk.	F/R.4.008	Ongoing	96,744	40,000	56,744	-	-	-	-	-	C&I
F/C.2.118	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	Committed	3,645	246	3,280	119	-	-	-	-	C&I

## Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
F/C.2.119	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.7.115	2018-19	11,399	76	383	10,940	-	-	-	-	C&I
F/C.2.120	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.7.116	2018-19	6,969	25	292	6,652	-	-	-	-	C&I
F/C.2.121	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.7.117	2018-19	9,745	62	397	9,286	-	-	-	-	C&I
F/C.2.122	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.7.118	2018-19	2,526	43	246	2,237	-	-	-	-	C&I
F/C.2.240	Housing schemes	The Council is in a position of continuing to be 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.	F/R.5.001, F/R.7.113	Committed	148,172	115,445	32,727	-	-	-	-	-	C&I
<b>Total - Commercial &amp; Investments</b>					<b>320,113</b>	<b>164,142</b>	<b>106,778</b>	<b>41,001</b>	<b>1,192</b>	<b>1,000</b>	<b>1,000</b>	<b>5,000</b>	

## Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
F/C. F/C.3.001	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	-31,194	-	-21,356	-8,200	-238	-200	-200	-1,000	C&I
F/C.3.002	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	134	53	81	-	-	-	-	-	C&I
	<b>Total - Capital Programme Variation</b>				<b>-31,060</b>	<b>53</b>	<b>-21,275</b>	<b>-8,200</b>	<b>-238</b>	<b>-200</b>	<b>-200</b>	<b>-1,000</b>	
	<b>TOTAL BUDGET</b>				<b>289,053</b>	<b>164,195</b>	<b>85,503</b>	<b>32,801</b>	<b>954</b>	<b>800</b>	<b>800</b>	<b>4,000</b>	

Funding					Total Funding £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
<b>Government Approved Funding</b>												
Specific Grants					1,822	-	1,759	63	-	-	-	-
<b>Total - Government Approved Funding</b>					<b>1,822</b>	<b>-</b>	<b>1,759</b>	<b>63</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Locally Generated Funding</b>												
Agreed Developer Contributions					260	-	130	130	-	-	-	-
Capital Receipts					95,737	45,137	45,395	2,205	-	500	500	2,000
Prudential Borrowing					42,767	7,734	1,076	30,403	954	300	300	2,000
Prudential Borrowing (Repayable)					-	108,374	29,543	-600	-4,200	-	-	-133,117
Ring-Fenced Capital Receipts					4,800	-	-	600	4,200	-	-	-
Other Contributions					143,667	2,950	7,600	-	-	-	-	133,117
<b>Total - Locally Generated Funding</b>					<b>287,231</b>	<b>164,195</b>	<b>83,744</b>	<b>32,738</b>	<b>954</b>	<b>800</b>	<b>800</b>	<b>4,000</b>
<b>TOTAL FUNDING</b>					<b>289,053</b>	<b>164,195</b>	<b>85,503</b>	<b>32,801</b>	<b>954</b>	<b>800</b>	<b>800</b>	<b>4,000</b>

## Section 3 - F: Commercial and Investments

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	80,989	-	-	150	95,706	-14,867
Committed Schemes	177,425	1,822	260	143,517	4,831	26,995
2018-2019 Starts	30,639	-	-	-	-	30,639
<b>TOTAL BUDGET</b>	<b>289,053</b>	<b>1,822</b>	<b>260</b>	<b>143,667</b>	<b>100,537</b>	<b>42,767</b>

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
<b>F/C.</b>	<b>Commercial &amp; Investments</b>										
F/C.2.101	County Farms investment (Viability)	F/R.7.103, F/R.7.104	-5,250	Ongoing	3,000	-	-	-	-	3,000	C&I
F/C.2.103	Local Plans - representations		-	Ongoing	1,000	-	-	-	-	1,000	C&I
F/C.2.109	Community Hubs - East Barnwell		-	Committed	1,950	-	260	-	31	1,659	C&I
F/C.2.111	Shire Hall		-	Ongoing	5,439	-	-	150	2,273	3,016	C&I
F/C.2.112	Building Maintenance		-	Ongoing	6,000	-	-	-	-	6,000	C&I
F/C.2.114	MAC Joint Highways Depot		-183	Committed	5,198	-	-	-	4,800	398	C&I
F/C.2.116	Shire Hall Relocation	F/R.6.101	-	Committed	18,326	-	-	-	-	18,326	C&I
F/C.2.117	Commercial Investments	F/R.4.008	-217,000	Ongoing	96,744	-	-	-	96,744	-	C&I
F/C.2.118	Smart Energy Grid Demonstrator scheme at the St Ives Park and Ride	F/R.7.114	-1,594	Committed	3,645	1,822	-	-	-	1,823	C&I
F/C.2.119	Babraham Smart Energy Grid Trumpington	F/R.7.115	-2,600	2018-19	11,399	-	-	-	-	11,399	C&I
F/C.2.120	Smart Energy Grid Stanground Closed	F/R.7.116	-1	2018-19	6,969	-	-	-	-	6,969	C&I
F/C.2.121	Landfill Energy Project Woodston Closed	F/R.7.117	-3,324	2018-19	9,745	-	-	-	-	9,745	C&I
F/C.2.122	Landfill Energy Project Housing schemes	F/R.7.118	-837	2018-19	2,526	-	-	-	-	2,526	C&I
F/C.2.240		F/R.5.001, F/R.7.113	-70,049	Committed	148,172	-	-	143,517	-	4,655	C&I
	<b>Total - Commercial &amp; Investments</b>		<b>-300,838</b>		<b>320,113</b>	<b>1,822</b>	<b>260</b>	<b>143,667</b>	<b>103,848</b>	<b>70,516</b>	
<b>F/C.</b>	<b>Capital Programme Variation</b>										
F/C.3.001	Variation Budget		-	Ongoing	-31,194	-	-	-	-11,349	-19,845	C&I
F/C.3.002	Capitalisation of Interest Costs		-	Committed	134	-	-	-	-	134	C&I
	<b>Total - Capital Programme Variation</b>		<b>-</b>		<b>-31,060</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-11,349</b>	<b>-19,711</b>	
F/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	8,038	-8,038	C&I
	<b>TOTAL BUDGET</b>				<b>289,053</b>	<b>1,822</b>	<b>260</b>	<b>143,667</b>	<b>100,537</b>	<b>42,767</b>	

## Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Ongoing	12,444	6,407	1,504	2,239	2,294	-	-	-
Committed Schemes	9,207	4,978	3,954	275	-	-	-	-
<b>TOTAL BUDGET</b>	<b>21,651</b>	<b>11,385</b>	<b>5,458</b>	<b>2,514</b>	<b>2,294</b>	<b>-</b>	<b>-</b>	<b>-</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	Committee
<b>C/C.01</b>	<b>Corporate Services</b>												
C/C.1.003	Citizen First, Digital First	Further improvements to be made to automate our systems and processes. To take out costs and to improve the speed of transactions with the Council for our customers, partners and providers.		Ongoing	3,546	1,821	575	575	575	-	-	-	GPC
C/C.1.005	Children's Services IT System	Procurement and implementation of a case management and information system for CCC Children's Services that can be aligned with the system in use in Peterborough City Council.		Committed	2,545	1,418	1,127	-	-	-	-	-	GPC
	<b>Total - Corporate Services</b>				<b>6,091</b>	<b>3,239</b>	<b>1,702</b>	<b>575</b>	<b>575</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>C/C.02</b>	<b>Managed Services</b>												
C/C.2.006	CPSN Replacement	This is for the procurement of a replacement Wide Area Network solution. The current contracted service (CPSN) is due to end in June 2018, but we have secured continuance to June 2019. This proposal is for funding for the 2017-18 and 2018-19 financial years to allow for the procurement and transition to a new service (EastNet).		Committed	5,500	3,015	2,485	-	-	-	-	-	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	660	220	165	275	-	-	-	-	GPC
C/C.2.011	Replacement of office networking hardware	Replacement of end-of-life networking hardware (switches) in all CCC offices to maintain stability, supportability and security of access to business systems for CCC staff.		Committed	354	177	177	-	-	-	-	-	GPC
	<b>Total - Managed Services</b>				<b>6,514</b>	<b>3,412</b>	<b>2,827</b>	<b>275</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>C/C.03</b>	<b>Transformation</b>												
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	6,465	2,586	1,293	1,293	1,293	-	-	-	GPC



## Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £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	5,000	2,000	1,000	1,000	1,000	-	-	-	GPC
	<b>Total - Transformation</b>				<b>11,465</b>	<b>4,586</b>	<b>2,293</b>	<b>2,293</b>	<b>2,293</b>	-	-	-	
C/C.10 C/C.10.001	<b>Capital Programme Variation</b> 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	-2,567	-	-1,364	-629	-574	-	-	-	GPC
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	148	148	-	-	-	-	-	-	GPC
	<b>Total - Capital Programme Variation</b>				<b>-2,419</b>	<b>148</b>	<b>-1,364</b>	<b>-629</b>	<b>-574</b>	-	-	-	
	<b>TOTAL BUDGET</b>				<b>21,651</b>	<b>11,385</b>	<b>5,458</b>	<b>2,514</b>	<b>2,294</b>	-	-	-	

Funding					Total Funding £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Government Approved Funding												
<b>Total - Government Approved Funding</b>					-	-	-	-	-	-	-	-
Locally Generated Funding												
Capital Receipts					11,465	4,586	2,293	2,293	2,293	-	-	-
Prudential Borrowing					10,186	6,799	3,165	221	1	-	-	-
<b>Total - Locally Generated Funding</b>					<b>21,651</b>	<b>11,385</b>	<b>5,458</b>	<b>2,514</b>	<b>2,294</b>	-	-	-
<b>TOTAL FUNDING</b>					<b>21,651</b>	<b>11,385</b>	<b>5,458</b>	<b>2,514</b>	<b>2,294</b>	-	-	-

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

**Table 5: Capital Programme - Funding**

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	12,444	-	-	-	11,465	979
Committed Schemes	9,207	-	-	-	-	9,207
<b>TOTAL BUDGET</b>	<b>21,651</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,465</b>	<b>10,186</b>

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
<b>C/C.01</b>	<b>Corporate Services</b> Citizen										
C/C.1.003	First, Digital First Children's			- Ongoing	3,546	-	-	-	-	3,546	GPC
C/C.1.005	Services IT System			- Committed	2,545	-	-	-	-	2,545	GPC
	<b>Total - Corporate Services</b>			-	<b>6,091</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,091</b>	
<b>C/C.02</b>	<b>Managed Services</b>										
C/C.2.006	CPSN Replacement			- Committed	5,500	-	-	-	-	5,500	GPC
C/C.2.010	IT Infrastructure Refresh			- Committed	660	-	-	-	-	660	GPC
C/C.2.011	Replacement of office networking hardware			- Committed	354	-	-	-	-	354	GPC
	<b>Total - Managed Services</b>			-	<b>6,514</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,514</b>	
<b>C/C.03</b>	<b>Transformation</b>										
C/C.3.001	Capitalisation of Transformation Team			- Ongoing	6,465	-	-	-	6,465	-	GPC
C/C.3.002	Capitalisation of Redundancies			- Ongoing	5,000	-	-	-	5,000	-	GPC
	<b>Total - Transformation</b>			-	<b>11,465</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,465</b>	<b>-</b>	
<b>C/C.10</b>	<b>Capital Programme Variation</b>										
C/C.10.001	Variation Budget			- Ongoing	-2,567	-	-	-	-	-2,567	GPC
C/C.10.002	Capitalisation of Interest Costs			- Committed	148	-	-	-	-	148	GPC
	<b>Total - Capital Programme Variation</b>			-	<b>-2,419</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-2,419</b>	
	<b>TOTAL BUDGET</b>				<b>21,651</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,465</b>	<b>10,186</b>	

## Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
1	OPENING GROSS EXPENDITURE	25,983	28,324	34,434	39,074	40,846	
1.999	REVISED OPENING GROSS EXPENDITURE	25,983	28,324	34,434	39,074	40,846	
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	2,381	4,680	3,154	1,248	1,818	Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme.
5.999	Subtotal Investments	2,381	4,680	3,154	1,248	1,818	
6	SAVINGS						
G/R.6.003	GPC MRP: Accountable Body	660	849	-	-	-	- 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
G/R.6.004	Capitalisation of interest on borrowing	-700	581	1,486	524	-23	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.
6.999	Subtotal Savings	-40	1,430	1,486	524	-23	
	TOTAL GROSS EXPENDITURE	28,324	34,434	39,074	40,846	42,641	

Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
7	FEES, CHARGES & RING-FENCED GRANTS						
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-	-	-	-	-	
	TOTAL NET EXPENDITURE	28,324	34,434	39,074	40,846	42,641	

Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description

FUNDING SOURCES							
8 G/R.8.101	FUNDING OF GROSS EXPENDITURE Budget Allocation	-28,324	-34,434	-39,074	-40,846	-42,641	Net spend funded from general grants, business rates and Council Tax.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-28,324	-34,434	-39,074	-40,846	-42,641	

Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2019-20 to 2023-24

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

Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description

# Business Case

## D/R.6.999 LGSS Additional Ask

### Project Overview

Project Title	D/R.6.999 LGSS Additional Ask		
Project Code	TR001410	Business Planning Reference	D/R.6.999
Business Planning Brief Description	Additional LGSS saving target of £919k in 2019/20 £96k has been identified as an additional saving from ERP Gold and £823K from a reduction in service which is yet to be decided.		
Senior Responsible Officer	Justine Hartley		

### Project Approach

#### Background

##### Why do we need to undertake this project?

To maximise the savings achievable through the partnership with LGSS.

##### What would happen if we did not complete this project?

There would be an impact on the overall CCC savings target for both financial years: 2019/20 and 2020/21.

#### Approach

##### Aims / Objectives

To maximise the full potential savings from the shared service model.

##### Project Overview - What are we doing

Overall review of the service provided by LGSS to see where possible savings can be made, introduce efficiencies, streamline services or change processes in order to make those savings.

##### What assumptions have you made?

The assumption is that there are savings to be made and that the service provided by LGSS has not already provided maximum savings.

##### What constraints does the project face?

There are no identifiable boundaries at this stage.

### Delivery Options

#### Has an options and feasibility study been undertaken?

### Scope / Interdependencies

#### Scope

##### What is within scope?

All functions LGSS provide and any external contracts for services held by LGSS on our behalf.

##### What is outside of scope?

Any functions not related to LGSS and the services they provide to CCC.

## Project Dependencies

Title

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

Non Financial Benefits Summary

Title

## Risks

Title

## Project Impact

### Community Impact Assessment

Who will be affected by this proposal?

Internal services, systems and processes provided to CCC by LGSS.

What positive impacts are anticipated from this proposal?

Positive impacts from efficiencies in internal services are expected

What negative impacts are anticipated from this proposal?

No negative impacts are anticipated.

Are there other impacts which are more neutral?

No other neutral impacts are expected.

### Disproportionate impacts on specific groups with protected characteristics

Details of Disproportionate Impacts on protected characteristics and how these will be addressed

No disproportionate impacts on any protected characteristics are expected.



# Business Case

## C/R.7.101 - Council Tax: Increasing Contributions

### Project Overview

Project Title	C/R.7.101 - Council Tax: Increasing Contributions		
Project Code	TR001404	Business Planning Reference	C/R.7.101
Business Planning Brief Description	A project, working with District Councils, to increase Council Tax contributions and income.		
Senior Responsible Officer	Chris Malyon		

### Project Approach

#### Background

##### Why do we need to undertake this project?

We believe that this project could generate potential income for a small amount of investment for very little risk.

##### What would happen if we did not complete this project?

Additional funding from this source would be unlikely to come into the Local Authority.

#### Approach

##### Aims / Objectives

Aim: To drive up the Council tax intake in Cambridgeshire by our District Councils, which whilst collected by Districts is split 70/30 between County and Districts respectively in its allocation.

##### Objectives:

- To increase the number of people in Cambridgeshire who pay Council tax.
- To ensure that fewer Cambridgeshire residents are paying less Council tax than they should be.
- To make it easier for people who genuinely cannot pay their Council tax to be able to do so.

##### Project Overview - What are we doing

- Will seek to work with Cambridgeshire District Councils to identify the best possible activities to drive up increased payment of Council Tax in Cambridgeshire.
- Based upon these discussions, working with Districts, we will procure support to undertake a process of identifying residents who are incorrectly paying less Council Tax than they should be, notify them and bill them appropriately, bringing in additional revenue.
- We may also seek to support arrangements to enable people who are genuinely unable to pay their Council Tax by offering more flexible payment terms.
- Based upon previous work in this area, there is a reasonable likelihood that this activity could be commissioned on a no-win-no-fee basis, with the Local Authority only having to pay if the work undertaken is successful.

##### What assumptions have you made?

We assume that there continues to be a significant amount of residents who are not paying the Council Tax contributions that they should.

We assume that there is the potential for further activity to identify, target and seek funding from residents

who are not paying the correct amount of Council Tax.

We assume that we will be able to procure an organisation to conduct this activity to our satisfaction in the market.

#### What constraints does the project face?

Council Tax collection is a District Council function rather than a County Council function and so we would like to conduct this work in partnership with our Districts but this would depend upon their willingness to do this.

### Delivery Options

#### Has an options and feasibility study been undertaken?

We are considering what the best options for taking this forward are and have initiated discussions with the Districts. This may not be part of their current plans and so may take time for them to factor in any work in this area.

Previous work in this area has targeted residents fraudulently claiming Single Person's Discount. This was successful however the requirements for information from Districts meant it was eventually dropped. Given the high percentage of Council tax that comes back to the County Council we might want to offer resources to make this happen.

East Cambs and Fenland did some additional work on this in 17/18 and so a continuation of their work, potentially spreading it to other Districts might be a fruitful approach.

Salford Council have done work with Citizens Advice on more flexible terms for people in debt or poverty which might also be an approach we could support.

We could look at targeting non-payment in other areas but this could be more resource intensive.

### Scope / Interdependencies

#### Scope

##### What is within scope?

Residents either not paying their Council Tax or not paying the right levels of tax e.g. claiming discounts to which they are not entitled.

##### What is outside of scope?

Residents already paying their Council Tax at the correct rate.

### Project Dependencies

#### Title

### Cost and Savings

See accompanying financial report

### Non Financial Benefits

#### Non Financial Benefits Summary

More efficient tax collection system.

#### Title

## Risks

### Title

Not enough non-payers

Ineffective measures to bring in income

District Councils do not engage

Insufficient/unpredictable amount of income generated

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

Cambridgeshire residents who currently do not pay the Council Tax contribution that they should.

#### What positive impacts are anticipated from this proposal?

Additional Council Tax contributions will come into Cambridgeshire local government's tax base to help fund local services.

Residents who are either intentionally or unintentionally paying the wrong Council Tax levels will be paying the amounts that they should be.

#### What negative impacts are anticipated from this proposal?

There may be residents who are not paying their Council tax contributions due to issues of debt and poverty. At a minimum, the activities proposed will not target these non-payers but we are also considering whether there is scope to offer flexible payment arrangements and additional support to these people to help them to make these payments in a way that does not increase their current levels of debt and poverty.

#### Are there other impacts which are more neutral?

No

### Disproportionate impacts on specific groups with protected characteristics

#### Details of Disproportionate Impacts on protected characteristics and how these will be addressed

See above.



# P&E: Non-Statutory Schedule of Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Licenses and Permits	Licenses and Permits			
Place & Economy	Highways	Licenses and Permits	Permission to deposit a skip on the highway	£45 for 14 days	£45 for 14 days	In line with Minor Works Permit Application
Place & Economy	Highways	Licenses and Permits	Fine for unauthorised skip on the highway	£300	£300	In line with FPN for working without a permit
Place & Economy	Highways	Licenses and Permits	Store Materials on the Highway	£45 for 14 days	£45 for 14 days	Section 171 of Highways Act
Place & Economy	Highways	Licenses and Permits	Permission to erect scaffolding/hoarding over the highway	£120 for 30 days	£125 for 30 days	
Place & Economy	Highways	Licenses and Permits	Obligation to dispense with consent for erection of hoarding/fence	£120	£125	
Place & Economy	Highways	Licenses and Permits	Oversailing licence	TBC	TBC	
Place & Economy	Highways	Licenses and Permits	Banner licence	£45	£45	In line with Minor Works Permit Application
Place & Economy	Highways	Licenses and Permits	Traffic counter licence	£45	£45	In line with Minor Works Permit Application
Place & Economy	Highways	Licenses and Permits	Street licences (chairs and tables)	£100 per sqm within Cambridge historic core are. £50 per sqm outside historic core and county wide. £250 minimum payment upfront to cover admin cost (to be deducted from the cost of the licence if application successful.	£100 per sqm within Cambridge historic core are. £50 per sqm outside historic core and county wide. £250 minimum payment upfront to cover admin cost (to be deducted from the cost of the licence if application successful.	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Licenses and Permits	Streetworks Section 50 licences- apparatus on public highway	£480 for upto 200m. Additional £150 / 200m over and above initial 200m. Bond is also required, details on application.	£495 for upto 200m. Additional £150 / 200m over and above initial 200m. Bond is also required, details on application.	
Place & Economy	Highways	Licenses and Permits	Licence to Excavate Highway (Road Opening)	£210 upto 200m length. Additional £150 / 200m over and above initial 200m.	£220 upto 200m length. Additional £150 / 200m over and above initial 200m.	
Place & Economy	Highways	Licenses and Permits	Third Party Roadspace Booking	From 2018 charge of £45 per application in line with minor works permit	£45 per application in line with minor works permit	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highways and Traffic Orders	Highways and Traffic Orders			
Place & Economy	Highways	Highways and Traffic Orders	Implementation of TRO's	Actual cost of work +20% admin fee (min charge £260)	Actual cost of work +20% admin fee (min charge £270)	
Place & Economy	Highways	Highways and Traffic Orders	Temporary road closures	£1000 maximum. Reduced fee if not deemed necessary to advertise in press	£1,030	
Place & Economy	Highways	Highways and Traffic Orders	Emergency road closures	£700	£725.00	
Place & Economy	Highways	Highways and Traffic Orders	TRO advertisement for Private / Third Party Funded Works, Businesses and other Private Bodies	£1,000 cost of the legal order £250 non-refundable, upfront payment to cover staff costs plus additional cost of staff depending on complexity of order.	£1,030 cost of the legal order £250 non-refundable, upfront payment to cover staff costs plus additional cost of staff depending on complexity of order.	
Place & Economy	Highways	Highways and Traffic Orders	Temporary road closures (Special Events)	£1,000 maximum cost of the legal order. £250 maximum staff cost per event - dependant on nature / type / size of event.	£1,030 maximum cost of the legal order. Plus actual staff cost per event - dependant on nature / type / size of event.	
Place & Economy	Highways	Highways	Other Charges			

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highways	Private works, including clearance of debris following accident	Actual cost of work + 20% administration / supervision fee (with a minimum charge of £117)	Actual cost of work + 20% administration / supervision fee (with a minimum charge of £120)	
Place & Economy	Highways	Highways	Private works - Third Party Requests	Actual cost of work + officer fees. £500 non-refundable application fee for feasibility assessment applies at point of application.	Actual cost of work + officer fees. £500 non-refundable application fee for feasibility assessment applies at point of application.	
Place & Economy	Highways	Highways	Traffic speed & volume survey. Provision of 24/7 traffic data over a 1 week period.	£350 for one site + £150 per additional site.	£350 for one site + £150 per additional site.	£350 upfront charge
Place & Economy	Highways	Highways	Dropped crossings	£183 upfront charge if application is unsuccessful then £110 refunded	£190 upfront charge if application is unsuccessful then £110 refunded	
Place & Economy	Highways	Highways	Access Protection Markings	£107.52 inc VAT (£89.60 plus VAT)	£120 inc VAT (£100 plus VAT)	
Place & Economy	Highways	Highways	Section 142 Licence to Cultivate	£107.00	£120.00	
Place & Economy	Highways	Highways	Removal of obstructions/Reinstatement of ploughed/cropped paths	£157.00	£170.00	
Place & Economy	Highways	Highways	Tourist signs	Actual cost of work + 20% administration / supervision fee (minimum, upfront charge of £260)	Actual cost of work + 20% administration / supervision fee (minimum, upfront charge of £270)	
Place & Economy	Highways	Traffic Signals	Traffic Signals			



## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Traffic Signals	Charge for switching off or on traffic lights for roadworks, between 06:00hrs to 22:00hrs weekdays	£160.24 per off or on + % yearly increase, determined in Jan'18	£160.24 per off or on + % yearly increase, determined in Jan'19	Rate fixed by Cambridgeshire County Council but work arranged with and paid directly to supplier
Place & Economy	Highways	Traffic Signals	Charge for switching off or on traffic lights for roadworks, between 22:00hrs to 06:00hrs weekdays and at all times during the weekend	£192.29 per off or on + % yearly increase, determined in Jan'18	£192.29 per off or on + % yearly increase, determined in Jan'19	Rate fixed by Cambridgeshire County Council but work arranged with and paid directly to supplier
Place & Economy	Highways	Traffic Signals	Charges for traffic signal data	£119.00	£123.00	
Place & Economy	Highways	Traffic Signals	Commuted sums for traffic signals and ITS systems	Price on application, dependent on size and type of asset. Based on 20 years of maintenance costs plus one full refurbishment	Price on application, dependent on size and type of asset. Based on 20 years of maintenance costs plus one full refurbishment	
Place & Economy	Highways	Traffic Signals	Vetting of Traffic Signal Designs	5% of traffic signal, associated equipment and system costs	5% of traffic signal, associated equipment and system costs	
Place & Economy	Highways	Traffic Signals	Traffic Signal Factory Acceptance Test (FAT), Site Acceptance Test (SAT) and joint post commissioning monitoring	2.5% of traffic signal and associated equipment and systems cost.	2.5% of traffic signal and associated equipment and systems cost.	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Traffic Signals	Traffic signal pre-application input	£48 + VAT	£49.50 + VAT	
Place & Economy	Highways	Road Safety	Road Safety			
Place & Economy	Highways	Road Safety	Safety Comments report	£279 for standard small schemes.	£287 for standard small schemes.	
Place & Economy	Highways	Road Safety	Road Safety Audit stage 1 (Or review of audit)	£621 - £1,386 plus mileage. For highways works in excess of £1million individual quote will be prepared.	£641 - £1,428 plus mileage. For highways works in excess of £1million individual quote will be prepared.	
Place & Economy	Highways	Road Safety	Road Safety Audit stage 2 (Or review of audit)	£621 - £1,386 plus mileage. For highways works in excess of £1million individual quote will be prepared.	£641 - £1,428 plus mileage. For highways works in excess of £1million individual quote will be prepared.	
Place & Economy	Highways	Road Safety	Road Safety Audit stage 3 (Or review of audit)	£1,052 - £1,871 plus mileage. For highways works in excess of £1million individual quote will be prepared.	£1,084 - £1,927 plus mileage. For highways works in excess of £1million individual quote will be prepared.	
Place & Economy	Highways	Road Safety	Road Safety Engineer (Investigations, road safety advice or participation in 3rd party audit)	Hourly rate £69/hr	Hourly rate £71/hr	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Road Safety	Crash Car resource	Schools/Colleges FOC  FULL DAY £495 Half day (<4hrs) £350 + mileage for out of county	Schools/Colleges FOC  FULL DAY £510 Half day (<4hrs) £360 + mileage for out of county	
Place & Economy	Highways	Road Safety	Driver Training – including minibus training, defensive driver training, driver workshops and other bespoke packages for businesses.	Price on applicaiton	Price on application	Actual cost of service including officer time.  Price will vary as each group is tendered off a framework by mini competition.
Place & Economy	Highways	Road Safety	Other road safety resources (inc. Calorie Gallery, Batak & Carbometer)	Schools/Colleges FOC  FULL DAY £395 Half day (<4hrs) £275 + mileage for out of county	Schools/Colleges FOC  FULL DAY £407 Half day (<4hrs) £283 + mileage for out of county	
Place & Economy	Highways	Highway Assets	Highways			
Place & Economy	Highways	Highway Assets	Service requested which is not listed below	Quotation will be provided. Enhanced service: £63.60 per officer hour (inc VAT) EIR: £50 oer officer hour	Will be reviewed Feb / March 2019	Enquire online at <a href="http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches">http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches</a>
Place & Economy	Highways	Highway Assets	Certified copy of Definitive Map/highway record/ Common or Village Green	£55.20 (inc VAT), by post or by email (pdf)	Will be reviewed Feb / March 2019	Non-statutory charge made under relevant legislative provisions  Enhanced service Copy of relevant document certified that it is a true copy of the actual legal record

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	Highway boundary/extent/status enquiries (Advice including site surveys, documentation and written advice provided as applicable)	£73.20 for single initial site plan and 1 hour of officer time (inc VAT), plus travelling expenses @45p per mile (+ VAT)	Will be reviewed Feb / March 2019	Enhanced service For further information and to apply, please see <a href="http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches">http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches</a>
Place & Economy	Highways	Highway Assets	Section 38/278 HA80 or s106 TCPA90 agreements for road adoption or development	£135	Will be reviewed Feb / March 2019	Amendment of the legal highway record and records management (charged at sealing of Agreement)
Place & Economy	Highways	Highway Assets	Copy of s38/278 HA80 road adoption agreement or s106 TCPA90 affecting highway	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days: £4.80 by email (pdf) or post (inc VAT).  EIR: Document only, no check. Supplied within 20 working days: £3.35 by email (pdf) or post.	Will be reviewed Feb / March 2019	Document only, no advice. Non-statutory charge made under relevant legislative provisions
Place & Economy	Highways	Highway Assets	Section 25/118/119 Highways Act 1980 Public Path Order applications (no certification)	Enhanced service: £3,990 admin fee (inc VAT) + cost of newspaper notices + travelling expenses (45p/mile +VAT). If order is contested and has to be sent to the Secretary of State for determination, officer time will be charged @ £53/hr to that point in the process.	Will be reviewed Feb / March 2019	These orders are used to create, stop up or divert a public right of way where no certification for works is required.

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	Section 25/118/119 Highways Act 1980 Public Path Order applications (with certification)	£4,212 admin fee (inc VAT) + cost of newspaper notices + travel expenses (45p/mile + VAT). If order is contested and	Will be reviewed Feb / March 2019	Web guidance available. Non-statutory charge made under relevant legislative provisions
Place & Economy	Highways	Highway Assets	Section 257 Town & Country Planning Act 1990 Public Path Order applications	£4,674 admin fee (inc VAT) + cost of newspaper notices + travelling expenses (45p/mile +VAT). If order is contested and has to be sent to the Secretary of State for determination, officer time will be charged @ £53/hr to that point in the process.	Will be reviewed Feb / March 2019	Web guidance available. Non-statutory charge made under relevant legislative provisions. Cambridgeshire County Council undertakes these applications on behalf of most district councils. Please contact us for advice.

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	Section 116 Highways Act 1980 stopping up/diversion of highway applications (Used to stop up or divert any class of highway)	<p>Stage 1: Initial scoping enquiry - free.</p> <p>Stage 2: Enhanced service Fee of £1098 (inc VAT) for advice, drafting of Order plan; travelling expenses at 45p/mile (+ VAT).</p> <p>Stage 3: Legal fee of c.£2,500 – 4,500, plus officer time @ £63.60/hr (inc VAT) if required and disbursements</p> <p>Stage 4: The registration of the order on County Council's legal record upon successful completion including archiving of file will cost £135. Charged together with Stage 3 costs.</p>	Will be reviewed Feb / March 2019	Hyperlink for enhanced service: <a href="http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches">http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches</a>

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	<p>Section 247 Town &amp; Country Planning Act 1990 Stopping up/diversion of highway applications; (Used to stop up or divert highway affected by development)</p> <p>For guidance and information on how to apply please see below:</p> <p><a href="http://www.cambridgeshire.gov.uk/info/20081/roads_and_pathways/116/highway_records">http://www.cambridgeshire.gov.uk/info/20081/roads_and_pathways/116/highway_records</a></p>	<p>Stage 1: Initial scoping enquiry - free.</p> <p>Stage 2: Enhanced service Fee of £1098 (inc VAT) for advice, drafting of Order plan; travelling expenses at 45p/mile (+ VAT).</p> <p>Stage 3: undertaken by Secretary of State. If further officer advice is required this will be charged at £763.60/hr (inc VAT).</p> <p>Stage 4: Post-completion of order fee for registration on County Council's legal record £61 (no VAT).</p>	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	CON29R - Full search	Enhanced service fee (guaranteed; 3 days): £48.00 inc VAT	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	CON29R - Qu2.1 (a,b,c,d) Roads adopted	<p>Enhanced service fee (guaranteed; 3 days): £4.80</p> <p>EIR fee (supply only; within 20 days): £3.35</p>	Will be reviewed Feb / March 2019	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	CON29R - Qu2.2 Public Rights of Way crossing/abutting land	Enhanced service fee (guaranteed; 3 days): £4.80  EIR fee (supply only; within 20 days): £3.35	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	CON29R - Qu2.5 Plan showing Public Rights of Way	£14.40 inc VAT	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	CON29R - Qu2.4 Pending applications to record PROW	Enhanced service fee (guaranteed; 3 days): £4.80  EIR fee (supply only; within 20 days): £3.35	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	CON29R - Qu2.3 Pending orders to stop-up, divert, create, extinguish PROW	Enhanced service fee (guaranteed; 3 days): £4.80  EIR fee (supply only; within 20 days): £3.35	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	CON29R - Qu3.2 Land required for road works	Enhanced service fee (guaranteed; 3 days): £4.80  EIR fee (supply only; within 20 days): £3.35	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	CON29R - Qu3.4 (a,b,c,d,e,f) Nearby road schemes	Enhanced service fee (guaranteed; 3 days): £6.00 inc VAT  EIR fee (supply only; within 20 days): £3.35	Will be reviewed Feb / March 2019	



## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	CON29R - Qu3.5 Nearby railway schemes	Enhanced service fee (guaranteed; 3 days): £4.80  EIR fee (supply only;	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	CON29R - Qu3.6 (a,b,c,d,e,f,g,h,i,j,k,l) Traffic Schemes	Enhanced service fee (guaranteed; 3 days): £7.20 inc VAT  EIR fee (supply only; within 20 days): £4.20	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	CON29R - Qu3.7e Outstanding notices - highways	Enhanced service fee (guaranteed; 3 days): £4.80  EIR fee (supply only; within 20 days): £3.35	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	CON29R - Qu3.7e Outstanding notices - flooding	Enhanced service fee (guaranteed; 3 days): £6.00 inc VAT  EIR fee (supply only; within 20 days): £3.35	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	CON29R - additional questions	Enhanced service fee (guaranteed; 3 days): £4.80  EIR fee (supply only; within 20 days): £3.35	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	CON29O - Qu16 Mineral consultation areas	Enhanced service fee (guaranteed; 3 days): £4.80  EIR fee (supply only; within 20 days): £3.35	Will be reviewed Feb / March 2019	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	CON29O - Qu22.1 Common ground + town/village green	Enhanced service fee (guaranteed; 3 days): £4.80  EIR fee (supply only; within 20 days): £3.35	Will be reviewed Feb / March 2019	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	CON290 - Qu21 Flood defense and land drainage consents	Enhanced service fee (guaranteed; 3 days): £4.80  EIR fee (supply only;	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	CON290 - Qu22.2 Registration of landowner deposits under S15A Commons Act 2006 or 31A HA80	Enhanced service fee (guaranteed; 3 days): £4.80  EIR fee (supply only; within 20 days): £3.35	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	Pre-Application Planning Advice - Category 1 (Consideration of proposed development; discussion of specific PROW issues with site; provision of written advice including legal mechanisms required for any changes to PROW network, map from legal record.)	Charged at £63.60 (inc VAT) per officer hour, starting at £318 (inc VAT). Work required will be assessed and a quotation provided.	Will be reviewed Feb / March 2019	See initial Guidance and checklist for public path order applicants on website under 'Highways Act 1980' at <a href="http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement">http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement</a>
Place & Economy	Highways	Highway Assets	Pre-Application Planning Advice - Category 2	Charged at £63.60 (inc VAT) per officer hour, starting at £318 (inc VAT). Work required will be assessed and a quotation provided.	Will be reviewed Feb / March 2019	See initial Guidance and checklist for public path order applicants on website under 'Highways Act 1980' at <a href="http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement">http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement</a>
Place & Economy	Highways	Highway Assets	Pre-Application Planning Advice - Category 3	Charged at £63.60 (inc VAT) per officer hour, starting at £318 (inc VAT). Work required will be assessed and a quotation provided.	Will be reviewed Feb / March 2019	See initial Guidance and checklist for public path order applicants on website under 'Highways Act 1980' at <a href="http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement">http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement</a>

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	Pre-Application Planning Advice - Category 4	Charged at £63.60 (inc VAT) per officer hour, starting at £318 (inc VAT). Work required will be assessed and a quotation provided.	Will be reviewed Feb / March 2019	See initial Guidance and checklist for public path order applicants on website under 'Highways Act 1980' at <a href="http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement">http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement</a>
Place & Economy	Highways	Highway Assets	Pre-Application Planning Advice - Category 5	Charged at £63.60 (inc VAT) per officer hour, starting at £318 (inc VAT). Work required will be assessed and a quotation provided.	Will be reviewed Feb / March 2019	See initial Guidance and checklist for public path order applicants on website under 'Highways Act 1980' at <a href="http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement">http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement</a>
Place & Economy	Highways	Highway Assets	Pre-Application Planning Advice - Category 6	Charged at £63.60 (inc VAT) per officer hour, starting at £318 (inc VAT). Work required will be assessed and a quotation provided.	Will be reviewed Feb / March 2019	See initial Guidance and checklist for public path order applicants on website under 'Highways Act 1980' at <a href="http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement">http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement</a>
Place & Economy	Highways	Highway Assets	Highway boundary/extent extracts: Enhanced Service  Document only; will be checked as being correct. Supplied within 3 working days	Answer from database by email (pdf): £27.60 (inc VAT)  Answer from database by post: £33.60 (inc VAT)  Answer requiring physical retrieval from archives by email (pdf): £73.20 (inc VAT)	Will be reviewed Feb / March 2019	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	<p><u>EIR</u> - Highway boundary/extent extracts: Enhanced Service</p> <p>Document only; no check. Supplied within 20 working days</p>	<p>Please pay online at: <a href="http://www.cambridgeshire.gov.uk/highwaysearch">http://www.cambridgeshire.gov.uk/highwaysearch</a> es using the 'Pre-agreed fee' option.</p> <p>Answer from database by email (pdf): £19</p> <p>Answer from database by post: £23</p> <p>Answer requiring physical retrieval from archives by email (pdf): £50</p> <p>Answer requiring physical retrieval from archives by post: £53</p>	Will be reviewed Feb / March 2019	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	Certified copy of extract of List of Streets/highway records	Enhanced service: copy of relevant documentation certified that it is a true copy of the actual legal record: £55.20 (inc VAT) by email (pdf) or post.	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	Public Rights of Way on the Definitive Map & Statement and orders relating to the same	Free	Will be reviewed Feb / March 2019	Viewable at Shire Hall, Cambridge CB3 0AP upon appointment during normal office hours  Digital version and guidance available here: <a href="http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement">http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement</a>
Place & Economy	Highways	Highway Assets	Copy of extract of the Definitive Map & Statement (including Public Path Orders and other deeds relating to the same)	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days. £4.80 (inc VAT) by email (pdf) or post  EIR: Document only, no check. Supplied within 20 working days. £3.35 by email (pdf) or post	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	Copies of Landowner Deposits under Section 31(6) Highways Act 1980 and s15A Commons Act 2006, and any subsequent declarations	£53.00 by email or post (inc VAT)  £41.50 by email or post	Will be reviewed Feb / March 2019	Enhanced service: Documents only; will be checked as being correct. Supplied within 3 working days, or as advised where documents require extraction from archive EIR: Document only, no check. Supplied within 20 working days

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	Public Rights of Way enquiries - advice (Written advice and documentation provided as applicable)	£73.20 (inc VAT) for single initial site plan and 1 hour of officer time. Travelling expenses @45p per mile (+ VAT) and additional officer time at £63.60 per officer hour (inc VAT)	Will be reviewed Feb / March 2019	For further information and to apply please see <a href="http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches">http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches</a>
Place & Economy	Highways	Highway Assets	Corrective applications for Commons & Town/Village Greens under Commons Act 2006	Unopposed applications: £3,509 (inc VAT), plus disbursements (legal advice if required; travelling expenses @ 45p/mile (+ VAT); legal Notices).  Opposed applications: £3,509 (inc VAT), plus officer time charged at £63.60/hr (inc VAT) and legal fees including barrister if public inquiry required, plus disbursements (travel, legal Notices, hire of	Will be reviewed Feb / March 2019	Applications to amend the Register of Commons or Village Greens

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	Copy or extract of the Commons Register or Town & Village Greens Register	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days: £4.80 by email (pdf) or post  EIR: Document only, no check. Supplied within 20 working days: £3.35 by email (pdf) or post	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	Certified copy of extract of Commons Register or Town & Village Greens Register	Enhanced service: Copy of relevant document certified that it is a true copy of the actual legal record: £55.20 (inc VAT) by post or email (pdf)	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Highway Assets	Public Rights of Way or Common Land and Town/Village Green Digital Datasets	£0 (From 1 June 2017)	Will be reviewed Feb / March 2019	



## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Highway Assets	Requests for other related highway or Public Right of Way Digital datasets  Service dependent upon availability and format of dataset	<u>Discretionary Service - Recovery of Costs only</u> Licensed with conditions as detailed above. Format dependent upon dataset. Provided by email or other format as agreed. Please contact Asset Information using the inquiry form via the link above before requesting data, as availability differs across datasets	Will be reviewed Feb / March 2019	Work undertaken to provide datasets will be quoted on the basis of Enhanced and EIR hourly service rates detailed above.
Place & Economy	Highways	Highway Assets	Commons & Village Greens enquiries - advice Written advice and documentation provided as applicable	£73.20 (inc VAT) for single initial site plan and 1 hour of officer time. Travelling expenses @45p per mile (+ VAT) and additional officer time at £63.60 per officer hour (inc VAT)	Will be reviewed Feb / March 2019	
Place & Economy	Highways	Parking	Huntingdonshire			
Place & Economy	Highways	Parking	Parking fees	20p for 15 minutes Max stay= 1 hour	20p for 15 minutes Max stay= 1 hour	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Parking	Parking Excess charge notices applicable to "paid for bays".	£60 (Reduced to £40 if paid within 14 days)	£60 (Reduced to £40 if paid within 14 days)	
Place & Economy	Highways	Parking	Excess Charge Notices	£60	£60	
Place & Economy	Highways	Parking	<b>Cambridge</b>			
Place & Economy	Highways	Parking	<b>Band 1:</b> Monday to Saturday 8.30am to 6.30pm Free School Lane, King Street, Manor Street, Trumpington Street (north of Silver Street)	60p for 10 minutes	60p for 10 minutes	
Place & Economy	Highways	Parking	<b>Band 2: Monday to Saturday 8.30am to 6.30pm</b> Jesus Lane, Park Terrace Sun St	60p for 10 minutes	60p for 10 minutes	
Place & Economy	Highways	Parking	<b>Band 3: Sunday 9.00am to 5.00pm</b> Free School Lane, King Street, Manor Street, Trumpington Street (north of Silver Street)	60p for 10 minutes	60p for 10 minutes	
Place & Economy	Highways	Parking	<b>Band 4: Sunday 9.00am to 5.00pm</b> Brookside, Lensfield Road, Regent Street , Tennis Court Road, Trumpington Street (south of Silver Street), Park Terrace	60p for 10 minutes	60p for 10 minutes	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Parking	<b>Band 5: Monday to Saturday 8.30am to 6.30am</b> Brookside, Lensfield Road, Regent Street, Tennis Court Road, Trumpington Street (south of Silver Street), Park Terrace	70p for 15 minutes	70p for 15 minutes	
Place & Economy	Highways	Parking	<b>Band 6: Monday to Sunday 9.00am to 5.00pm</b> Gresham Road, Norwich Street, Russell Court, West Road	60p for 30 minutes	60p for 30 minutes	
Place & Economy	Highways	Parking	<b>Band 7: Sunday 9.00am to 5.00pm Bateman</b> Street, Castle Street, Chesterton Road (West of Victoria Avenue), Jesus Lane, Newnham Road, (north of Fen Causeway, west side near Maltings Lane), Northampton Street) Panton Street, Pemberton Terrace, Pound Hill, Queens Road, Russell Street, Sun Street	60p for 30 minutes	60p for 30 minutes	
Place & Economy	Highways	Parking	<b>Band 8:</b> Monday to Friday 9.30am to 5.00pm Saturday 9.00am to 5.00pm Newnham Road(north of The Fen Causeway, westside near Maltings Lane), Queen's	70p for 15 minutes	70p for 15 minutes	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge (£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Parking	<b>Band 9:</b> Monday to Saturday 9.00am to 5.00pm Bateman Street, canterbury Street, Castle Street, Chesterton Road (west of Victoria Avenue), Chesterton Road (east of DeFreville Avenue, opposite numbers 168A to 170), DeFreville Avenue, Devonshire Road (east of Tenison Road), Emery Street, Ferry Path (Hamiton Road), Glisson Road, Gwydir Street (Mill Rd), Hamilton Road, Histon Road (North of Canterbury St), Humberstone Road, Mawson Road, mill Road Council Depot Access Road, Mill Street, Montague Road, Norfolk Street, Northampton Street, Panton Street, Pemberton Terrace, Pound Hill, Russell Street, St Barnabas	60p for 30 minutes	60p for 30 minutes	
Place & Economy	Highways	Parking	<b>Band 10:</b> Monday to Saturday 9.00am to 5.00pm Abbey Road, Arthur Street, Aylestone Road, Beche Road,	60p for 30 minutes	60p for 30 minutes	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Parking	<b>Band 11:</b> Monday to Saturday 9.00am to 5.00pm Broad Street, Cutter Ferry Close, Lady Margaret Road, Mount Pleasant, Newnham Walk, Ridley Hall Road, Sidgewick Avenue, Station Road, Trumpington Road, Union Road, Wordsworth Grove	60p for 30 minutes	60p for 30 minutes	
Place & Economy	Highways	Parking	<b>Band 12:</b> Monday to Saturday Max stay 1 hour 9.00am to 5.00pmMilton Road (Mitcham's Corner,layby adjacent to Springfield Road), Chesterton Road (east of Victoria Avenue, outside numbers 34 to 46	20p for 15 minutes	20p for 15 minutes	
Place & Economy	Highways	Parking	<b>Band 13:</b> Clarendon Road, Great Northern Road, Huntingdon Road, Priory Road, River Lane, Saxon Road, St Matthew's Street, Shaftesbury Road, Sturton Street, Tenison Avenue, Tenison Road (south of George Pateman Court), Walnut Tree Avenue	60p for 30 minutes	60p for 30 minutes	
Place & Economy	Highways	Parking	<b>Band 14:</b> Monday to Saturday 7.00am to 5.00pm Newtown Road	20p for 15 minutes	20p for 15 minutes	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Parking	<b>Band 15:</b> Monday to Saturday 9.00am to 5.00pm Parkside (o/s nos.	50p for 20 minutes	50p for 20 minutes	
Place & Economy	Highways	Parking	<b>Band 16:</b> Monday to Saturday 9.00am to 7.00pm Shire Hall Car Park	£1.20 per hour	£1.20 per hour	
Place & Economy	Highways	Parking	<b>Band 17:</b> Sundays 9.00am to 7.00pm Shire Hall Car Park	70p per hour	70p per hour	
Place & Economy	Highways	Parking	<b>Band 18:</b> Saturday only 9.00am to 5.00pm Castle Court Car Park	£1.20 per hour	£1.20 per hour	
Place & Economy	Highways	Parking	<b>Band 19:</b> Sunday 9.00am to 5.00pm Castle Court Car Park	.70p per hour	.70p per hour	
Place & Economy			Saxon Road, Shelly Row, Sturton Street, Tenison Avenue, Tenison Road, Walnut Tree Avenue	Under review	Under review	
Place & Economy	Highways	Parking	<b>Permits - Resident</b>			
Place & Economy	Highways	Parking	Accordia	£62	£62	
Place & Economy	Highways	Parking	Benson	£62	£62	
Place & Economy	Highways	Parking	Coleridge West	£52	£52	
Place & Economy	Highways	Parking	Kite	£98.25	£98.25	
Place & Economy	Highways	Parking	Brunswick	£98.25	£98.25	
Place & Economy	Highways	Parking	Castle Hill	£62	£62	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Parking	De Freville	£62	£62	
Place & Economy	Highways	Parking	Guest	£92	£92	
Place & Economy	Highways	Parking	Morley	£56.25	£56.25	
Place & Economy	Highways	Parking	Newtown	£98.25	£98.25	
Place & Economy	Highways	Parking	Park Street	£98.25	£98.25	
Place & Economy	Highways	Parking	Petersfield	£62	£62	
Place & Economy	Highways	Parking	Regent Terrace	£98.25	£98.25	
Place & Economy	Highways	Parking	Riverside	£62	£62	
Place & Economy	Highways	Parking	Shaftesbury	£62	£62	
Place & Economy	Highways	Parking	Silverwood	£72	£72	
Place & Economy	Highways	Parking	Staffordshire	£98.25	£98.25	
Place & Economy	Highways	Parking	Tenison	£84.50	£84.50	
Place & Economy	Highways	Parking	West Cambridge	£72	£72	
Place & Economy	Highways	Parking	<b>Permits</b>			
Place & Economy	Highways	Parking	Visitors	£12.00	£12.00	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Parking	Ely	£26.00	£26.00	
Place & Economy	Highways	Parking	Medical	£64.50 per bay	£64.50 per bay	
Place & Economy	Highways	Parking	Dispensations- medical	£0.00	£0.00	
Place & Economy	Highways	Parking	Dispensations - manual (health care workers)	£25.00	£30.00	Due to an increase in enforcement/administration costs & not having been reviewed for several years
Place & Economy	Highways	Parking	Car Club	£52.00	£52.00	
Place & Economy	Highways	Parking	Waiver	£30 per day	£30 per day	
Place & Economy	Highways	Parking	Adhoc bollard manning	£35.00 per hour	£35.00 per hour	
Place & Economy	Highways	Parking	<b>Penalty charge notices</b>	<b>On street Penalty Charge Notices</b> Higher contravention - £70 discounted by 50% to £35 if paid within 14 days. Lower contraventions £50, discounted by 50% to £25.00 if paid within 14 days. Bus Lane Penalty Charge Notices - £60 reduced by 50% if paid within 14 days to £30	<b>On street Penalty Charge Notices</b> Higher contravention - £70 discounted by 50% to £35 if paid within 14 days. Lower contraventions £50, discounted by 50% to £25.00 if paid within 14 days. Bus Lane Penalty Charge Notices - £60 reduced by 50% if paid within 14 days to £30	
Place & Economy	Highways	Parking	<b>Parking Suspensions</b>	£25.00 for each 5 metres	£35.00 for each 5 metres	Due to an increase in enforcement/administration costs
Place & Economy	Highways	Parking	Huntingdonshire	£0.80 per hour	£0.80 per hour	



## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Street lighting	Street lighting			
Place & Economy	Highways	Street lighting	Admin fee to parish and district councils	Parishes - 15%; Fenland - 5%	Parishes – 20% Fenland – 10%	
Place & Economy	Highways	Street lighting	Charge for the vetting service we provide to check lighting designs and lighting installations for new developments.	£699.14	Initial vetting - £720.11 Subsequent vetting - £425/ per vetting	To cover costs
Place & Economy	Highways	Highways	Asset Planning Fee		to be reviewed Jan / Feb 2019	
Place & Economy	Environment & Commercial	Trading Standards	Primary Authority Fees			

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Environment & Commercial	Trading Standards	Annual fee of 4 hours; to include 3 hours of bespoke business advice, with the balance contributing to the overall management of the scheme.	£256.00	£264.00	
Place & Economy	Environment & Commercial	Trading Standards	Work undertaken under the formal Primary Authority Agreement	£64 p/h	£66 p/h	
Place & Economy	Environment & Commercial	Trading Standards	<b>Business advice fees</b>			
Place & Economy	Environment & Commercial	Trading Standards	Business advice provided outside of a Primary Authority agreement	£64 p/hr plus VAT, charged in 15 minute intervals	£66 p/hr plus VAT charged in 15 minute intervals	
Place & Economy	Cultural & Community Services	Libraries	<b>Borrowing Charges</b>			
Place & Economy	Cultural & Community Services	Libraries	eBooks	Free	Free	
Place & Economy	Cultural & Community Services	Libraries	Magazines	Free	Free	
Place & Economy	Cultural & Community Services	Libraries	eMagazines/eNewspapers	Free	Free	
Place & Economy	Cultural & Community Services	Libraries	Home energy meter	Free	N/A	
Place & Economy	Cultural & Community Services	Libraries	Audio book or language course- junior/ young adult	Free	Free	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Libraries	Audio book or language course - adult	£1.50	£1.60	
Place & Economy	Cultural & Community Services	Libraries	eAudio book	Free	Free	
Place & Economy	Cultural & Community Services	Libraries	DVD	£1	£1	
Place & Economy	Cultural & Community Services	Libraries	Music CD	£1.10	£1.10	
Place & Economy	Cultural & Community Services	Libraries	CD Rom	£3 per disc	£3	
Place & Economy	Cultural & Community Services	Libraries	<b>Overdue Charges</b>			
Place & Economy	Cultural & Community Services	Libraries	Books and magazines- Junior	5p per day (maximum £1)	5p per day (maximum £1)	
Place & Economy	Cultural & Community Services	Libraries	Books and magazines- Adult	25p per day (maximum £5)	25p per day (maximum £5)	
Place & Economy	Cultural & Community Services	Libraries	eBooks/eMagazines/eNews papers	N/A	N/A	
Place & Economy	Cultural & Community Services	Libraries	Audio book or language course- Junior	5p per day (maximum £1)	5p per day (maximum £1)	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Libraries	Audio book or language course- Adult	65p (maximum £13)	65p (maximum £13)	
Place & Economy	Cultural & Community Services	Libraries	eAudio book	N/A	N/A	
Place & Economy	Cultural & Community Services	Libraries	DVD	65p per day (20p per short) (Maximum £13 or £5 short)	65p per day (20p per short) (Maximum £13 or £5 short)	
Place & Economy	Cultural & Community Services	Libraries	Music CD	45p per day (Max. £9)	45p per day (Max. £9)	
Place & Economy	Cultural & Community Services	Libraries	CD Rom	75p per day (maximum £15)	75p per day (maximum £15)	
Place & Economy	Cultural & Community Services	Libraries	<b>Membership</b>			
Place & Economy	Cultural & Community Services	Libraries	Replacement card-adult/junior	£2.00/£1.00	£2.10/£1.10	
Place & Economy	Cultural & Community Services	Libraries	Lost/damaged loan items	Variable rate dependent on item value. Full cost recovery	Variable rate dependent on item value. Full cost recovery	
Place & Economy	Cultural & Community Services	Libraries	Reading Groups	£30 per group per annum	£31	
Place & Economy	Cultural & Community Services	Libraries	<b>Requests</b>			

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Libraries	Vocal scores	Under 25 copies £10.22 internal, £20.44 external	Under 25 copies £11 internal, £21 external	
Place & Economy	Cultural & Community Services	Libraries	Vocal scores	25 - 50 copies £20.44 internal, £40.88 external	25 - 50 copies £21 internal, £41 external	
Place & Economy	Cultural & Community Services	Libraries	Vocal scores	Over 50 copies £30.66 internal, £61.32 external	Over 50 copies £31 internal, £62 external	
Place & Economy	Cultural & Community Services	Libraries	Items not in Cambridgeshire stock	£8.00	£8.50	
Place & Economy	Cultural & Community Services	Libraries	British Library Loan	£15.95	£16.00	
Place & Economy	Cultural & Community Services	Libraries	Reservation of Cambridgeshire adult stock	£1.00	£1.00	
Place & Economy	Cultural & Community Services	Libraries	Reservation of SPINE stock	£2.00	£2.00	
Place & Economy	Cultural & Community Services	Libraries	<b>Printing and Copying</b>			
Place & Economy	Cultural & Community Services	Libraries	A4 black and white	20p	20p	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Libraries	A4 colour	70p	75p	
Place & Economy	Cultural & Community Services	Libraries	A3 black and white (copying only)	40p	40p	
Place & Economy	Cultural & Community Services	Libraries	A3 colour (copying only)	£1.20	£1.25	
Place & Economy	Cultural & Community Services	Libraries	A4/A3 microfilm	70p/£1.20	75p/£1.25	
Place & Economy	Cultural & Community Services	Libraries	Fax			
Place & Economy	Cultural & Community Services	Libraries	UK first page/ extra page	£1.20/65p	£1.25/65p	
Place & Economy	Cultural & Community Services	Libraries	Europe first page/ extra page	£2.20/95p	£2.25/£1.00	
Place & Economy	Cultural & Community Services	Libraries	World first page/ extra page	£2.75/£1.10	£2.85/£1.10	
Place & Economy	Cultural & Community Services	Libraries	Receiving first page/ extra page	55p/25p	60p/25p	
Place & Economy	Cultural & Community Services	Libraries	Internet and Email			

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Libraries	Online reference resources	Free	Free	
Place & Economy	Cultural & Community Services	Libraries	Internet and email access	£1	£1	(Free for certain concessions - e.g. Universal Credit, learning and development groups)
Place & Economy	Cultural & Community Services	Libraries	Wi-Fi access	Free	Free	
Place & Economy	Cultural & Community Services	Libraries	Events			
Place & Economy	Cultural & Community Services	Libraries	Adult	£5 suggested donation	£5 - £10 suggested donation	For general use and/or attendance at free events
Place & Economy	Cultural & Community Services	Libraries	Children	50p suggested donation	50p suggested donation	For general use and/or attendance at free events
Place & Economy	Cultural & Community Services	Libraries	Central Library- Cambridge Room Hire Charges			
Place & Economy	Cultural & Community Services	Libraries	Meeting room 1	£25.00 ph (commercial) £14.00 ph (Council partner) £11.50 ph (community)	£25.75 ph (commercial) £14.45 ph (Council partner) £11.75 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Meeting room 2	£25.00 ph (commercial) £14.00 ph (Council partner) £11.50 ph (community)	£25.75 ph (commercial) £14.50 ph (Council partner) £11.75 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Meeting room 3	£41.88 ph (commercial) £22.50 ph (Council partner) £20.00 ph (community)	£43.25 ph (commercial) £23.25 ph (Council partner) £20.75 ph (community)	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Libraries	Conference room	£48.75 ph (commercial) £28.50 ph (Council partner) £22.50 ph (community)	£50.25 ph (commercial) £29.25 ph (Council partner) £23.25 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Exhibition space	£186.25 pw (commercial) £113.50 pw (Council partner) £90.50 pw (community)	£192 pw (commercial) £117 pw (Council partner) £93 pw (community)	
Place & Economy	Cultural & Community Services	Libraries	<b>Chatteris Library Room Hire Charges</b>			
Place & Economy	Cultural & Community Services	Libraries	Meeting room 1	£21.25 ph (commercial) £11.50 ph (Council partner) £7.00 ph (community)	£22 ph (commercial) £12 ph (Council partner) £7.25 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	<b>Cherry Hinton Library Room Hire Charges</b>			
Place & Economy	Cultural & Community Services	Libraries	Community Space	£5.50 ph (not for profit groups in the local community) £13.75 ph (all other bookings)	£5.75 ph (not for profit groups in the local community) £14.25 ph (all other bookings)	
Place & Economy	Cultural & Community Services	Libraries	<b>Ely Library Room Hire Charges</b>			
Place & Economy	Cultural & Community Services	Libraries	Meeting room 1	£21.25 ph (commercial) £11.50 ph (Council partner) £7.00 ph (community)	£22 ph (commercial) £12 ph (Council partner) £7.25 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Interview room 1	£14.36 ph (commercial) £7.00 ph (Council partner) £5.50 ph (community)	£14.75 ph (commercial) £7.25 ph (Council partner) £5.50 ph (community)	



## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Libraries	Huntingdon Library Room Hire Charges			
Place & Economy	Cultural & Community Services	Libraries	Meeting room 1	£21.25 ph (commercial) £11.50 ph (Council partner) £7.00 ph (community)	£22 ph (commercial) £12 ph (Council partner) £7.25 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Meeting room 2	£14.36 ph (commercial) £7.00 ph (Council partner) £5.50 ph (community)	£14.75 ph (commercial) £7.25 ph (Council partner) £5.50 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Meeting room 1 and 2	£25.00 ph (commercial) £14.00 ph (Council partner) £8.00 ph (community)	£25.75 ph (commercial) £14.50 ph (Council partner) £8.25 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Interview Room 1	£14.36 ph (commercial) £7.00 ph (Council partner) £5.50 ph (community)	£14.75 ph (commercial) £7.25 ph (Council partner) £5.50 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Exhibition space	£57.00 pw (commercial) £45.50 pw (Council partner) £34.00 pw (community)	£58.75 pw (commercial) £46.25 pw (Council partner) £35 pw (community)	
Place & Economy	Cultural & Community Services	Libraries	Community Space	£21.25 ph (commercial) £11.50 ph (Council partner) £7.00 ph (community)	£22 ph (commercial) £12 ph (Council partner) £7.25 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	March Library Room Hire Charges			
Place & Economy	Cultural & Community Services	Libraries	Meeting room 1	£21.25 ph (commercial) £11.50 ph (Council partner) £7.00 ph (community)	£22 ph (commercial) £12 ph (Council partner) £7.25 ph (community)	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Libraries	Interview room	£14.36 ph (commercial) £7.00 ph (Council partner) £5.50 ph (community)	£14.75 ph (commercial) £7.25 ph (Council partner) £5.50 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	<b>Milton Road Library Room Hire Charges</b>			
Place & Economy	Cultural & Community Services	Libraries	Community Space	£9.38 (commercial) £7.50 (all other bookings)	tbc	
Place & Economy	Cultural & Community Services	Libraries	<b>Ramsey Library Room Hire Charges</b>			
Place & Economy	Cultural & Community Services	Libraries	Meeting room 1	£21.25 ph (commercial) £11.50 ph (Council partner) £7.00 ph (community)	£22 ph (commercial) £12 ph (Council partner) £7.25 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Interview room	£14.36 ph (commercial) £7.00 ph (Council partner) £5.50 ph (community)	£14.75 ph (commercial) £7.25 ph (Council partner) £5.50 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	<b>Rock Road Library Room Hire Charges</b>			
Place & Economy	Cultural & Community Services	Libraries	Community Space	£5.50 ph (not for profit groups in the local community) £13.75 ph (all other bookings)	£5.75 ph (not for profit groups in the local community) £14.25 ph (all other bookings)	
Place & Economy	Cultural & Community Services	Libraries	<b>Soham Library Room Hire Charges</b>			

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Libraries	Meeting room 1	£17.50 ph (commercial) £9.00 ph (Council partner) £6.00 ph (community)	£18 ph (commercial) £9.25 ph (Council partner) £6.00 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	<b>St Ives Library Room Hire Charges</b>			
Place & Economy	Cultural & Community Services	Libraries	Meeting room 1	£21.25 ph (commercial) £11.50 ph (Council partner) £7.00 ph (community)	£22 ph (commercial) £12 ph (Council partner) £7.25 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Meeting room 2	£17.50 ph (commercial) £9.00 ph (Council partner) £6.00 ph (community)	£18 ph (commercial) £9.25 ph (Council partner) £6.00 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Foyer Space	£56.25 pw (commercial) £34.00 pw (Council partner) £22.50 pw (community)	£58 pw (commercial) £35 pw (Council partner) £23 pw (community)	
Place & Economy	Cultural & Community Services	Libraries	<b>St Neots Library Room Hire Charges</b>			
Place & Economy	Cultural & Community Services	Libraries	Meeting room 1	£11.25 ph (commercial) £7.00 ph (Council partner) £5.50 ph (community)	£11.50 ph (commercial) £7.25 ph (Council partner) £5.50 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Meeting room 2	£11.25 ph (commercial) £7.00 ph (Council partner) £5.50 ph (community)	£11.50 ph (commercial) £7.25 ph (Council partner) £5.50 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Community space 1	£21.25 ph (commercial) £11.50 ph (Council partner) £7.00 ph (community)	£22 ph (commercial) £12 ph (Council partner) £7.25 ph (community)	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Libraries	Community space 2	£21.25 ph (commercial) £11.50 ph (Council partner) £7.00 ph (community)	£22 ph (commercial) £12 ph (Council partner) £7.25 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Exhibition space	£56.25 pw (commercial) £34.00 pw (Council partner) £22.50 pw (community)	£58 pw (commercial) £35 pw (Council partner) £23 pw (community)	
Place & Economy	Cultural & Community Services	Libraries	Foyer space	£56.25 pw (commercial) £34.00 pw (Council partner) £22.50 pw (community)	£58 pw (commercial) £35 pw (Council partner) £23 pw (community)	
Place & Economy	Cultural & Community Services	Libraries	<b>Whittlesey Library Room Hire Charges</b>			
Place & Economy	Cultural & Community Services	Libraries	Meeting room 1	£17.50 ph (commercial) £9.00 ph (Council partner) £6.00 ph (community)	£18 ph (commercial) £9.25 ph (Council partner) £6.00 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	<b>Wisbech Library Room Hire Charges</b>			
Place & Economy	Cultural & Community Services	Libraries	Meeting room 1	£17.50 ph (commercial) £9.00 ph (Council partner) £6.00 ph (community)	£18 ph (commercial) £9.25 ph (Council partner) £6.00 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Meeting room 2	£17.50 ph (commercial) £9.00 ph (Council partner) £6.00 ph (community)	£18 ph (commercial) £9.25 ph (Council partner) £6.00 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	Meeting room 1 and 2	£25.00 ph (commercial) £13.50 ph (Council partner) £8.00 ph (community)	£25.75 ph (commercial) £14.50 ph (Council partner) £8.25 ph (community)	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Libraries	Interview room	£14.36 ph (commercial) £7.00 ph (Council partner) £5.50 ph (community)	£14.75 ph (commercial) £7.25 ph (Council partner) £5.50 ph (community)	
Place & Economy	Cultural & Community Services	Libraries	<b>Yaxley Library Room hire charges</b>			
Place & Economy	Cultural & Community Services	Archives	1 hour	£32	£32	
Place & Economy	Cultural & Community Services	Archives	2 hours	£64	£64	
Place & Economy	Cultural & Community Services	Archives	Specialist research for business or professional clients	£75	£75	
Place & Economy	Cultural & Community Services	Archives	Replacement of lost CARN ticket	£1.50	£1.50	
Place & Economy	Cultural & Community Services	Archives	<b>Reproduction Fees</b>			
Place & Economy	Cultural & Community Services	Archives	Local, limited distribution publications (1-10 pictures)	£5 per image or see additional info	£5 per image or see additional info	Reproduction online: £20 for 1-5 images, £30 for 6-10 images. Negotiable over 10 images.
Place & Economy	Cultural & Community Services	Archives	Other publications and media use	£100	£100	
Place & Economy	Cultural & Community Services	Archives	<b>Outreach fees</b>			

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Archives	Group Visits to Archives	£60	£60	
Place & Economy	Cultural & Community Services	Archives	Talks to groups outside the office	£75	£75	
Place & Economy	Cultural & Community Services	Archives	<b>Archives and Local Studies: Digitisation</b>			
Place & Economy	Cultural & Community Services	Archives	Document up to A3	£7.50	£7.50	
Place & Economy	Cultural & Community Services	Archives	Document between A3 and A1	£12.50	£12.50	
Place & Economy	Cultural & Community Services	Archives	Document larger than A1	£30.00	£30.00	Requires two scans
Place & Economy	Cultural & Community Services	Archives	35mm transparency	£7.50	£7.50	At a specific DPI
Place & Economy	Cultural & Community Services	Archives	C19 lantern slide	£7.50	£7.50	At a specific DPI
Place & Economy	Cultural & Community Services	Archives	C19 glass plate	£10.00	£10.00	At a specific DPI
Place & Economy	Cultural & Community Services	Archives	Pre-digitised A4-A2	£5.00	£5.00	
Place & Economy	Cultural & Community Services	Archives	Pre-digitised A1-A0	£10.50	£11.00	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Archives	Inclosure / tithe / estate maps	£25.00	£25.00	
Place & Economy	Cultural & Community Services	Archives	Bulk scanning / large projects / volumes	£25.00	£25.00	Hourly rate
Place & Economy	Cultural & Community Services	Archives	Image retouching	£40.00	£40.00	Per image
Place & Economy	Cultural & Community Services	Libraries	Local Studies: Non-digitised images (from negatives)			
Place & Economy	Cultural & Community Services	Libraries	6 x 4 BW	£7.50	to be reviewed	
Place & Economy	Cultural & Community Services	Libraries	6 x 4 Sepia	£7.50	to be reviewed	
Place & Economy	Cultural & Community Services	Libraries	7 x 5 BW	£6.00	to be reviewed	
Place & Economy	Cultural & Community Services	Libraries	7 x 5 Sepia	£8.50	to be reviewed	
Place & Economy	Cultural & Community Services	Libraries	8 x 6 BW	£7.00	to be reviewed	
Place & Economy	Cultural & Community Services	Libraries	8 x 6 Sepia	£9.50	to be reviewed	
Place & Economy	Cultural & Community Services	Libraries	10 x 8 BW	£8.00	to be reviewed	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Libraries	10 x 8 Sepia	£10.50	to be reviewed	
Place & Economy	Cultural & Community Services	Libraries	12 x 9 BW	£10.00	to be reviewed	
Place & Economy	Cultural & Community Services	Libraries	12 x 9 Sepia	£12.50	to be reviewed	
Place & Economy	Cultural & Community Services	Libraries	16 x 12	£18.00	to be reviewed	
Place & Economy	Cultural & Community Services	Archives	35 mm slides	£2	£2	
Place & Economy	Cultural & Community Services	Archives	Negatives of privately owned images	£6	£6	
Place & Economy	Cultural & Community Services	Archives	Conservation work	£30 per hour, plus materials	£30 per hour, plus materials	
Place & Economy	Cultural & Community Services	Archives	<b>Photocopies and print outs in the search room</b>			
Place & Economy	Cultural & Community Services	Archives	A4 photocopy	£0.75	£0.75	
Place & Economy	Cultural & Community Services	Archives	A3 photocopy	£1.00	£1.00	
Place & Economy	Cultural & Community Services	Archives	A4 Microform print self service	£0.75	£0.75	
Place & Economy	Cultural & Community Services	Archives	A3 Microform print self service	£1.20	£1.20	



## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Archives	IT printout black and white	£0.20	£0.20	
Place & Economy	Cultural & Community Services	Archives	IT printout colour	£0.50	£0.50	
Place & Economy	Cultural & Community Services	Archives	<b>Photocopies and print outs by post</b>			
Place & Economy	Cultural & Community Services	Archives	Photocopies or printouts	Minimum Charge of £6 (including postage) for up to 5 pages then £1 for each additional page	Minimum Charge of £6 (including postage) for up to 5 pages then £1 for each additional page	
Place & Economy	Cultural & Community Services	Archives	Certified Copies	£20	£20	
Place & Economy	Cultural & Community Services	Archives	Photo permit - use of own camera in the search room	£10	£10	
Place & Economy	Cultural & Community Services	Archives	<b>Digital Photography by post</b>			
Place & Economy	Cultural & Community Services	Archives	A4 Colour print	£5.50	£5.50	
Place & Economy	Cultural & Community Services	Archives	A3 Colour print	£8.50	£8.50	
Place & Economy	Cultural & Community Services	Archives	Plus Handling Charge	UK: £3.50 Europe: £6.50 Rest of the world: £10.00 or actual postage if in excess	UK: £3.50 Europe: £6.50 Rest of the world: £10.00 or actual postage if in excess	
Place & Economy	Cultural & Community Services	Archives	<b>Digital Photography by email</b>			

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Archives	Per Photograph	£5.50	£5.50	
Place & Economy	Cultural & Community Services	Archives	Per email (max. 5jpegs per email)	£2.50	£2.50	
Place & Economy	Cultural & Community Services	Archives	Specialist photography by FSB Scanning Bureau	Prices available on application	Prices available on application	Prints larger than A3 have to be done by an external company and are quoted for on spec.
Place & Economy	Cultural & Community Services	Registrations	<b>Ceremonies</b>			
Place & Economy	Cultural & Community Services	Registrations	Venue marriage or CP Mon-Sat	£490	£540	
Place & Economy	Cultural & Community Services	Registrations	Venue marriage or CP Sun & current B/H	£615	£635	
Place & Economy	Cultural & Community Services	Registrations	<b>Ceremonies-Marriage or CP #</b>			
Place & Economy	Cultural & Community Services	Registrations	Council Ceremony room Mon to Thurs all day	£200	£225	
Place & Economy	Cultural & Community Services	Registrations	Council Ceremony room Friday & Sat all day	£290	£320	
Place & Economy	Cultural & Community Services	Registrations	Council Ceremony room Sunday	£375	£400	Being considered as part of relocations
Place & Economy	Cultural & Community Services	Registrations	<b>Ceremonies- Naming/ Renewals</b>			
Place & Economy	Cultural & Community Services	Registrations	All Council Ceremony room fees as per marriage / cp	See above	Usual Council Ceremony Room fees	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Registrations	Any venue Mon to Sat	Usual venue fees apply	Usual venue fees apply	
Place & Economy	Cultural & Community Services	Registrations	Any venue Sun or B/H	Usual venue fees apply	Usual venue fees apply	
Place & Economy	Cultural & Community Services	Registrations	Ceremonies-Private Citizenship			
Place & Economy	Cultural & Community Services	Registrations	Then # applies	Usual venue fees apply	Usual Council Ceremony Room fees (No Sat Ceremonies)	
Place & Economy	Cultural & Community Services	Registrations	Approved Premise Approvals			
Place & Economy	Cultural & Community Services	Registrations	Approval fee	£1,700	£1,750	for a three year approval but can be extended to five years at no extra charge if T & Cs are met
Place & Economy	Cultural & Community Services	Registrations	Nationality Checking (inc. VAT)			
Place & Economy	Cultural & Community Services	Registrations	Adult single application	£100	this service ceases at the end of 2018	
Place & Economy	Cultural & Community Services	Registrations	Child single application	£40	this service ceases at the end of 2018	
Place & Economy	Cultural & Community Services	Registrations	Settlement Checking (inc. VAT)			
Place & Economy	Cultural & Community Services	Registrations	Main applicant	£115	this service ceases at the end of 2018	
Place & Economy	Cultural & Community Services	Registrations	Each additional dependent	£30	this service ceases at the end of 2018	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Registrations	Other Fees (inc. VAT where applicable)			
Place & Economy	Cultural & Community Services	Registrations	Premium appointment	£35	£40	Not yet in use
Place & Economy	Cultural & Community Services	Registrations	Post & handling (standard)	£3.00	£4.00	
Place & Economy	Cultural & Community Services	Registrations	Signed for post & handling (UK)	£4.00	£5.00	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Registrations	Signed for post & handling (Non-UK)	£10.00	£10.50	
Place & Economy	Cultural & Community Services	Registrations	Express A (next working day, excludes stat cert fee)	£40.00	£40.00	
Place & Economy	Cultural & Community Services	Registrations	Express B (1 working hour, excludes stat cert fee)	£50	£50	
Place & Economy	Cultural & Community Services	Registrations	Media use of ceremony room	£130	£135	
Place & Economy	Cultural & Community Services	Registrations	Ceremony amendment fee	£35	£40	
Place & Economy	Cultural & Community Services	Registrations	Ceremony cancellation fee - More than six months before the ceremony date	You will receive a full refund of the fees paid (subject to the inclusion of an administration fee).	You will receive a full refund of the fees paid (subject to the inclusion of an administration fee).	
Place & Economy	Cultural & Community Services	Registrations	Ceremony cancellation fee - Between six months and 3 months before the ceremony date	You will receive a 75% refund of the fees paid (subject to the inclusion of an administration fee).	You will receive a 75% refund of the fees paid (subject to the inclusion of an administration fee).	
Place & Economy	Cultural & Community Services	Registrations	Ceremony cancellation fee - Between three months and 30 day before the ceremony date	You will receive a 50% refund of the fees paid (subject to the inclusion of an administration fee).	You will receive a 50% refund of the fees paid (subject to the inclusion of an administration fee).	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Registrations	Ceremony cancellation fee - Less than 30 days before the ceremony or failure to cancel in writing before the ceremony date	no refund will be made on any fees paid.	no refund will be made on any fees paid.	
Place & Economy	Cultural & Community Services	Registrations	Notice admin fee (applies only if T & Cs not met),per notice	£35	£35	Will be revised as and when statutory notice fee is updated.
Place & Economy	Cultural & Community Services	Registrations	Ceremony discussion (30 mins) A - Normal weekday opening hours (in an RO, not with person conducting)	£55	£60	
Place & Economy	Cultural & Community Services	Registrations	Ceremony discussion (30 mins) B - Saturday (in an RO, not with person conducting)	£80	£85	
Place & Economy	Cultural & Community Services	Registrations	Request from Approved Premise to review / amend numbers / rooms (inc VAT)	£130	£135	
Place & Economy	Cultural & Community Services	Registrations	Request from Approved Premise to issue duplicate documentation (inc VAT)	£30	£35	Plus postage & handling if by post instead of e-mail
Place & Economy	Cultural & Community Services	Registrations	Passport PD2 form	£35	£36	
	Cultural & Community Services	Registrations	National Document Return Service (NDRS)	£65	Ceases end 2018	
Place & Economy	Cultural & Community Services	Registrations	European Passport Return Service (EPRS)	£15	£16	Plus £6.50 postage & handling (less than 0.5kg) or £12.50 (over 0.5kg)
Place & Economy	Cultural & Community Services	Registrations	Additional fee for an "anywhere" non-statutory ceremony	£100	£105	This is for a new service, not yet available

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Cultural & Community Services	Registrations	Notice amendment admin fee, per notice	£35	£40	This is a new fee from 1st Jan 2019, for when a customer has to attend for such an amendment
Place & Economy	Cultural & Community Services	Registrations	Duplicate authority, per authority	£35	£40	This is a new fee in 18-19. Plus postage & handling
Place & Economy	Cultural & Community Services	Registrations	Name change deed (inc 1 certificate)	£65	£68	This is for a new service
Place & Economy	Cultural & Community Services	Registrations	Additional name change deed certificates	£10	£10.50	This is for a new service
Place & Economy	Infrastructure & Growth	Growth & Development	<b>Growth and Development</b>			
Place & Economy	Infrastructure & Growth	Growth and Economy	Pre-application planning advise on County Council matters including possible developer contributions sought. Standard report produced. (Additional work and attendance of meetings charged at hour rate below plus expenses.)	£307 (Excluding VAT)	£315 (Excluding VAT)	
Place & Economy	Infrastructure & Growth	Growth & Development	Tailored advice / Additional work	£67.45/Hr plus expenses (Excluding VAT)	£70/Hr plus expenses (Excluding VAT)	
Place & Economy	Infrastructure & Growth	Growth & Development	<b>Growth and Development-Transport and Highways</b>			
Place & Economy	Infrastructure & Growth	Growth & Development	Pre-Application Enquiry - Meeting and written advice	£220 (Small) £337 (Medium), £607 (Large), PPA (Project) (Excluding VAT)	£228 (Small), £350 (Medium), £630 (Large), £1,260 (Major 1), PPA (Major 2) (Excluding VAT)	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Infrastructure & Growth	Growth & Development	Scoping TA - Transport Assessment Enquiry	£150 (Small), £270 (Medium), £472 (Large), PPA (Project) (Excluding VAT)	£175 (Small), £280 (Medium), £490 (Large), £700 (Major 1), PPA (Major 2) (Excluding VAT)	
Place & Economy	Infrastructure & Growth	Growth & Development	Review TA - Review pre-submission Draft Transport Assessment/TA Strategy	£405 (Medium), £1550 (Large), PPA (Project) (Excluding VAT)	£420 (Medium), £1610 (Large), PPA (Major 1), PPA (Major 2) (Excluding VAT)	
Place & Economy	Infrastructure & Growth	Growth & Development	Tailored advice / Additional work	£67.45/Hr plus expenses (Excluding VAT)	£70/Hr plus expenses (Excluding VAT)	
Place & Economy	Infrastructure & Growth	Highways Development Management	Highways Development Management			
Place & Economy	Infrastructure & Growth	Highways Development Management	Highways Act Section 38 road adoption agreement	8.5% of CCC calculated Bond Sum plus legal costs	8.5% of CCC calculated Bond Sum plus legal costs	
Place & Economy	Infrastructure & Growth	Highways Development Management	Section 106 & Section 278 agreements	8.5% of works costs +10% plus legal costs	8.5% of works costs +10% plus legal costs	
Place & Economy	Infrastructure & Growth	Highways Development Management	Commuted Sums (Inc. Soakaways, trees etc.)	£5431 - Soakaways; £583 per tree. Other items costed individually	£5594 - Soakaways	
Place & Economy	Infrastructure & Growth	Highways Development Management	Pre-application fees	Pre-application fees - Meeting + Written Advice Written Advice -	£227 (small); £347 (Medium); £625 (Large) £155 (small); £278 (Medium); £486 (Large)	
Place & Economy	Environment & Commercial	Historic Environment Team	Historic Environment Team			
Place & Economy	Environment & Commercial	Historic Environment Team	Pre-Application Enquiry	To be quoted at £65 per hour	To be quoted at £65 per hour	
Place & Economy	Environment & Commercial	Historic Environment Team	Stage 1 Evaluation	£185 (Small), £495 (Medium), £725 (Large) £995 (Major), negotiation (Strategic)	£185 (Small), £500 (Medium), £730 (Large) £1,025 (Major), negotiation (Strategic)	Negotiation rates based on day rate, travel and HER search fees



## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Environment & Commercial	Historic Environment Team	Stage 2 Investigation	£375 (Small), £950 (Medium), £1,575 (Large), £1,995 (Major), negotiation (Strategic)	£375 (Small), £975 (Medium), £1,600 (Large), £1,995 (Major), negotiation (Strategic)	Negotiation rates based on day rate, travel and HER search fees
Place & Economy	Environment & Commercial	Historic Environment Team	Additional work	£65/hr or £450 per day plus expenses	£65/hr or £450 per day plus expenses	
Place & Economy	Environment & Commercial	Historic Environment Team	Historical Building Recording Pre-Application Enquiry	To be quoted at £65 per hour	To be reviewed Q4	
Place & Economy	Environment & Commercial	Historic Environment Team	Historical Building Recording Project	£175	By negotiation	Negotiation rates based on day rate, travel and HER search fees
Place & Economy	Environment & Commercial	Historic Environment Team	Historic Environment Record Searches Up to 1KM Radius (approximately 300 hectares)	£100	£100	
Place & Economy	Environment & Commercial	Historic Environment Team	Historic Environment Record Searches Up to 2KM Radius (approximately 1250 hectares)	£150	£150	
Place & Economy	Environment & Commercial	Historic Environment Team	Historic Environment Record Searches Up to 4KM Radius (approximately 5000 hectares)	£200	£200	
Place & Economy	Environment & Commercial	Historic Environment Team	Historic Environment Record Searches larger than 4KM Radius (above approximately 5000 hectares)	By agreement	By agreement	
Place & Economy	Environment & Commercial	Historic Environment Team	Historic Environment Record Searches Priority - response within 48 Hrs additional charge	£65	£65	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Environment & Commercial	Historic Environment Team	Archive Storage Deposit	£15	£15	
Place & Economy	Environment & Commercial	Historic Environment Team	Archive Storage Charge	£60	£65	
Place & Economy	Infrastructure & Growth	Growth & Development	Travel for Cambridgeshire			
Place & Economy	Infrastructure & Growth	Growth & Development	Pre-Application Enquiry - 1. General discussion on TP ; requirement, provision of info and sign-posting of further information sources; support and advice available (from TfC and elsewhere); advice on TPs adjacent/near the proposed development; advice on the monitoring requirement	£129 (Large) £159 (Major), £184 (Strategic) Project work negotiated (excluding VAT)	£133 (Large) £164 (Major), £190 (Strategic) Project work negotiated (excluding VAT)	
Place & Economy	Infrastructure & Growth	Growth & Development	Pre-Application Enquiry- 2. All elements of 1. above, plus: Specific discussion on the development of the site travel plan having taken account of the outcome of the Transport Assessment; - Response/evaluation of first draft of TP with advice on improvements where necessary.	£184 (Large) £368 (Major), £460 (Strategic) Project work negotiated (excluding VAT)	£190 (Large) £379 (Major), £474 (Strategic) Project work negotiated (excluding VAT)	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Infrastructure & Growth	Growth & Development	Pre-Application Enquiry - 3. After elements 1. and/or 2. above responding and advising on improvements of further iterations of the draft TP with written feedback on how to improve the TP& meeting if necessary. Evaluation of final Travel Plan.	£184 (Large) £245 (Major), £307 (Strategic) Project work negotiated (excluding VAT)	£190 (Large) £252 (Major), £316 (Strategic) Project work negotiated (excluding VAT)	
Place & Economy	Infrastructure & Growth	Growth & Development	Monitoring Fee per year including TfC running the online Travel for Cambridgeshire Survey, analysing results and providing written report feedback -Receiving Development Monitoring Report; providing written response and meeting if required	£920 (Large) £1104 (Major), £1594 (Strategic) Project work negotiated (excluding VAT)	£948 (Large) £1137 (Major), £1642 (Strategic) Project work negotiated (excluding VAT)	
Place & Economy	Infrastructure & Growth	Growth & Development	Monitoring Fee per year (excluding TfW Survey) including receiving Development Monitoring Report, providing written response, and meeting if required	£613 (Large), £920 (Major), £1104 (Strategic) Project work negotiated (excluding VAT)	£631 (Large), £948 (Major), £1137 (Strategic) Project work negotiated (excluding VAT)	
Place & Economy	Infrastructure & Growth	Growth & Development	<b>Travel for Work-Travel Plan Plus</b>			
Place & Economy	Infrastructure & Growth	Growth & Development	Additional work	£53/Hr plus expenses	£54.60/Hr plus expenses	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
<b>Place &amp; Economy</b>	<b>Environment &amp; Commercial</b>	<b>County Planning, Minerals &amp; Waste</b>	<b>County Planning, Minerals and Waste</b>			
<b>Place &amp; Economy</b>	<b>Environment &amp; Commercial</b>	<b>County Planning, Minerals &amp; Waste</b>	Written advice in response to a written enquiry	£154 (excl VAT)	£154 (excl VAT)	Not all applications receiving pre-application advance, so no price increase proposed. See internal comments with recent planning increases that have an influence on this non-statutory function.
<b>Place &amp; Economy</b>	<b>Environment &amp; Commercial</b>	<b>County Planning, Minerals &amp; Waste</b>	One meeting with Planning Officer at Shire Hall followed by written advice at Shire Hall followed by written advice	£297 (excl VAT)	£297 (excl VAT)	Not all applications receiving pre-application advance, so no price increase proposed. See internal comments with recent planning increases that have an influence on this non-statutory function.
<b>Place &amp; Economy</b>	<b>Environment &amp; Commercial</b>	<b>County Planning, Minerals &amp; Waste</b>	One follow up meeting at Shire Hall with Planning Officer	£236 (excl VAT)	£236 (excl VAT)	Not all applications receiving pre-application advance, so no price increase proposed. See internal comments with recent planning increases that have an influence on this non-statutory function.

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Environment & Commercial	County Planning, Minerals & Waste	One meeting on site by Planning Officer followed by written advice	£414 (excl VAT)	£414 (excl VAT)	Not all applications receiving pre-application advance, so no price increase proposed. See internal comments with recent planning increases that have an influence on this non-statutory function.
Place & Economy	Environment & Commercial	Flood Risk & Biodiversity	Flood and Water - Ordinary Watercourse Consenting Pre-application charging schedule			
Place & Economy	Environment & Commercial	Flood Risk & Biodiversity	Written advice in response to a written enquiry	n/a (Access Culverts ≤ 6M), £50 (All other Structures)	n/a (Access Culverts ≤ 6M), £50 (All other Structures)	
Place & Economy	Environment & Commercial	Flood Risk & Biodiversity	Meeting and written advice with Officer at the Council Office	n/a (Access Culverts ≤ 6M), £75 (All other Structures)	n/a (Access Culverts ≤ 6M), £75 (All other Structures)	
Place & Economy	Environment & Commercial	Flood Risk & Biodiversity	Meeting on site with an officer followed by written advice.	£50 (Access Culverts ≤ 6M), £100 (All other Structures)	£50 (Access Culverts ≤ 6M), £100 (All other Structures)	
Place & Economy	Environment & Commercial	Flood Risk & Biodiversity	Additional work	£50/hr plus expenses (£0.45/mileage)	£50/hr plus expenses (£0.45/mileage)	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Growth & Economy	Growth and Economy	Flood and Water - Surface Water Flood Risk Planning Pre-application Advice			
Place & Economy	Growth & Economy	Growth and Economy	Written advice in response to a written enquiry	£100 (Minor), £153 (Major - Medium), £255 (Major - Large), £357 (Major - Strategic) £204 (condition discharge advice) excl VAT	£105 (Minor), £160 (Major - Medium), £265 (Major - Large), £370 (Major - Strategic) £210 (condition discharge advice) excl VAT	
Place & Economy	Growth & Economy	Growth and Economy	Meeting and written advice including review of drainage strategy	£200 (Minor), £281 (Major - Medium), £460 (Major - Large), £562 (Major - Strategic) £204 (condition discharge advice) excl VAT (plus expenses if meeting requested on site)	£210 (Minor), £290 (Major - Medium), £475 (Major - Large), £580 (Major - Strategic) £210 (condition discharge advice) excl VAT (plus expenses if meeting requested on site)	
Place & Economy	Growth & Economy	Growth and Economy	Additional work	£50/hr plus expenses (£0.45 mileage)	£50/hr plus expenses (£0.45 mileage)	
Place & Economy	Cultural & Community Services	Public Transport Team	Passenger Transport			
Place & Economy	Cultural & Community Services	Public Transport Team	Section 19 permits	£11	£11	
Place & Economy	Highways	Park & Ride and Busway Operations	Park and ride departure charge	£2	£2	

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Highways	Park & Ride and Busway Operations	Other concessions	Coach booking fees £10, cycle lockers £10 per month, car boot £15000 p/a	Coach booking fees £10, cycle lockers £10 per month, car boot £15000 p/a	
	Highways	Park & Ride and Busway Operations	Waterbeach railway station car park cahrges	Daily peak £3.10, Off-peak £2, weekly £20, monthly £51, quarterly £127.50, annual £485	Daily peak £3.10, Off-peak £2, weekly £20, monthly £51, quarterly £127.50, annual £485	Less £6k management fee approximate income £35k per annum.
Place & Economy	Highways	Park & Ride and Busway Operations	Park and ride car parking charges	Free	Free	Fee was removed from 1st April 2018
Place & Economy	Highways	Park & Ride and Busway Operations	Young driver event Babraham	£500 per day	£500 per day.	Approx. £15k per annum
Place & Economy	Highways	Park & Ride and Busway Operations	Park and ride advertising	£8,000 to £12,000 per annum	£8,000 to £12,000 per annum	
Place & Economy	Infrastructure & Growth	Transport Strategy & Funding	Transport Modelling			
Place & Economy	Infrastructure & Growth	Transport Strategy & Funding	Under 1000 dwellings/70,000 sqm B1 commercial	£1,000 Available from January 2019	£1,000	In addition Developers will be expected to cover the cost of actually undertaking the work requested, this fee is designed to help fund the on-going maintenance of the Model. The use of the model will depend on the level of work that is being undertaken for CCC/GCP/CPCA and the resulting resources available.
Place & Economy	Infrastructure & Growth	Transport Strategy & Funding	1000 – 3000 dwelling/170,000 sqm B1 commercial	2500 Available from January 2019	£2,500	In addition Developers will be expected to cover the cost of actually undertaking the work requested, this fee is designed to help fund the on-going maintenance of the Model. The use of the model will depend on the level of work that is being undertaken for CCC/GCP/CPCA and the resulting resources available.

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Infrastructure & Growth	Transport Strategy & Funding	Over 3000 dwellings/200,000 sqm B1 commercial	4000 Available from January 2019	£4,000	In addition Developers will be expected to cover the cost of actually undertaking the work requested, this fee is designed to help fund the on-going maintenance of the Model. The use of the model will depend on the level of work that is being undertaken for CCC/GCP/CPCA and the resulting resources available.
<b>Burwell House Residentials and Courses</b>						
Place & Economy	Environment & Commercial	Burwell House	Primary School 2 night residential - seasonal zone A	£120 - £157 until Aug 2019 (Pricing in academic years)	Under review	Prices in a range dependent on size of group.
Place & Economy	Environment & Commercial	Burwell House	Primary School 2 night residential - seasonal zone B	£107 - £147 until Aug 2019 (Pricing in academic years)	Under review	Prices in a range dependent on size of group.
Place & Economy	Environment & Commercial	Burwell House	Primary School 2 night residential- seasonal zone C	£101 - £139 until Aug 2019 (Pricing in academic years)	Under review	Prices in a range dependent on size of group.
Place & Economy	Environment & Commercial	Burwell House	Primary School 2 night residential- seasonal zone D	£91 - £119 until Aug 2019 (Pricing in academic years)	Under review	Prices in a range dependent on size of group.
Place & Economy	Environment & Commercial	Burwell House	Youth group catered weekend residential visit	£77 - £107 until Aug 2019 (Pricing in academic years)	Under review	Prices in a range dependent on size of group.
Place & Economy	Environment & Commercial	Burwell House	Adult group catered weekend residenital visit	£117 - £126 until Aug 2019 (Pricing in academic years)	Under review	Prices in a range dependent on size of group.
Place & Economy	Environment & Commercial	Burwell House	Self caterered course (groups of 39 or less)	£1550 + VAT until Aug 2019 (Pricing in academic years)	Under review	
Place & Economy	Environment & Commercial	Burwell House	Self caterered course (groups of 40 or more)	£1750 + VAT until Aug 2019 (Pricing in academic years)	Under review	
<b>Grafham Water Residential: 3 days / 2 nights</b>						
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 3 day, 2 night	£206.00	£212.00	April
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 3 day, 2 night	£217.00	£225.00	May
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 3 day, 2 night	£217.00	£225.00	June



## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 3 day, 2 night	£217.00	£225.00	July
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 3 day, 2 night	£205.00	£211.00	Aug
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 3 day, 2 night	£178.00	£184.00	Sept
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 3 day, 2 night	£180.00	£186.00	October
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 3 day, 2 night	£139.00	£148.00	November
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 3 day, 2 night	£102.00	£108.00	December
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 3 day, 2 night	£102.00	£108.00	January
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 3 day, 2 night	£151.00	£157.00	February
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 3 day, 2 night	£185.00	£191.00	March
<b>Grafham Water Residential: 5 days / 4 nights</b>						
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 5 day, 4 night	£355.00	£365.00	April
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 5 day, 4 night	£368.00	£381.00	May
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 5 day, 4 night	£368.00	£381.00	June
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 5 day, 4 night	£368.00	£381.00	July
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 5 day, 4 night	£353.00	£363.00	August
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 5 day, 4 night	£288.00	£298.00	September
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 5 day, 4 night	£285.00	£294.00	October
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 5 day, 4 night	£239.00	£253.00	November

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 5 day, 4 night	£201.00	£212.00	December
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 5 day, 4 night	£201.00	£212.00	January
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 5 day, 4 night	£237.00	£246.00	February
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 5 day, 4 night	£286.00	£295.00	March
<b>Grafham Water Residential: 2 days / 1 night</b>						
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 2 day, 1 night	N/A	N/A	April
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 2 day, 1 night	N/A	N/A	May
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 2 day, 1 night	N/A	N/A	June
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 2 day, 1 night	N/A	N/A	July
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 2 day, 1 night	N/A	N/A	August
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 2 day, 1 night	N/A	N/A	September
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 2 day, 1 night	N/A	N/A	October
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 2 day, 1 night	£78.00	£82.00	November
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 2 day, 1 night	£61.00	£64.00	December
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 2 day, 1 night	£61.00	£64.00	January
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 2 day, 1 night	N/A	N/A	February
Place & Economy	Environment & Commercial	Grafham Water Centre	Residential visit - 2 day, 1 night	N/A	N/A	March
<b>Grafham Water Day visits</b>						

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Environment & Commercial	Grafham Water Centre	Day visit - full day	£50.00	£50.00	6 hours
Place & Economy	Environment & Commercial	Grafham Water Centre	Day visit - half day	£30.00	£30.00	3 hours
Place & Economy	Environment & Commercial	Grafham Water Centre	Day visit - school day	£40.00	£40.00	5 hours
<b>Grafham Water Conferences</b>						
Place & Economy	Environment & Commercial	Grafham Water Centre	Day Delegate rate - from	£22.00	£25.00	Per head
Place & Economy	Environment & Commercial	Grafham Water Centre	24 hr Delegate rate - from	£60.00	£65.00	Per head
Place & Economy	Environment & Commercial	Grafham Water Centre	Refreshments - from	£1.25	£1.50	Per head
Place & Economy	Environment & Commercial	Grafham Water Centre	Catering - from	£5.50	£6.00	Per head
Place & Economy	Environment & Commercial	Grafham Water Centre	Room hire - from	£60	£62.00	Evening
<b>Stibbington Centre Residential Visits</b>						
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Residential visit 3 day/2 night - seasonal Band A	£88 - £98 per pupil until Aug 2019	Under review	Prices in a range dependent on size of group.
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Residential visit 3 day/2 night - seasonal Band B	£113 - £123 per pupil until Aug 2019	Under review	Prices in a range dependent on size of group.
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Residential visit 3 day/2 night - seasonal Band C	£136 - £146 per pupil until Aug 2019	Under review	Prices in a range dependent on size of group.
<b>Stibbington Centre Day Visits</b>						
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Day visits Cambs LA primary schools	£340 per class Until Aug 2019	Under review	Prices set by academic year
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Day visits other primary schools	£350 per class Until Aug 2019	Under review	Prices set by academic year

## P&E: Non-Statutory Schedule of Fees & Charges

Place & Economy

Directorate	Policy Line	Service	Description of charge	2018-19 charge	2019-20 proposed Charge(£) (Inflation rate 3%)	Additional information
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Additional day visit charge for period lunch	£2 per pupil Until Aug 2019	Under review	Optional Prices set by academic year
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Day visits KS3, 4 and A Level	£360 per class Until Aug 2019	Under review	Prices set by academic year
<b>Other CEES Services</b>						
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Consultancy and training service	£450 full day Until Aug 2019	Under review	Prices set by academic year
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Consultancy and training service	£100 per hour Until Aug 2019	Under review	Prices set by academic year
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	School based pupil workshops	£400 full day Until Aug 2019	Under review	Prices set by academic year
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	School based pupil workshops	£260 morning (3 hours) Until Aug 2019	Under review	Prices set by academic year
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	School based pupil workshops	£180 afternoon (2 hours) Until Aug 2019	Under review	Prices set by academic year
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	School based pupil workshops	£100 one hour Until Aug 2019	Under review	Prices set by academic year
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Professional development courses	£100 full day course Until Aug 2019	Under review	Prices set by academic year
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Professional development courses	£60 half day course Until Aug 2019	Under review	Prices set by academic year
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Professional development courses	£40 twilight Until Aug 2019	Under review	Prices set by academic year
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Hire of Stibbington Residential Centre	£350 per 24 hour period Until Aug 2019	Under review	Prices set by academic year
Place & Economy	Environment & Commercial	Stibbington Centre - CEES	Hire of Stibbington Residential Centre - youth uniformed organisations	£320 per 24 hour period Until Aug 2019	Under review	Prices set by academic year

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Highways	Traffic Management	Streetworks (NRWSA)			
Place & Economy	Highways	Traffic Management	NRSA road opening sample inspection charges	Av Number per year over the past three years x 30% x £50	Av Number per year over the past three years x 30% x £50	Set by National Legislation.
Place & Economy	Highways	Traffic Management	NRSA defect charge	£47.50 when reported by council, £68 when reported by 3rd party	£47.50 when reported by council, £68 when reported by 3rd party	Set by National Legislation.
Place & Economy	Highways	Traffic Management	Section 74- charge for overstay	Set by legislation as per October 2012 Code of Practice for the Co-ordination of Street Works and Works for Road Purposes and Related Matters (fourth edition)	Set by legislation as per October 2012 Code of Practice for the Co-ordination of Street Works and Works for Road Purposes and Related Matters (fourth edition)	Set by legislation as per October 2012 Code of Practice for the Co-ordination of Street Works and Works for Road Purposes and Related Matters (fourth edition)
Place & Economy	Highways	Traffic Management	Charges in relation to works occupying the carriageway during period of overrun			
Place & Economy	Highways	Traffic Management	Traffic -sensitive or protected street not in road categories 2, 3 or 4.	£5,000	£5,000	Set by National Legislation.
Place & Economy	Highways	Traffic Management	Other streets not in road categories 2, 3 or 4.	£2,500	£2,500	Set by National Legislation.
Place & Economy	Highways	Traffic Management	Traffic-sensitive or protected street in road category 2.	£3,000	£3,000	Set by National Legislation.
Place & Economy	Highways	Traffic Management	Other street in road category 2.	£2,000	£2,000	Set by National Legislation.
Place & Economy	Highways	Traffic Management	Traffic -sensitive or protected street in road category 3 or 4.	£750	£750	Set by National Legislation.
Place & Economy	Highways	Traffic Management	Other street in road category 3 or 4.	£250	£250	Set by National Legislation.
Place & Economy	Highways	Traffic Management				

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Highways	Traffic Management	Traffic -sensitive or protected street not in road categories 2, 3 or 4.	£10,000	£10,000	Set by National Legislation.
Place & Economy	Highways	Traffic Management	Other streets not in road categories 2, 3 or 4.	£2,500	£2,500	Set by National Legislation.
Place & Economy	Highways	Traffic Management	Traffic-sensitive or protected street in road category 2.	£8,000	£8,000	Set by National Legislation.
Place & Economy	Highways	Traffic Management	Other street in road category 2.	£2,000	£2,000	Set by National Legislation.
Place & Economy	Highways	Traffic Management	Traffic -sensitive or protected street in road category 3 or 4.	£750	£750	Set by National Legislation.
Place & Economy	Highways	Traffic Management	Other street in road category 3 or 4.	£250	£250	Set by National Legislation.
Place & Economy	Highways	Traffic Management	<b>Charges in relation to works outside the carriageway during period of overrun</b>			
Place & Economy	Highways	Traffic Management	Street not in road category 2, 3 or 4.	£2,500	£2,500	Set by National Legislation
Place & Economy	Highways	Traffic Management	Street in road category 2.	£2,000	£2,000	Set by National Legislation
Place & Economy	Highways	Traffic Management	Street in road category 3 or 4.	£250	£250	Set by National Legislation
Place & Economy	Highways	Traffic Management	<b>Charges in relation to Offences against Part 3 and 4 of the Traffic Management Act (2004)</b>			
Place & Economy	Highways	Traffic Management	Fixed Penalty Notices	£120 unless paid within 29 days then £80	£120 unless paid within 29 days then £80	Set by National Legislation
Place & Economy	Highways	Traffic Management	Fixed Penalty Notices	£500 unless paid within 29 days then £300	£500 unless paid within 29 days then £300	Set by National Legislation
Place & Economy	Highways	Traffic Management	<b>Permit Fees in relation to Part 3 of the Traffic Management Act (2004)</b>			
Place & Economy	Highways	Traffic Management	Provisional Advanced Application	Road Category 0-2 or Traffic Sensitive £105	Road Category 0-2 or Traffic Sensitive £105	Set by Legal Order

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Highways	Traffic Management	Provisional Advanced Application	Road Category 3-4 and non Traffic Sensitive £75	Road Category 3-4 and non Traffic Sensitive £75	Set by Legal Order
Place & Economy	Highways	Traffic Management	Major Activity or requiring a TTRO	Road Category 0-2 or Traffic Sensitive £240	Road Category 0-2 or Traffic Sensitive £240	Set by Legal Order
Place & Economy	Highways	Traffic Management	Major Activity or requiring a TTRO	Road Category 3-4 and non Traffic Sensitive £150	Road Category 3-4 and non Traffic Sensitive £150	Set by Legal Order
Place & Economy	Highways	Traffic Management	Major Activity 4-10 days	Road Category 0-2 or Traffic Sensitive £130	Road Category 0-2 or Traffic Sensitive £130	Set by Legal Order
Place & Economy	Highways	Traffic Management	Major Activity 4-10 days	Road Category 3-4 and non Traffic Sensitive £75	Road Category 3-4 and non Traffic Sensitive £75	Set by Legal Order
Place & Economy	Highways	Traffic Management	Major Activity upto 3 days	Road Category 0-2 or Traffic Sensitive £65	Road Category 0-2 or Traffic Sensitive £65	Set by Legal Order
Place & Economy	Highways	Traffic Management	Major Activity upto 3 days	Road Category 3-4 and non Traffic Sensitive £45	Road Category 3-4 and non Traffic Sensitive £45	Set by Legal Order
Place & Economy	Highways	Traffic Management	Standard Activity	Road Category 0-2 or Traffic Sensitive £130	Road Category 0-2 or Traffic Sensitive £130	Set by Legal Order
Place & Economy	Highways	Traffic Management	Standard Activity	Road Category 3-4 and non Traffic Sensitive £75	Road Category 3-4 and non Traffic Sensitive £75	Set by Legal Order
Place & Economy	Highways	Traffic Management	Minor Activity	Road Category 0-2 or Traffic Sensitive £65	Road Category 0-2 or Traffic Sensitive £65	Set by Legal Order
Place & Economy	Highways	Traffic Management	Minor Activity	Road Category 3-4 and non Traffic Sensitive £46	Road Category 3-4 and non Traffic Sensitive £46	Set by Legal Order
Place & Economy	Highways	Traffic Management	Immediate Activity	Road Category 0-2 or Traffic Sensitive £60	Road Category 0-2 or Traffic Sensitive £60	Set by Legal Order
Place & Economy	Highways	Traffic Management	Immediate Activity	Road Category 3-4 and non Traffic Sensitive £40	Road Category 3-4 and non Traffic Sensitive £40	Set by Legal Order

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Highways	Traffic Management	Permit Variation	Road Category 0-2 or Traffic Sensitive £45	Road Category 0-2 or Traffic Sensitive £45	Set by Legal Order
Place & Economy	Highways	Traffic Management	Permit Variation	Road Category 3-4 and non Traffic Sensitive £35	Road Category 3-4 and non Traffic Sensitive £35	Set by Legal Order
Place & Economy	Highways	Traffic Management	Works on Traffic Sensitive Streets carried out wholly outside Traffic Sensitive Times	30% discount on relevant permit fee as above	30% discount on relevant permit fee as above	Set by Legal Order



## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Highways	Traffic Management	Highways and Traffic Orders			
Place & Economy	Highways	Traffic Management	TRO advertisement for Local Highway Improvement (LHI) schemes and community groups	£1,000 cost of the legal order		
Place & Economy	Highways	Highway Assets	Highway Assets			
Place & Economy	Highways	Highway Assets	Landowner deposits under s15A Commons Act 2006 with or without S31(6) Highways Act 1980	£320 deposit £210 for declarations		
Place & Economy	Highways	Highway Assets	Landowner deposits under Section 31(6) Highways Act 1980 only	£210 deposit £105 for declarations		Web guidance available. Non-statutory charge made under relevant legislative provisions. Was £365 until 30 November 2016. (site notices no longer required for s31(6) deposits so fee reduced for these)

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Highways	Highway Assets	Highway record (List of Streets (s36(6) Highways Act 1980) and pending road adoptions)	Free	Free	Viewable at Shire Hall, Cambridge CB3 0AP upon appointment during normal office hours  Digital list available here: <a href="http://www.cambridgeshire.gov.uk/info/20081/roads_and_pathways/116/highway_records">http://www.cambridgeshire.gov.uk/info/20081/roads_and_pathways/116/highway_records</a>  Interactive map available here: <a href="http://my.cambridgeshire.gov.uk/myCambridgeshire.aspx?MapSource=CCC/AllMaps&amp;tab=maps&amp;Layers=AdoptedRoads,Section38Streets">http://my.cambridgeshire.gov.uk/myCambridgeshire.aspx?MapSource=CCC/AllMaps&amp;tab=maps&amp;Layers=AdoptedRoads,Section38Streets</a>
Place & Economy	Highways	Highway Assets	Highway boundary/extent records	Free	Free	Maps viewable at Shire Hall, Cambridge CB3 0AP upon appointment during normal office hours
Place & Economy	Highways	Highway Assets	Commons and Village Greens	Free	Free	Registers viewable at Shire Hall, Cambridge CB3 0AP upon appointment during normal office hours.  Digital version and guidance available here: <a href="http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/344/protecting_and_providing_green_spaces">http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/344/protecting_and_providing_green_spaces</a>
Place & Economy	Environment & Commercial	Environment & Commercial	Waste			
Place & Economy	Environment & Commercial	Waste Commissioning	Household Asbestos Collection Charge	£8.50 per request, per one bag.	£10.50	Online payment by debit or credit card
Place & Economy	Environment & Commercial	Trading Standards	Testing & Verification Fees			

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	Trading Standards	All equipment and other weights and measures services, including Public Weighbridge Operators	£64 per hour (minimum charge £32)	£66 per hour (minimum charge £33)	
Place & Economy	Environment & Commercial	Trading Standards	If site visit required	Additional Charge of £64	Additional charge of £66	
Place & Economy	Environment & Commercial	Trading Standards	Certificate of accuracy when requested following routine testing	£32.00	£33.00	
Place & Economy	Environment & Commercial	Trading Standards	<b>Licensing Fees - Explosives</b>			
Place & Economy	Environment & Commercial	Trading Standards	New application where a minimum separation distance is prescribed (1 year duration)	£185	£185	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	New application where a minimum separation distance is prescribed (2 year duration)	£243	£243	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	New application where a minimum separation distance is prescribed (3 year duration)	£304	£304	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	New application where a minimum separation distance is prescribed (4 year duration)	£374	£374	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	New application where a minimum separation distance is prescribed (5 year duration)	£423	£423	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	New application where <b>NO</b> minimum separation distance is prescribed (1 year duration)	£109	£109	Fees set by legislation. May be subject to increase April 2019

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	Trading Standards	New application where <b>NO</b> minimum separation distance is prescribed (2 year duration)	£141	£141	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	New application where <b>NO</b> minimum separation distance is prescribed (3	£173	£173	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	New application where <b>NO</b> minimum separation distance is prescribed (4 year duration)	£206	£206	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	New application where <b>NO</b> minimum separation distance is prescribed (5 year duration)	£238	£238	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	<b>Renewal</b> of licence where a minimum separation distance is prescribed (1 year duration)	£86	£86	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	<b>Renewal</b> of licence where a minimum separation distance is prescribed (2 year duration)	£147	£147	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	<b>Renewal</b> of licence where a minimum separation distance is prescribed (3 year duration)	£206	£206	Fees set by legislation. May be subject to increase April 2019

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	Trading Standards	<b>Renewal</b> of licence where a minimum separation distance is prescribed (4 year duration)	£266	£266	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	<b>Renewal</b> of licence where a minimum separation distance is prescribed (5 year duration)	£326	£326	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	<b>Renewal</b> of licence where <b>NO</b> minimum separation distance is prescribed (1 year duration)	£54	£54	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	<b>Renewal</b> of licence where <b>NO</b> minimum separation distance is prescribed (2 year duration)	£86	£86	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	<b>Renewal</b> of licence where <b>NO</b> minimum separation distance is prescribed (3 year duration)	£120	£120	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	<b>Renewal</b> of licence where <b>NO</b> minimum separation distance is prescribed (4 year duration)	£152	£152	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	<b>Renewal</b> of licence where <b>NO</b> minimum separation distance is prescribed (5 year duration)	£185	£185	Fees set by legislation. May be subject to increase April 2019

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	Trading Standards	<b>Varying</b> name of licensee or address of site	£36	£36	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Any other kind of variation		Charged at a reasonable cost to the authority of having the work carried out	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Transfer of licence or registration	£36	£36	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	<b>Replacement</b> of licence or registration referred to above if lost	£36	£36	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	<b>Extended Fireworks Licence</b> - Annual licence to sell fireworks outside the permitted periods as stated	£500	£500	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual Fee - Certificate to store Petroleum			
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding <b>2,500 litres (1 year duration)</b>	£44	£44	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding <b>2,500 litres (2 year duration)</b>	£88	£88	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding <b>2,500 litres (3 year duration)</b>	£132	£132	Fees set by legislation. May be subject to increase April 2019

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding <b>2,500 litres (4 year duration)</b>	£176	£176	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding <b>2,500 litres (5 year duration)</b>	£220	£220	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding <b>2,500 litres (6 year duration)</b>	£264	£264	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding <b>2,500 litres (7 year duration)</b>	£308	£308	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding <b>2,500 litres (8 year duration)</b>	£352	£352	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding <b>2,500 litres (9 year duration)</b>	£396	£396	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding <b>2,500 litres (10 year duration)</b>	£440	£440	Fees set by legislation. May be subject to increase April 2019

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but <b>not exceeding 50,000 litres (1 year duration)</b>	£60	£60	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but <b>not exceeding 50,000 litres (2 year duration)</b>	£120	£120	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but <b>not exceeding 50,000 litres (3 year duration)</b>	£180	£180	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but <b>not exceeding 50,000 litres (4 year duration)</b>	£240	£240	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but <b>not exceeding 50,000 litres (5 year duration)</b>	£300	£300	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but <b>not exceeding 50,000 litres (6 year duration)</b>	£360	£360	Fees set by legislation. May be subject to increase April 2019



## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but <b>not exceeding 50,000 litres (7 year duration)</b>	£420	£420	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but <b>not exceeding 50,000 litres (8 year duration)</b>	£480	£480	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but <b>not exceeding 50,000 litres (9 year duration)</b>	£540	£540	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but <b>not exceeding 50,000 litres (10 year duration)</b>	£600	£600	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding <b>50,000 litres (1 year duration)</b>	£125	£125	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding <b>50,000 litres (2 year duration)</b>	£250	£250	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding <b>50,000 litres (3 year duration)</b>	£375	£375	Fees set by legislation. May be subject to increase April 2019

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding <b>50,000 litres (4 year duration)</b>	£500	£500	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding <b>50,000 litres (5 year duration)</b>	£625	£625	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding <b>50,000 litres (6 year duration)</b>	£750	£750	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding <b>50,000 litres (7 year duration)</b>	£875	£875	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding <b>50,000 litres (8 year duration)</b>	£1,000	£1,000	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding <b>50,000 litres (9 year duration)</b>	£1,125	£1,125	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding <b>50,000 litres (10 year duration)</b>	£1,250	£1,250	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	<b>Environmental Searches</b>			

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	Trading Standards	Fees charged in respect of environmental searches carried out on request will include for up to two hours officer time	£64 per hour (minimum charge £32)	£66 per hour (minimum charge £33)	
Place & Economy	Environment & Commercial	Trading Standards	Where environmental search requests are made that incur officer's time in excess of two hours, an additional charge of £30 per hour per officer, or part there of will be charged	£31.00	£32.00	
Place & Economy	Environment & Commercial	Trading Standards	<b>Fees Payable for Approval</b>			
Place & Economy	Environment & Commercial	Trading Standards	Manufacture only, or manufacture and placing on the market, of feed additives referred to in Article 10(1)(a) of Regulation 183/2005 other than those specified in Regulation 2(3), or of premixtures of such additives (Approvals)	£451 one off	£451 one off	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	Placing on the market of feed additives referred to in Article 10(1)(a) of Regulation 183/2005 other than those specified in Regulation 2(3), or of premixtures of such (Approvals).	£226 one off	£226 one off	Fees set by legislation. May be subject to increase April 2019
Place & Economy	Environment & Commercial	Trading Standards	<b>Performing Animals</b>			

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	Trading Standards	Fee for registration with Cambridgeshire to exhibit or train animals under the Performing Animal (Regulations) Act 1925	£64.00		This line will be removed - ADMINISTERED BY CCC - MOVED TO DISTRICTS
Place & Economy	Environment & Commercial	Trading Standards	Fee to view and take copies of the register of persons registered with Cambridgeshire under the Performing Animals (Regulations) Act 1925	£64 (pro rata per hour)		This line will be removed - ADMINISTERED BY CCC - MOVED TO DISTRICTS
Place & Economy	Environment & Commercial	Trading Standards	Investigation fees			
Place & Economy	Environment & Commercial	Trading Standards	Hourly rate chargeable for Trading Standards Officer	£64 per officer per hour, rounded up to the nearest hour	£66 per officer per hour, rounded up to the nearest hour	
Place & Economy	Environment & Commercial	Trading Standards	Hourly rate chargeable for Administrative Officer	£38 per officer per hour, rounded up to the nearest hour	£39 per officer per hour, rounded up to the nearest hour	
Place & Economy	Environment & Commercial	Trading Standards	Hourly rate chargeable for Accredited Financial Investigator	£64 per officer per hour, rounded up to the nearest hour	£66 per officer per hour, rounded up to the nearest hour	
Place & Economy	Community & Cultural Services	Libraries	Borrowing Charges			
Place & Economy	Community & Cultural Services	Libraries	Books	Free	Free	
Place & Economy	Community & Cultural Services	Libraries	Membership			

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Community & Cultural Services	Libraries	Membership card	Free	Free	
Place & Economy	Community & Cultural Services	Libraries	Requests			
Place & Economy	Community & Cultural Services	Libraries		25 - 50 copies £20.44 internal, £40.88 external		
Place & Economy	Community & Cultural Services	Libraries		Over 50 copies £30.66 internal, £61.32 external		
Place & Economy	Community & Cultural Services	Libraries	Internet and Email			
Place & Economy	Community & Cultural Services	Libraries	Online reference resources	Free	Free	
Place & Economy	Community & Cultural Services	Archives	Archives and Local Studies: Digitisation			
Place & Economy	Community & Cultural Services	Archives	Bulk scanning / large projects / volumes	Please discuss with technician	Please discuss with technician	
Place & Economy	Community & Cultural Services	Registrations	Ceremonies-Marriage or CP #			
Place & Economy	Community & Cultural Services	Registrations	Room 1 (stat fee ceremonies)	£46	£46	A statutory ceremony only
Place & Economy	Community & Cultural Services	Registrations	General Search			
Place & Economy	Community & Cultural Services	Registrations	S.31(2)(a), B&D Regn Act 1953; S.64(2)(a), Mge Act 1949- A general search in indexes in his/her office not exceeding 6 successive hours	£18	£18	Search in registration index books (free search available on-line via CAMDEX anyway)
Place & Economy	Community & Cultural Services	Registrations	Certificates-Superintendent Registrar			

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Community & Cultural Services	Registrations	S.31(2)(c), B&D Regn Act 1953; S.64(2)(c), Mge Act 1949- Issuing a standard certificate of birth, death or marriage	£10	£10	Certificate
Place & Economy	Community & Cultural Services	Registrations	S.10, Savings Bank Act 1887, as amended; S.178(1), Factories Act 1961; S.124(3), Social Security Administration Act 1992, as amended; S.564(1), Education Act 1996- Issuing a certificate of birth, death or marriage for certain statutory purposes	£10	£10	Certificate
Place & Economy	Community & Cultural Services	Registrations	S.33(1), B&D Regn Act 1953- Issuing a short certificate of birth	£10	£10	Certificate
Place & Economy	Community & Cultural Services	Registrations	<b>Certificates- Registrar</b>			
Place & Economy	Community & Cultural Services	Registrations	S.32(c), B&D Regn Act 1953; S.63(1)(b), Mge Act 1949- Issuing a standard certificate of birth, death or marriage at the time of registration	£4	£4	Certificate
Place & Economy	Community & Cultural Services	Registrations	S.32(c), B&D Regn Act 1953; S.63(1)(b), Mge Act 1949- Issuing a standard certificate of birth, death or marriage after the time of registration	£7	£7	Certificate

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Community & Cultural Services	Registrations	S.10, Savings Bank Act 1887, as amended; S.178(1), Factories Act 1961; S.124(3), Social Security Administration Act 1992, as amended; S.564(1), Education Act 1996-Issuing a certificate of birth, death or marriage for certain statutory purposes at the time of registration	£4	£4	Certificate
Place & Economy	Community & Cultural Services	Registrations	S.10, Savings Bank Act 1887, as amended; S.178(1), Factories Act 1961; S.124(3), Social Security Administration Act 1992, as amended; S.564(1), Education Act 1996-Issuing a certificate of birth, death or marriage for certain statutory purposes after the time of registration	£7	£7	Certificate
Place & Economy	Community & Cultural Services	Registrations	S.33(1), B&D Regn Act 1953- Any other short certificate of birth at the time of registration	£4	£4	Certificate
Place & Economy	Community & Cultural Services	Registrations	S.33(1), B&D Regn Act 1953- Any other short certificate of birth after the time of registration	£7	£7	Certificate
Place & Economy	Community & Cultural Services	Registrations	<b>Marriages-Superintendent Registrar</b>			

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Community & Cultural Services	Registrations	S.27(7), Mge Act 1949- Attending outside his/her office to be given notice of marriage of a house-bound or detained person	£47 (housebound) £68 (detained)	£47 (housebound) £68 detained	Attending to take notice away from office
Place & Economy	Community & Cultural Services	Registrations	S.27(6), Mge Act 1949- Entering a notice of marriage in a marriage notice book where both parties exempt within meaning of Section 49 of the Immigration Act 2014	£35	£35	Giving legal notice. Additional £12 per person if not exempt
Place & Economy	Community & Cultural Services	Registrations	S.17(2), Marriage (Registrar General's Licence) Act 1970- Entering a notice of marriage by Registrar General's Licence in a marriage notice book	£3	£3	Giving legal notice.
Place & Economy	Community & Cultural Services	Registrations	S.51(2), Mge Act 1949- Attending a marriage at the residence of a house-bound or detained person	£84 (housebound), £94 (detained)	£84 housebound, £94 detained	Attending to take notice away from office
Place & Economy	Community & Cultural Services	Registrations	S.17(2), Marriage (Registrar General's Licence) Act 1970- Attending a marriage by Registrar General's licence	£2	£2	Exceptional circumstances marriage (one person with very limited life expectancy)
Place & Economy	Community & Cultural Services	Registrations	S.51(1A)(b), Mge Act 1949; Reg 12(6), The Marriages and Civil Partnerships	As set by the local authority	As set by the local authority	See non stat fees
Place & Economy	Community & Cultural Services	Registrations	<b>Marriages- Registrar</b>			
Place & Economy	Community & Cultural Services	Registrations	S.51(1), Mge Act 1949- Attending a marriage at the register office	£46	£46	Marriage registration - statutory ceremony



## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Community & Cultural Services	Registrations	S.51(1), Mge Act 1949- Attending a marriage at a registered building or the residence of a house-bound or detained person	£86 (registered building), £81 (housebound), £88 (detained)	£88 (Detained person) £81 Housebound	Marriage registration - church / chapel / housebound / detained (prison / secure health unit)
Place & Economy	Community & Cultural Services	Registrations	S.17(2), Marriage (Registrar General's Licence) Act 1970- Attending a marriage by Registrar General's Licence	£2	£2	Exceptional circumstances marriage (one person with very limited life expectancy)
Place & Economy	Community & Cultural Services	Registrations	<b>Certification for Worship and Registration for Marriage-Superintendent Registrar</b>			
Place & Economy	Community & Cultural Services	Registrations	S.5, Place of Worship Registration Act 1855- Certification of a place of meeting for religious worship	£29	£29	Legal notification of a church / chapel being registered for worship
Place & Economy	Community & Cultural Services	Registrations	S.41(6), Mge Act 1949- Registration of a building for the solemnization of marriages between a man and a woman	£123	£123	Legal notification of a church / chapel being registered for such ceremonies
Place & Economy	Community & Cultural Services	Registrations	S.43D Mge Act 1949- Registration of a building for the solemnization of marriages of same sex couples (building previously registered for the solemnisation of marriage between a man and a woman)	£64	£64	Legal notification of a church / chapel being registered for such ceremonies

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Community & Cultural Services	Registrations	S.43D Mge Act 1949- Registration of a building for the solemnization of marriages of same sex couples (building not previously registered for the solemnisation of marriage between a man and a woman)	£123	£123	Legal notification of a church / chapel being registered for such ceremonies
Place & Economy	Community & Cultural Services	Registrations	S.43D Mge Act 1949- Registration of a building for the solemnization of marriages of a man and a woman (building previously registered for the solemnisation of marriage between of same sex couples)	£64	£64	Legal notification of a church / chapel being registered for such ceremonies
Place & Economy	Community & Cultural Services	Registrations	S.43D Mge Act 1949- Joint application for the registration of a building for the marriage of a man and woman and same sex couples	£123	£123	Legal notification of a church / chapel being registered for such ceremonies
Place & Economy	Community & Cultural Services	Registrations	<b>Certificates</b>			
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) & 36(4)- For a certified copy issued by a registrar, registration authority at the time of Registration	£4	£4	Certificate

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) & 36(4)- For a certified copy issued by a registration authority after the time of Registration	£10	£10	Certificate
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) & 36(4)- For a certified extract issued by a registration authority at the time of Registration	£4	£4	Certificate
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) & 36(4)- For a certified extract issued by a registration authority after the time of Registration	£10	£10	Certificate
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) & 36(4)- For a certified copy	£9.25	9.25	Certificate
Place & Economy	Community & Cultural Services	Registrations	<b>Notices</b>			
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) & 36(4)- Attestation by an	£35	£35	Giving legal notice. Additional £12 per person if not exempt

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) & 36(4)- Attendance of an authorised person at a place other than one provided by the registration authority, for the purpose of attesting the necessary declaration in accordance with the procedures for house-bound and detained persons	£47 (housebound), £68 (detained)	£47 (housebound) £68 detained	Attending to take notice away from office
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) & 36(4)- Attestation by an authorised person of the necessary declaration under the special procedure	£3	£3	Additional process
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) & 36(4)- Application to shorten the waiting period	£60	£60	Application to reduce the normal 28 day period - exceptional reasons only
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) & 36(4)- Issue of Registrar-General's licence	£15	£15	Exceptional circumstances marriage (one person with very limited life expectancy)
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) &	£35	£35	Giving legal notice. Additional £12 per person if not exempt
Place & Economy	Community & Cultural Services	Registrations	Registration			

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) & 36(4)- Signing by the civil partnership registrar of the civil partnership a schedule	£46	£46	Statutory minimum required
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) & 36(4)- Attendance of the civil partnership registrar for the purpose of signing the civil partnership schedule for house-bound or detained person	£81 (housebound), £88 (detained)	£81 housebound, £88 detained	Attendance at church / chapel / housebound / detained (prison / secure health unit)
Place & Economy	Community & Cultural Services	Registrations	Civil Partnership Act 2004c.33, Pt 2 c.1s. 34(1) & 36(4)- Attendance of the civil partnership registrar in whose presence the Registrar General's licence is issued	£2	£2	Exceptional circumstances marriage (one person with very limited life expectancy)
Place & Economy	Community & Cultural Services	Registrations	Consideration by a Superintendent Registrar of a divorce/civil partnership dissolution obtained outside of the British Isles	£50	£50	All decree absolutes in this category require checking process
Place & Economy	Community & Cultural Services	Registrations	Consideration by the Registrar General of a divorce/civil partnership dissolution obtained outside of the British Isles	£75	£75	All decree absolutes in this category require checking process
Place & Economy	Community & Cultural Services	Registrations	Forename added within 12 months of birth registration (Space 17)	£40	£40	Where a child's name is changed via "Space 17" amendment

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Community & Cultural Services	Registrations	Consideration by Registrar / Superintendent Registrar of a correction application	£75	£75	All formal corrections in this category require additional process
Place & Economy	Community & Cultural Services	Registrations	Consideration by the Registrar General of a correction application	£90	£90	All formal corrections in this category require additional process
Place & Economy	Community & Cultural Services	Registrations	Waiver per individual notice	£60	£60 each	Application to reduce the normal 28 day period - exceptional reasons only
Place & Economy	Community & Cultural Services	Registrations	Letter provided by the Registrar General confirming that, on the basis of information provided, no record of a marriage or civil partnership in England and Wales has been found within a 10 year search period (for example: if required when getting married or forming a civil partnership outside England or Wales)	£50	£50	
Place & Economy	Community & Cultural Services	Coroners	<b>Fee for disclosure after an inquest</b>			
Place & Economy	Community & Cultural Services	Coroners	Document disclosed by a coroner by email to an interested person	Free	Free	Fees set by national legislation. We are not aware of any planned increases.
Place & Economy	Community & Cultural Services	Coroners	Recording of Inquest provided to PIP on CD	£5.00	£5	
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	<b>County Planning, Minerals and Waste</b>			

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Statutory fees external applicants	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Statutory fees CCC applicants	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Full Applications (and First Submissions of Reserved Matters) Erection of buildings (not dwellings,	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20%	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	As above	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	As above	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	As above	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Erection/alterations/replacement of plant and machinery	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	As above	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	County Planning, Minerals and Waste- Applications other than Building Works			
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Car parks, service roads or other accesses	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.



## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Waste (Use of land for disposal of refuse or waste materials or deposit of material remaining after extraction or storage of minerals)	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	As above	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Operations connected with exploratory drilling for oil or natural gas	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20%	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	As above	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Operations (other than exploratory drilling) for the winning and working of oil or natural gas	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	As above	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Other operations (winning and working of minerals) excluding oil and natural gas	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	As above	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20%	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Other operations (not coming within any of the above categories)	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	As above	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Other operations (winning and working of minerals) excluding oil and natural gas	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	As above	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20%	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_">https://ecab.planningportal.co.uk/uploads/english_</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Other operations (not coming within any of the above categories)	Set by Dept. for Communities and Local Gov and draft statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_">https://ecab.planningportal.co.uk/uploads/english_</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Lawful Development Certificate			
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	LDC – Existing Use - in breach of a planning condition	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	LDC – Existing Use LDC - lawful not to comply with a particular condition	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.

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Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	LDC – Proposed Use	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Prior Approval			
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Proposed Change of Use to State Funded School or Registered Nursery	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Proposed Change of Use of Agricultural Building to a State-Funded School or Registered Nursery	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Approval/Variation/Discharge of Condition			

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Application for removal or variation of a condition following grant of planning permission	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Request for confirmation that one or more planning conditions have been complied with	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Other Changes of Use of a building or land	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	County Planning, Minerals and Waste- Application for a New Planning Permission to Replace an Extant Planning Permission			
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Applications in respect of major developments	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Applications in respect of other developments	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Application for a Non-material Amendment Following a Grant of Planning Permission			
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Applications in respect of other developments	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Other Charges			
Place & Economy	Environment & Commercial	County Planning, Minerals and Waste	Site Monitoring fees	Set by Dept. for Communities and Local Gov and draft statutory instrument for 20% increased fees delayed and only just starting process. So should be in force by 1 April 2018	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Economy	Environment & Commercial	Flood Risk and Biodiversity	Flood and Water - Ordinary watercourse consenting			

## P&E: Schedule of Statutory Fees & Charges

Directorate	Policy Line	Service	Description of charge	2018-19 Charge	2019-20 Charge(£)	Additional information
Place & Economy	Environment & Commercial	Flood Risk and Biodiversity	Ordinary water Consenting Charge	£50.00	50	Set by Defra





**TREASURY MANAGEMENT STRATEGY 2019-20**

**To:** General Purpose Committee

**Meeting Date:** 18th December 2018

**From:** Chief Finance Officer

**Electoral division(s):** All

**Forward Plan ref:** Not applicable      **Key decision:** No

**Purpose:** To present the proposed Treasury Management Strategy for 2019/20.

**Recommendation:** The General Purposes Committee is asked to comment on, endorse and recommend to Full Council to agree the Treasury Management Strategy for 2019-20, as part of the Business Planning process.

<b><i>Officer contact:</i></b>	<b><i>Member contacts:</i></b>
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## **1. BACKGROUND**

- 1.1 The Council is required to approve Prudential Indicators for 2019/20 to 2022/23. These include indicators for the authorised limit and operational boundary for external borrowing, the cost of servicing debt as a percentage of net revenue and the Council's underlying borrowing requirement. Maximum principal sums invested for periods longer than 365 days, fixed and variable interest rate exposure and the maturity profile of debt are also reported.

## **2. REGULATIONS**

- 2.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) has issued a revised Prudential Code and Treasury Management Code. In addition, the Ministry for Housing, Communities and Local Government (MHCLG) has also issued revised guidance on changes to the prudential framework for capital finance with particular regard to:

- Local Authorities Investment Guidance; and
- Minimum Revenue Provision Guidance

- 2.2 The changes to the regulatory framework have been incorporated into the Treasury Management Strategy.

## **3. SUMMARY**

- 3.1 An under borrowed position will be maintained throughout 2019/20. This means that borrowing has been reduced through the use of cash balances thereby keeping borrowing costs down. As a result cash balances are generally low and the level of loan debt is lower than it might otherwise be. However loan debt is expected to rise significantly throughout the medium term planning period as a direct result of capital investment.
- 3.2 The Councils planned approach to borrowing is to undertake any borrowing over short periods of time (1-3 years) at low rates of interest to generate revenue savings. Should borrowing rates be forecast to rise significantly, the Council may instead lock into borrowing at low rates for longer periods up to 50 years.
- 3.3 The Council will continue to prioritise the security and liquidity of capital and achieve an investment return that is commensurate with these priorities. A prudent investment strategy is proposed and external advice provides a guide on the creditworthiness of institutions. The majority of the Council's investments are in liquid instruments and shorter term deposits with Money Market Funds and high credit quality banks. The Council is currently considering investment of core funds into the CCLA Local Authority Property Fund as a 3-5 year strategic treasury investment to generate additional interest income, which the proposed Strategy accommodates.

## **4. ALIGNMENT WITH CORPORATE PRIORITIES**

### **4.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

#### **4.2 Helping people live healthy and independent lives**

There are no significant implications for this priority.

#### **4.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

### **5. SIGNIFICANT IMPLICATIONS**

#### **5.1 Resource Implications**

Decisions on treasury management, which are driven by the capital programme and the Council's overall financial position, will impact the Debt Charges Budget and are reported through the Budget Monitoring process throughout the year.

#### **5.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications for this category.

#### **5.3 Statutory, Legal and Risk Implications**

The Council continues to operate within the statutory requirements for borrowing and investments. Further details can be found within the Strategy document in **Appendix 3**.

#### **5.4 Equality and Diversity Implications**

There are no significant implications for this category.

#### **5.5 Engagement and Communications Implications**

There are no significant implications for this category.

#### **5.6 Localism and Local Member Involvement**

There are no significant implications for this category.

#### **5.7 Public Health Implications**

There are no significant implications for this category.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Chris Malyon
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Not applicable
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Not applicable
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Not applicable
<b>Have any engagement and communication implications been cleared by Communications?</b>	Not applicable
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Not applicable
<b>Have any Public Health implications been cleared by Public Health</b>	Not applicable

<b>Source Documents</b>	<b>Location</b>
None	Not applicable

## Section 7 – Treasury Management Strategy

### Contents

- 1: Introduction
- 2: Current Treasury Management position
- 3: Prospects for interest rates
- 4: Borrowing strategy
- 5: Minimum Revenue Provision
- 6: Investment strategy
- 7: Risk Analysis and Forecast Sensitivity
- 8: Reporting arrangements
- 9: Treasury Management budget
- 10: Policy on the use of external service providers
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Appendix 1: Treasury Management Scheme of Delegation and role of Section 151 Officer

Appendix 2: Treasury Management Policy Statement

Appendix 3: Prudential and Treasury Indicators

Appendix 4: Minimum Revenue Provision (MRP) Policy Statement

Appendix 5: Annual Investment Strategy

Appendix 6: Third Party Loans Policy

## **1: Introduction**

### **CIPFA Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes**

CIPFA has defined treasury management as “the management of the organisation’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

The Council has adopted CIPFA’s Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes (the Treasury Code). The adoption is included in the Council’s Constitution.

### **CIPFA Prudential Code for Capital Finance in Local Authorities**

The CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) is a professional code of practice. Local authorities have a statutory requirement to comply with the Prudential Code when making capital investment decisions and carrying out their duties under Part 1 of the Local Government Act 2003 (Capital Finance etc and Accounts).

The CIPFA Prudential Code sets out the manner in which capital spending plans should be considered and approved, and in conjunction with this, the requirement for an integrated treasury management strategy.

Councils are required to set and monitor a range of prudential indicators for capital finance, covering affordability, prudence, and a range of treasury indicators..

### **Treasury Management Policy Statement**

The Council’s Treasury Management Policy Statement is included in Appendix 2. The policy statement follows the wording recommended by the latest edition of the CIPFA Treasury Code.

### **Treasury Management Practices**

The Council’s Treasury Management Practices (TMPs) set out the manner in which the Council will seek to achieve its treasury management policies and objectives, and how it will manage and control those activities.

The Council's TMPs Schedules cover the detail of how the Council will apply the TMP Main Principles in carrying out its operational treasury activities. They are reviewed annually and approved by the Council's Chief Finance Officer.

### **The Treasury Management Strategy**

It is a requirement under the Treasury Code to produce an annual strategy report on proposed treasury management activities for the year.

The Council's Treasury Management Strategy is drafted in the context of the key principles of the Treasury Code, as follows:

- Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.
- Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and liquidity when investing funds.
- They should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures, are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that within the context of effective risk management, their treasury management policies and practices should reflect this.

The purpose of the Treasury Management Strategy is to establish the framework for the effective and efficient management of the Council's treasury management activity, including the Council's investment portfolio, within legislative, regulatory, and best practice regimes, and balancing risk against reward in the best interests of stewardship of the public purse.

The Treasury Management Strategy incorporates:

- The Council's capital financing and borrowing strategy for the coming year

- The Council's policy on the making of Minimum Revenue Provision (MRP) for the repayment of debt, as required by the Local Authorities (Capital Finance & Accounting) (Amendments) (England) Regulations 2008.
- The Affordable Borrowing Limit as required by the Local Government Act 2003.
- The Annual Investment Strategy for the coming year as required by the Ministry of Housing, Communities and Local Government (MHCLG) revised Guidance on Local Government Investments updated in 2018.

The Strategy takes into account the impact of the Council's Medium Term Financial Plan (MTFP), its revenue budget and capital programme, the balance sheet position and the outlook for interest rates.

The Treasury Management Strategy also includes the Council's:

- Policy on borrowing in advance of need
- Counterparty creditworthiness policies

The main changes from the Treasury Management Strategy adopted in 2018-19 are:

- Updates to interest rate forecasts
- Updates to debt financing budget forecasts
- Updates and changes to required Prudential and Treasury Indicators
- Inclusion of an Investment Strategy

The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. The Treasury Management Scheme of Delegation is shown in Appendix 1.



## 2: Current Treasury Management position

The Council's projected treasury portfolio position at 31 March 2019, with forward estimates is summarised below. The table shows the actual external borrowing (the treasury management operations), against the capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing. The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need.

Any capital expenditure which has not immediately been paid for, will increase the CFR. The CFR does not increase indefinitely, as the Minimum Revenue Provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each asset's life. This is shown in graphical form in Appendix 1. The CFR and borrowing figures include borrowing undertaken or planned for third party loans, as well as PFI and Finance Lease liabilities.

The Council's projected borrowing need, alongside forecast external borrowing and investment balances, is shown in the Tables 1 and 2 below:

**Table 1: Forecast Borrowing and Investment Balances**

	2018-19 Projected £m	2019-20 Estimate £m	2020-21 Estimate £m	2021-22 Estimate £m	2022-23 Estimate £m	2023-24 Estimate £m
<b>External borrowing</b>						
Borrowing at 1 April b/f	497.9	610.0	760.0	790.0	790.0	790.0
Net Borrowing Requirement to fund capital programme (see Table 2 below)	135.4	138.2	23.5	-11.0	-4.2	2.0
Internal borrowing (increase)/reduction*	-23.3	11.8	6.5	11.0	4.2	8
<b>(1) Actual borrowing at 31 March c/f</b>	<b>610.0</b>	<b>760.0</b>	<b>790.0</b>	<b>790.0</b>	<b>790.0</b>	<b>800.0</b>
<b>(2) CFR – the borrowing need</b>	<b>888.5</b>	<b>1,026.7</b>	<b>1,050.2</b>	<b>1,039.2</b>	<b>1,035.0</b>	<b>1,037.0</b>
<b>(3) [2 – 1] Internal borrowing*</b>	<b>278.5</b>	<b>266.7</b>	<b>260.2</b>	<b>249.2</b>	<b>245.0</b>	<b>237.0</b>

<b>Investments</b>						
Investments at 1 April	39.7	8.5	9.9	7.1	9.7	6.5
In Year Movements	-31.2	1.4	-2.8	2.6	-3.2	1.3
<b>(4) Investments at 31 March</b>	<b>8.5</b>	<b>9.3</b>	<b>5.9</b>	<b>7.9</b>	<b>4.0</b>	<b>4.7</b>
<b>(5) [1 – 4] Net borrowing</b>	<b>601.5</b>	<b>750.7</b>	<b>784.1</b>	<b>782.1</b>	<b>786.0</b>	<b>795.3</b>

\*Internal Borrowing, also referred to as Under/Over Borrowing, is temporarily funding capital spending from cash-backed resources (reserves and cashflow timing surpluses) to hand. This avoids interest payments by deferring the need to borrow externally, reduces investment balances that would otherwise earn a rate of return lower than the cost of additional borrowing therefore minimising net interest expenses, and consequently less investments reduces the Councils exposure to credit risk. Internal Borrowing is discussed further in Section 4 Borrowing Strategy.

**Table 2: Capital Borrowing Requirement**

	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Unsupported Borrowing – General Fund	61.2	127.3	41.5	8.3	15.4	22.1
Unsupported Borrowing – Housing*	85.3	25.1	0.0	0.0	0.0	0.0
Less: MRP and other financing movements	-11.1	-14.2	-18.0	-19.3	-19.6	-20.1
<b>Net Borrowing Requirement to fund Capital Programme</b>	<b>135.4</b>	<b>138.2</b>	<b>23.5</b>	<b>-11.0</b>	<b>-4.2</b>	<b>2.0</b>

\* Loans raised by the Council for the purposes of on-lending to its wholly owned housing development company, This Land, will be classified as capital expenditure and therefore increase the Capital Financing Requirement. However, as these loans will be repaid in full in later years, no MRP will be charged on this borrowing.

Within the set of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well defined limits. One of these is that the Council needs to ensure that its gross borrowing does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for current and next two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes except to cover short term cash flows.

The Chief Finance Officer (Section 151 Officer) reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

### 3: Prospects for interest rates

The Council has appointed Link Asset Services (LAS) as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following graph gives the LAS central view for short term (Bank Rate) and longer fixed interest rates.

Link Asset Services Interest Rate View														
	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%	1.75%	2.00%
3 Month LIBID	0.80%	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%
6 Month LIBID	0.90%	1.00%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%
12 Month LIBID	1.10%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%
5yr PWLB Rate	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%
10yr PWLB Rate	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%
25yr PWLB Rate	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.40%

The flow of generally positive economic statistics after the quarter ended 30th June meant that it came as no surprise that the Bank of England's Monetary Policy Committee (MPC) came to a decision on 2nd August to raise the Bank Rate from 0.5% to 0.75%. Growth has been healthy since that meeting, but is expected to weaken somewhat during the last quarter of 2018. At their November meeting, the MPC left Bank Rate unchanged, but expressed some concern at the Chancellor's fiscal stimulus in his Budget, which could increase inflationary pressures. However, it is unlikely that the MPC would increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. The next increase in Bank Rate is therefore forecast to be in May 2019, followed by further increases in 2020, before settling at 2.0% in early 2022.

The overall future trend is for gilt yields, and consequently PWLB rates, to rise albeit gently. Over the last 25 years, we have been through a period of falling bond yields as inflation subsided to, then stabilised at, much lower levels than before. After the financial crash of 2008, central banks implemented substantial programmes of quantitative easing - the purchases of government and other debt. Quantitative easing, conversely, also caused a rise in equity values as investors searched for higher returns. In 2016, we saw the start of a reversal of this trend with a sharp rise in bond yields after the US Presidential election in November 2016, with yields then rising further as a result of the big increase in the US government deficit aimed at stimulating even stronger economic growth. That policy change also created concerns around a significant rise in inflationary pressures in an economy which was already running at remarkably low levels of unemployment. Unsurprisingly, the Fed has continued on its series of robust responses to combat its perception of rising inflationary pressures by repeatedly increasing the US interest rate (the Fed rate) to a rate of 2.00 – 2.25% in September 2018. It has also continued its policy of not fully reinvesting proceeds from bonds that it holds as a result of quantitative easing when they mature. As a consequence US 10 year bond Treasury yields rose above 3.2% during October 2018 and there has also been a sharp fall in equity prices.

Rising bond yields in the US have also caused some upward pressure on bond yields in the UK and other developed economies. However, the degree of that upward pressure has been dampened by how strong or weak the prospects for economic growth and rising inflation are in each country, and on the degree of progress towards the reversal of monetary policy away from quantitative easing and other credit stimulus measures.

From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts (and MPC decisions) will be liable to further amendment depending on how economic data and developments in financial markets

transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

### **Investment and borrowing rates**

Investment returns are likely to remain low during 2019/20 but to be on a gently rising trend over the next few years.

Borrowing interest rates have been volatile so far in 2018-19 and have increased modestly since the summer. The policy of internal borrowing by avoiding new external debt and running down cash balances as a temporary measure has served the Council well over the last few years. However, this position will be carefully monitored during 2019-20 to avoid incurring higher borrowing costs in the future when the Council may not be able to avoid new borrowing to finance capital expenditure or the refinancing of maturing debt.

Cost of carry (the net difference between borrowing costs outweighing investment returns) remains a key factor in assessing any new long-term borrowing decisions.

### **4: Borrowing strategy**

The overarching objectives for the borrowing strategy are as follows:

- To manage the Council's debt maturity profile.
- To maintain a view on current and possible future interest rate movements, and to plan borrowing accordingly.
- To monitor and review the balance between fixed and variable rate loans against the background of interest rates and the Prudential Indicators.
- Reduce reliance on the PWLB as a source of funding and review all alternative options available, including forward loan agreements.
- Continue to support UK Municipal Bonds Agency (MBA) bond issuance programme.

- Provide value for money and savings where possible to meet budgetary pressures.

The Council is currently maintaining an internally borrowed cash position. This means that the capital borrowing need (the Capital Financing Requirement) has not been fully funded with loan debt. Instead cash in hand supporting the Council's reserves, balances, and positive cash flows has been used as an alternative temporary measure. This strategy is prudent in the current economic climate - as returns achievable from the investment of cash are lower than the cost of raising additional loan debt, and counterparty risk remains elevated – but this will need to be reversed over time when the original requirement for that cash arrives.

Given that projections over the next three years show an increasing CFR and Bank Rate is forecast to remain low, the Council plans to predominately use a mix of its own cash balances and short/medium term borrowing to finance further capital expenditure before long term borrowing is considered. This strategy maximises short term net interest savings.

However, the decision to maintain internal borrowing will be evaluated against the potential for incurring additional long term borrowing costs in later years, when long term interest rates are forecast to be significantly higher.

Against this background and the risks within the economic forecast, caution will be adopted with the 2019-20 treasury operations. The Chief Finance Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

- if it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

### **Prudential & Treasury Indicators**

There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when setting and reviewing their prudential indicators.

A full set of prudential indicators and borrowing limits are shown in Appendix 3.

### Policy on borrowing in advance of need

The Council will not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance of need will be within the forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds. Borrowing in advance will be considered within the following constraints:

Year	Max. Borrowing in advance	Notes
2019-20	100%	Borrowing in advance will be limited to no more than the expected increase in borrowing need (CFR) over the period of the approved Medium Term Capital Programme, a maximum of 3 years in advance.
2020-21	50%	
2021-22	25%	

The risks associated with any borrowing in advance activity will be subject to prior appraisal. Any advance borrowing undertaken will be reported in Treasury Management update reports.

### Debt rescheduling

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term borrowing to short term borrowing. However, these savings will need to be considered in the light of the current treasury position and in the current economic climate the substantial exit costs of any debt repayment.

The reasons for any rescheduling to take place will include:

- The generation of cash savings and/or discounted cash flow savings.

- Helping to fulfil the treasury strategy.
- Enhancing the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Any rescheduling activity undertaken will be reported to the General Purposes Committee (GPC), at the next quarterly report following its action.

## **5: Minimum Revenue Provision**

The Council is required to repay an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments if required (Voluntary Revenue Provision - VRP).

CLG Regulations have been issued which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the MRP Policy in Appendix 4.

The Council, in conjunction with its Treasury Management advisors, considers the MRP policy to be prudent.

## **6: Investment strategy**

Government Guidance on Local Government Investments in England requires that an Annual Investment Strategy (AIS) be set. The Guidance permits the Treasury Management Strategy Statement (TMSS) and the AIS to be combined into one document.

The Council's general policy objective is to invest its surplus funds prudently. As such the Council's investment priorities in priority order are:

- the security of the invested capital
- the liquidity of the invested capital
- the yield received from the investment



The Council's Annual Investment Strategy (AIS) is shown in Appendix 5.

## **7: Risk Analysis and Forecast Sensitivity**

### **Risk Management**

The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Treasury management risks are identified in the Council's approved Treasury Management Practices. The main risks to the treasury activities are:

- Credit and counterparty risk (security of investments)
- Liquidity risk (adequacy of cash resources)
- Interest rate risk (fluctuations in interest rate levels)
- Exchange rate risk (fluctuations in exchange rates)
- Refinancing risks (impact of debt maturing in future years)
- Legal and regulatory risk (non-compliance with statutory and regulatory requirements)
- Fraud, error and corruption, and contingency management (in normal and business continuity situations)
- Market risk (fluctuations in the value of principal sums)

The TMP Schedules set out the ways in which the Council seeks to mitigate these risks. Examples are the segregation of duties (to counter fraud, error and corruption), and the use of creditworthiness criteria and counterparty limits (to minimise credit and counterparty risk). Council officers, in conjunction with the treasury advisers, will monitor these risks closely.

### **Sensitivity of the Forecast**

The sensitivity of the forecast is linked primarily to movements in interest rates and in cash balances, both of which can be volatile. Interest rates in particular are subject to global external influences over which the Council has no control.

Both interest rates and cash balances will be monitored closely throughout the year and potential impacts on the Council's debt financing budget will be assessed. Action will be taken as appropriate, within the limits of the TMP Schedules and the treasury strategy, and in line with the Council's risk appetite, to keep negative variations to a minimum. Any significant variations will be reported to GPC as part of the Council's regular budget monitoring arrangements.

## 8: Reporting arrangements

### *Capital Strategy*

The CIPFA revised 2017 Prudential and Treasury Management Codes require, for 2019-20, all local authorities to prepare an additional report, a capital strategy report, which will provide the following:

- a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
- an overview of how the associated risk is managed;
- the implications for future financial sustainability;

The aim of the capital strategy is to ensure that all elected members fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

The capital strategy is reported separately from the Treasury Management Strategy Statement; non-treasury investments will be reported through the former. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset. The capital strategy will show:

- The corporate governance arrangements for these types of activities;
- Any service objectives relating to the investments;
- The expected income, costs and resulting contribution;
- The debt related to the activity and the associated interest costs;
- The payback period (MRP policy);
- For non-loan type investments, the cost against the current market value;

- The risks associated with each activity.

Where a physical asset is being bought, details of market research, advisors used, (and their monitoring), ongoing costs and investment requirements and any credit information will be disclosed, including the ability to sell the asset and realise the investment cash.

Where the Council has borrowed to fund any non-treasury investment, there should also be an explanation of why borrowing was required and why the MHCLG Investment Guidance and CIPFA Prudential Code have not been adhered to.

If any non-treasury investment sustains a loss during the final accounts and audit process, the strategy and revenue implications will be reported through the same procedure as the capital strategy.

The Capital Strategy will also consider the proportionality between the treasury investments shown throughout this report and non-treasury investments.

### ***Treasury Management Reporting***

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals:

a) **Prudential and treasury indicators and treasury strategy (this report)** - The first, and most important report is forward looking and covers:

- the capital plans, (including prudential indicators);
- a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
- an investment strategy, (the parameters on how investments are to be managed).

b) **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, this GPC will receive quarterly update reports.

c) **An annual treasury report** – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

## 9: Treasury Management Budget

The table below provides a breakdown of the treasury management budget at November 2018. Key assumptions behind the 2019-20 budget estimates are:

- Average rates achievable on short term investments will be 1%, the average return on property fund investments will be 4.5%.
- New and replacement borrowing to fund the capital programme will be financed predominately by short term borrowing at rates equating to approximately 1.8%.
- The MRP charge is in line with the Council's MRP policy.

	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m
Interest payable	19.2	21.8	23.1	24.1	25.4
MRP	14.2	18.0	19.3	19.6	20.1
Interest receivable	-1.1	-1.4	-1.4	-1.4	-1.4
Debt Management Expenses	0.4	0.5	0.5	0.5	0.5
Net Interest expenses recharged to Service	-2.6	-2.7	-2.7	-2.6	-2.5
Technical adjustments	0.2	0.2	0.2	0.2	0.2
<b>Sub Total</b>	<b>30.3</b>	<b>36.4</b>	<b>39.0</b>	<b>40.4</b>	<b>42.3</b>
Capitalised Interest	-2.4	-3.1	-2.5	-1.1	-0.5
Accountable Body Saving	-0.6	0.1	0.9	0.9	0.9
<b>Grand Total</b>	<b>27.3</b>	<b>33.4</b>	<b>37.4</b>	<b>40.2</b>	<b>42.7</b>

## **10: Policy on the use of external service providers**

The Council's treasury management advisor is Link Asset Services (LAS). LAS was awarded a 2 year contract following a formal joint procurement exercise with other LGSS authorities during 2016-17. The Council has entered into a 6 month extension with LAS until April 2019 and will carry out its own market procurement exercise ahead of this.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

The scope of investments within the Council's operations now includes both conventional treasury investments (the placing of residual cash from the Council's functions) and more commercial type investments, such as investment properties. Commercial type investments may require specialist advice, and therefore the Council will undertake appropriate due-diligence on a case-by-case basis.

## **11: Future developments**

Local Authorities are having to consider innovative strategies towards improving service provision to their communities. This approach to innovation also applies to councils' treasury management activities. The Government is introducing new statutory powers and policy change which will have an impact on treasury management approaches in the future. Examples of such changes are:

### **a) Localism Act**

A key element of the Act is the "General Power of Competence": "A local authority has power to do anything that individuals generally may do." The Act opens up the possibility that a local authority can use derivatives as part of their treasury management operations. However the legality of this has not yet been tested in the courts even though CIPFA have set out a framework of

principles for the use of derivatives in the Treasury Management Code and guidance notes. The Council has no plans at this point to use financial derivatives under the powers contained within this Act.

### **b) Loans to Third Parties**

The Council may borrow to make grants or loans to third parties for the purpose of capital expenditure, as allowable under paragraph 25 (1) (b) of the Local Authorities (Capital Financing and Accounting) (England) Regulations 2003 (Statutory Instrument No. 3146). This will usually be to support local economic development, and may be funded by external borrowing.

A framework within which the Council may consider advancing loans to third party, not for profit, organisations is shown in Appendix 6.

In addition, the following key projects in this respect are under way:

- This Land – loans issued at commercial rates, to facilitate the construction of residential housing in Cambridgeshire.

### **c) UK Municipal Bonds Agency (MBA)**

The MBA raised £6m share capital from 56 local authorities, including Cambridgeshire County Council, plus the Local Government Association to launch an agency to issue bonds in the capital markets on behalf of local authorities across the country and at lower rates than available from the PWLB.

The Council approved entry into the Framework Agreement, which allows the Council to borrow through the MBA at lower rates than from the Public Works Loan Board. To date the MBA has not issued any bonds. The Council may make use of this new source of borrowing as and when appropriate.

### **d) Proposals to amend the CIPFA Treasury Management and Prudential Codes**

CIPFA conducted a review of the Treasury Management Code of Practice and the Prudential Code. This review particularly focused on non-treasury investments and especially on the purchase of property with a view to generating income. Such purchases could involve undertaking external borrowing to raise the cash to finance these purchases, or the use of existing cash balances. Both actions would affect treasury management. A separate report is required on non-treasury investments to deal with

such purchases, their objectives, how they have been appraised, how they have been financed, and what powers were used to undertake these purchases.

CIPFA has withdrawn the following prudential indicator which has caused confusion and added little value to interpretation of capital information:

- Incremental impact of capital investment decisions on council tax.

CIPFA have also made a minor change the requirement to report on investments for longer than 364 days to longer than 365 days.

#### **f) Impact of IFRS 9**

An important consideration when assessing current and future investment policy is the implementation of accounting standard IFRS 9 in the Local Authority Code of Practice.

A key element of the new standard is the move from incurred losses on financial assets (i.e. an event that has happened) to expected loss (i.e. the likelihood of loss across the asset lifetime). Whilst this will not materially impact upon traditional treasury investments, the standard also encompasses other investment areas including: loans to third parties, subsidiaries, or longer dated service investments. The expected credit loss model requires local authorities to make provision for these potential losses having assessed the asset with regard to the due diligence undertaken prior to investment, the nature of any guarantees, and subsequent regular updates.

The Council has made the following material loan agreement with third parties:

- This Land – loans at commercial rates to facilitate the construction of residential housing in Cambridgeshire.

A revenue provision may be required to be set aside in future depending on the risk assessment of the investment.

In addition to the above, the new standard requires changes to the recognition and subsequent valuation treatment of certain investment products. These instruments include property and equity, but also service investments that give rise to cashflows that are not solely payments of principal and interest (SPPI) on the principal outstanding. MHCLG has now introduced a five year

statutory override allowing Councils to reverse any revenue impact of pooled fund valuation gains and losses. MHCLG were not minded to make this statutory override permanent, and will keep it under review.

## **12: Training**

A key outcome of investigations into local authority investments following the credit crisis has been an emphasis on the need to ensure appropriate training and knowledge in relation to treasury management activities, for officers employed by the Council, in particular treasury management staff, and for members charged with governance of the treasury management function.

LAS run training events regularly which are attended by the Treasury Team. In addition members of the team attend national forums and practitioner user groups.

Treasury Management training for committee members will be delivered as required to facilitate informed decision making and challenge processes.

## **13: List of appendices**

Appendix 1: Treasury Management Scheme of Delegation and Role of Section 151 Officer

Appendix 2: Treasury Management Policy Statement

Appendix 3: Prudential and Treasury Indicators

Appendix 4: Minimum Revenue Provision (MRP) Policy Statement

Appendix 5: Annual Investment Strategy

Appendix 6: Third Party Loans Policy



## **Appendix 1: Treasury Management Scheme of Delegation and role of the Section 151 Officer**

### **The Scheme of Delegation**

#### **Full Council**

- Approval of annual strategy and mid-year update to the strategy.
- Approval of the annual Treasury Management report.
- Approval of the Treasury Management budget.

#### **General Purposes Committee**

- Approval of the Treasury Management quarterly update reports.
- Approval of the Treasury Management outturn report.

#### **Scrutiny Committee**

- Scrutiny of performance against the Strategy.

#### **Commercial and Investments Committee**

- Management of the Council's Investment Strategy

### **The Treasury Management role of the Section 151 Officer**

The Council's Deputy Chief Executive & Chief Finance Officer (CFO) is the officer designated for the purposes of Section 151 of the Local Government Act 1972 as the Responsible Officer for treasury management at the Council.

The Council's Financial Regulations delegates responsibility for the execution and administration of treasury management decisions to the CFO, who will act in accordance with the Council's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

The CFO has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to make the most appropriate form of investments in approved instruments.

Prior to entering into any capital financing, lending or investment transaction, it is the responsibility of the responsible officer to be satisfied, by reference to the Council's legal department and external advisors as appropriate, that the proposed transaction does not breach any statute, external regulation or the Council's Financial Regulations.

The CFO may delegate his power to borrow and invest to members of his staff.

The CFO is responsible for:

- Ensuring that the schedules to the Treasury Management Practices (TMPs) are fully reviewed and updated annually and monitoring compliance to the Treasury Management in the Public Services: Code of Practice and Guidance Notes;
- Submitting regular treasury management reports to Cabinet and Council;
- Submitting debt financing revenue budgets and budget variations in line with the Council's budgetary policies;
- Receiving and reviewing treasury management information reports;
- Reviewing the performance of the treasury management function and promoting value for money;
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- Ensuring the adequacy of internal audit, and liaising with external audit;
- Recommending the appointment of external service providers (e.g. treasury management advisors) in line with the approval limits set out in the Council's procurement rules;
- Ensuring that the Council's Treasury Management Policy is adhered to, and if not, bringing the matter to the attention of elected members as soon as possible.
- Preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term timeframe.
- Ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money.
- Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority.
- Ensuring that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing.
- Ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources.

- Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities.
- Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees.
- Ensuring that members are adequately informed and understand the risk exposures taken on by an authority.
- Ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above.  
creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed.

## **Appendix 2: Treasury Management Policy Statement**

This organisation defines its treasury management activities as:

“The management of the organisation’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

This organisation regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management

## Appendix 3: Prudential and Treasury Indicators

### 1: The Capital Prudential Indicators

The Council's capital expenditure plans are the key driver of Treasury Management activity. The output of the capital expenditure plans is reflected in prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

**Capital expenditure.** This prudential indicator shows the Council's capital expenditure plans; both those agreed previously, and those forming part of this budget cycle. Capital expenditure excludes spend on Private Finance Initiatives (PFI) and leasing arrangements, which are shown on the balance sheet.

The table below summarises the capital expenditure plans which give rise to a net financing need (borrowing). Detailed capital expenditure plans are set out in the Capital Strategy.

	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m
<b>Net Borrowing Requirement to fund Capital Programme</b>	<b>135.4</b>	<b>138.2</b>	<b>23.5</b>	<b>-11.0</b>	<b>-4.2</b>	<b>2.0</b>

**The Council's borrowing need (the Capital Financing Requirement).** The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

Following accounting changes, the CFR includes any other long term liabilities (e.g. PFI schemes, finance leases) brought onto the balance sheet. Whilst this increases the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.

	2018-19 Projected £m	2019-20 Estimate £m	2020-21 Estimate £m	2021-22 Estimate £m	2022-23 Estimate £m	2023-24 Estimate £m
<b>Capital Financing Requirement (CFR)</b>						
<b>Total CFR</b>	<b>888.5</b>	<b>1,026.7</b>	<b>1,050.2</b>	<b>1,039.2</b>	<b>1,035.0</b>	<b>1,037.0</b>
<b>Movement in CFR</b>	<b>135.4</b>	<b>138.2</b>	<b>23.5</b>	<b>-11.0</b>	<b>-4.2</b>	<b>2.0</b>
<b>Movement in CFR represented by:</b>						
Unsupported Capital Expenditure (Prudential Borrowing) in capital programme	146.5	152.4	41.5	8.3	15.4	22.1
Less: MRP and other financing movements	-11.1	-14.2	-18.0	-19.3	-19.6	-20.1
<b>Movement in CFR</b>	<b>135.4</b>	<b>138.2</b>	<b>23.5</b>	<b>-11.0</b>	<b>-4.2</b>	<b>2.0</b>

**The authorised limit for external borrowing.** A key prudential indicator, this represents a control on the maximum level of borrowing and the legal limit beyond which external borrowing is prohibited. This limit is set by and can only be amended by full Council. It reflects the level of external borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. The limit represents the CFR (assumed fully funded by borrowing) plus a margin to accommodate any unplanned adverse cashflow movements.

This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised. The Council is asked to approve the following Authorised Limit:

Authorised Limit	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m
Total Borrowing	1,106.7	1,130.2	1,119.2	1,115.0	1,117.0

**The operational boundary.** This is the operational limit, set deliberately lower than the authorised limit, beyond which external debt is not normally expected to exceed. This represents the CFR (assumed fully funded by borrowing) plus a margin to accommodate any unplanned adverse cashflow movements. This limit acts as an early warning indicator should borrowing be approaching the Authorised Limit. This limit may be breached on occasion under normal circumstances, but sustained or regular breaches should trigger a review of borrowing levels.

Operational Boundary	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m
Total Borrowing	1,076.7	1,100.2	1,089.2	1,085.0	1,087.0

## 2: Treasury Management limits on activity

There are four debt and investment related treasury activity limits. The purpose of these are to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs or improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments.
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates.
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The interest rate exposure is calculated a percentage of net debt. Due to the mathematical calculation exposures could be greater than 100% of below zero (i.e. negative) depending on the component parts of the formula. The formulas are shown below:

**Fixed rate calculation:**

$$\frac{\text{Fixed rate borrowing} - \text{fixed rate investments}}{\text{Total borrowing} - \text{total investments}}$$

**Variable rate calculation:**

$$\frac{\text{Variable rate borrowing}^{**} - \text{fixed rate investments}}{\text{Total borrowing} - \text{total investments}}$$

**\*\*defined as less than 1 year to remaining to maturity, or in the case of LOBO borrowing, the next call date falling within 12 months.**

Limits on Interest Rate Exposure	2019-20	2020-21	2021-22	2022-23	2023-24
	Upper	Upper	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	150%	150%	150%	150%	150%
Limits on variable interest rates based on net debt	65%	65%	65%	65%	65%

The maturity structure of borrowing indicator represents the borrowing falling due in each period expressed as a percentage of total borrowing. These gross limits are set to manage the Council's exposure to sums falling due for refinancing or repayment.

Maturity Structure of Borrowing			
	Lower	Upper	30/09/2018 Comparator
Under 12 months	0%	80%	27.2%
12 months to 2 years	0%	50%	6.2%
2 years to 5 years	0%	50%	18.9%
5 years to 10 years	0%	50%	11.1%
10 years and above	0%	100%	36.6%

The Treasury Management Code of Practice Guidance notes require that maturity is determined by the earliest date on which the lender can require repayment, which in the case of LOBO loans, is the next break point.



**Total principal funds invested for periods longer than 365 days.** The Council is asked to approve the following treasury indicator limits for total principal funds that may be invested for periods greater than 365 days. The limits are set with regard to the Council's liquidity requirements to reduce the risk of need for early liquidation of investment, and are based on the medium/long term availability of resources after each year end.

Maximum principal sums invested for periods longer than 365 days					
£m	2018-19	2019-20	2020-21	2021-22	2022-23
Limit	50	50	50	50	50

### 3: Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework is an indicator required to assess the affordability of the capital investment plans. This provides an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicator:

**Actual and estimates of financing costs to net revenue stream.** This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream. The estimates of financing costs include current commitments and the proposals in this budget report.

This is calculated as the estimated net financing costs for the year divided by the amounts to be met from government grants and local tax payers.

Actual and estimates of financing costs to net revenue stream						
	2018-19 Projected %	2019-20 Estimate %	2020-21 Estimate %	2021-22 Estimate %	2022-23 Estimate %	2023-24 Estimate %
Financing costs to net revenue stream	8.3	9.2	9.7	9.7	9.9	10.3

## **Appendix 4: Minimum Revenue Provision Policy Statement**

### **Policy statement**

The Council is required to repay an element of the accumulated General Fund capital spend each year (Capital Financing Requirement - CFR) through a revenue charge (Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments if required.

The Ministry for Housing, Communities and Local Government (MHCLG) have issued regulations that require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to Councils in the guidance with the underlying principle that a prudent provision is made. A formal review of this Policy is to be undertaken every five years with the next review due in January 2021.

### **Historic debt liability accumulated up to 31<sup>st</sup> March 2010**

Up until 2014-15, the proportion of provision that related to historic debt liability accumulated up to 31<sup>st</sup> March 2010 was calculated using Option 1 of MHCLG Guidance (the 'Regulatory Method'). This method is based upon 4% of the CFR adjusted for 'Adjustment A' (the difference between the old credit ceiling system and the introduction of the Capital Financing Requirement). A reducing balance calculation means that debt liability is never entirely repaid, and the amount of debt equal to 'Adjustment A' (for this Council £2.133m) is not provided for at all. In January and February 2016, General Purposes Committee (GPC) considered a number of potential alternative methodologies. These covered both annuity and straight-line options, calculated over an average life of up to 50 years.

After considering the range of options available, a change in policy was introduced from 2015-16. The method chosen to replace the "Regulatory Method" for historic debt liability accumulated up to 31<sup>st</sup> March 2010 and that remained outstanding at 31<sup>st</sup> March 2015 was an annuity calculation, but one directly linked to the remaining life of the assets the debt liability had funded (held on the Council's balance sheet). This directly relates the cost of financing those assets with their expected useful life, thereby aligning costs with benefits and is allowable under the MHCLG Guidance. This approach will continue to be applied in 2019-20.

**Debt liability accumulated from 1<sup>st</sup> April 2010**

Prudent provision for any subsequent borrowing from 1<sup>st</sup> April 2010 onwards will be calculated using Option 3 of MHCLG Guidance (the 'Asset Life Method') on a straight line basis, in line with estimates for the expected useful life of the asset financed by debt. Estimated life periods will be determined under delegated powers. In view of the variety of types of capital expenditure incurred by the Council, which is not in all cases capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. MRP will be charged from the financial year after the asset becomes operational.

The determination as to which schemes shall be deemed to be financed from available capital resources and those which will remain as an outstanding debt liability to be financed by borrowing or other means will be assessed under delegated powers.

**Loans to This Land**

The only exception to these rules are loans classified as capital expenditure and raised by the Council for the purposes of on-lending to its wholly owned entity This Land. No MRP will be charged on this debt liability as the loans will be repaid in full in later years. This approach will be reviewed on an annual basis to ensure this remains a prudent approach.

## **Appendix 5: Annual Investment Strategy**

### **1: Investment policy**

MHCLG and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with financial investments managed by the treasury management team. Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy.

The Council’s appetite for risk must be clearly identified in its strategy report. The Council affirms that its investment policies are underpinned by a strategy of prudent investment of funds held on behalf of the local community. The objectives of the investment policy are firstly the security of funds (protecting the capital sum from loss) and then liquidity (keeping money readily available for expenditure when needed). Once approved levels of security and liquidity are met, the Council will seek to maximise yield from its investments, consistent with the applying of the agreed parameters. These principles are carried out by strict adherence to the risk management and control strategies set out in the TMP Schedules and the Treasury Management Strategy.

Responsibility for risk management and control lies within the Council and cannot be delegated to an outside organisation. Investment instruments identified for use in the financial year are listed in section 7 under the ‘Specified’ and ‘Non-Specified’ Investments categories.

### **2: Creditworthiness policy**

The Council’s counterparty and credit risk management policies and its approved instruments for investments are set out below. These, taken together, form the fundamental parameters of the Council’s Investment Strategy.

The Council defines high credit quality in terms of investment counterparties as those organisations that:

- Meet the requirements of the creditworthiness service provided by the Council’s external treasury advisors and;
- UK banking or other financial institutions, or are;
- UK national or local government bodies, or are;
- Countries with a sovereign ratings of -AA or above, or are;
- Triple-A rated Money Market funds.

The creditworthiness service provided by the Council's external treasury advisors applies a modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- Credit Default Swaps (CDS – a traded insurance policy market against default risk) spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted calculation with an overlay of CDS spreads, to determine suggested duration for investment. The Council will apply these suggested duration limits to its investments at all times, unless otherwise approved by the Chief Finance Officer.

All credit ratings are monitored daily. The Council is alerted to changes to ratings of all three agencies through its external treasury advisors. If a rating downgrade results in the counterparty or investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately. In addition to the use of credit ratings the Council is advised of information in movements in CDS spreads against benchmark data and other market information on a daily basis and extreme market movements (which may be an early indicator of financial distress) may result in downgrade of an institution or removal from recommended investment.

Sole reliance will not be placed on the use of the Council's external treasury advisors creditworthiness service. In addition the Council will also use market data, financial press and information on any external support for banks to help support its decision making process.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times, and as such the Chief Finance Officer shall have the discretion during the year to lift or increase the restrictions on the counterparty list and or to adjust the associated lending limits on values and durations should it become necessary, to enable the effective management of risk in relation to its investments.

3: Sovereign Limits

Expectation of implicit sovereign support for banks and financial institutions in extraordinary situations has lessened considerably in the last couple of years, and alongside that, changes to banking regulations have focussed on improving the banking sectors resilience to financial and economic stress.

The Council has determined that for 2019-20 it will only use approved counterparties from overseas countries with a sovereign credit rating from the three main ratings agencies that is equal to or above AA-. Banks domiciled in the UK are exempt from this minimum sovereign credit rating, so may be used if the sovereign rating of the UK fall below AA-.

The list of countries that qualify using these credit criteria as at November 2018 are shown below. This list will be amended by officers should ratings change in accordance with this policy.

AAA	AA+	AA
Australia	Finland	Abu Dhabi (UAE)
Canada	USA	France
Denmark		Hong Kong
Germany		UK
Luxembourg		
Netherlands		
Norway		
Singapore		AA-
Sweden		Belgium
Switzerland		Qatar

4: Banking services

Barclays currently provide banking services for the Council. The Council may continue to use its own bankers for short term liquidity requirements if the credit rating of the institution falls below the minimum credit criteria set out in this report, monitored daily. A pragmatic approach will be adopted and rating changes monitored closely.

## 5: Investment position and use of Council's resources

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.).

Investments will be made with reference to core balances, cash flow requirements and the outlook for interest rates.

For its cash flow generated balances, the Council will seek to utilise its business banking reserve account and notice accounts, money market funds (CNAV and LVNAV) and short-dated term deposits in order to benefit from the compounding of interest.

## 6: Specified investments

The Council assesses that an investment is a specified investment if all of the following criteria apply:

- The investment is **denominated in sterling and any payments or repayments in respect of the investment are payable only in sterling**.
- The investment is **not a long term investment (i.e. up to 1 year)**.
- The making of the investment is **not defined as capital expenditure** by virtue of regulation 25(1)(d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146 as amended].
- The investment is **made with a body or in an investment scheme of high credit quality** (see below) or with one of the following public-sector bodies:
  - The United Kingdom Government.
  - A local authority in England or Wales (as defined under section 23 of the 2003 Act) or a similar body in Scotland or Northern Ireland.
  - High credit quality is defined as a minimum credit rating as outlined in this strategy.

Specified investment instruments approved for use are:

Instrument	Minimum ‘High’ Credit Criteria	Maximum Amount
Debt Management Agency Deposit Facility (DMADF)	N/a	No maximum
UK Government Gilts / Treasury Bills	UK sovereign rating	
Certificate of Deposits	Per Treasury Advisors creditworthiness service	£10m per individual/group in total
Term Deposits - Banks and Building Societies	Per Treasury Advisors creditworthiness service	
Term Deposits - Local Authorities and Housing Associations	Considered on an individual basis	
Collateralised Deposit / Covered Bonds	AAA	£20m per individual/group in total
Bonds issued by multilateral development banks	AAA / UK sovereign rating	
Bond issuance issued by a financial institution which is explicitly guaranteed by UK Government (e.g. National Rail)	UK sovereign rating	
Sovereign bond issues (other than the UK govt)	AAA / UK sovereign rating	
Collective Investment Schemes structured as Open Ended Investment Companies (OEICs): -		
1. Money Market Funds (CNAV, LVNAV or VNAV)	AAA MMF rating	£20m per individual/group in total
2. Bond Funds	Considered on an individual basis	
3. Gilt Funds	Considered on an individual basis	



The Council may enter into forward agreements up to 3 months in advance of the investment commencing. If forward agreements are made, the forward period plus the deal period should not exceed the 1 year to be classified as a specified investment.

Maximum counterparty limits may be temporarily exceeded by small amounts and for very short periods where interest is compounded by the counterparty to the principal investment amount. In such instances the interest amounts will be withdrawn as soon as reasonably practicable.

The counterparty limit with the Council's corporate bank (Barclays) may be utilised over and above the set counterparty limit on an overnight basis if cash surpluses are identified as a result of unexpected receipts of income after the day's dealing position is closed. This occurs when the timing for receipt of funds is uncertain, for example the sale of a property. In such instances, funds will be withdrawn to bring the Council's exposure back in line with the approved counterparty limit as soon as reasonably practicable and invested elsewhere in line with this strategy.

## **7: Non-specified investments**

Non-specified investments are defined as those not meeting the specified investment criteria above, which includes investments for over 1 year.

Given the additional risk profile associated with non-specified investment, the Council may consult with its external treasury advisors before undertaking such investments where appropriate.

Non-specified investment instruments approved for use are:

Instrument	Minimum 'High' Credit Criteria	Maximum Amount
UK Government	Government backed	No maximum
Certificate of Deposits	Per Treasury Advisors creditworthiness service	£10m per individual/group in total
Term Deposits - Banks and Building Societies	Per Treasury Advisors creditworthiness service	
Term Deposits - Local Authorities and Housing Associations	Considered on an individual basis	
Collateralised Deposit / Covered Bonds	AAA	£20m per individual/group in total
Bonds issued by multilateral development banks	AAA / UK sovereign rating	
Bond issuance issued by a financial institution which is explicitly guaranteed by UK Government (e.g. National Rail)	UK sovereign rating	
Sovereign bond issues (other than the UK govt)	AAA / UK sovereign rating	
Corporate Bond / Equity Holdings	Considered on an individual basis	£10m per individual/group in total
<b>Collective Investment Schemes structured as Open Ended Investment Companies (OEICs): -</b>		
Property Funds	Considered on an individual basis	£20m per individual/group in total
Enhanced Money Market Funds	AAA VNAV mmf rating	
Corporate Bond / Equity Funds / Share Capital	Considered on an individual basis	

Maximum counterparty limits may be temporarily exceeded by small amounts and for very short periods where interest is compounded by the counterparty to the principal investment amount. In such instances the interest amounts will be withdrawn as soon as reasonably practicable.

## **8: Third Party Loans**

The Council has the power to lend monies to third parties subject to a number of criteria:

- Any loans to or investments in third parties will be made under the Well Being powers of the Council conferred by section 2 of the Local Government Act 2000 or permitted under any other act.
- The Well Being power can be exercised for the benefit of some or all of the residents or visitors to a local authority's area. The power may also be used to benefit organisations and even an individual.

The primary aims of any investment - in order of priority - are the security of its capital, liquidity of its capital and to obtain a return on its capital commensurate with levels of security and liquidity. These aims are crucial in determining whether to proceed with a potential loan.

Appendix 6 sets out the Council's framework within which it may consider advancing loans to third party, not for profit, organisations.

## **9: Investments defined as capital expenditure**

The acquisition of share capital or loan capital in any corporate body is defined as capital expenditure under Regulation 25(1) (d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. Such investments will have to be funded from capital or revenue resources and will be classified as 'non-specified investments'.

Investments in "money market funds" which are collective investment schemes and bonds issued by "multilateral development banks" – both defined in SI 2004 No 534 – will not be treated as capital expenditure.

A loan, grant or financial assistance provided by this Council to another body will be treated as capital expenditure if the Council would define the other bodies use of those funds as capital had it undertaken the expenditure itself.

**10: Provisions for credit related losses**

If any of the Council's investments appear at risk of loss due to default (i.e. this is a credit related loss and not one resulting from a fall in price due to movements in interest rates) the Council will make revenue provision of an appropriate amount.

**11: End of year investment report**

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

**12: Pension fund cash**

The Council will comply with the requirements of The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009, which were implemented on 1 January 2010. The Council will not pool pension fund cash with its own cash balances for investment purposes. Any investments made by the pension fund directly with the Council will comply with the requirements of SI 2009 No 393.

## **Appendix 6: Third Party Loans Policy**

### **Introduction**

Government changes in the way councils are funded has prompted local authorities to look at more commercial and innovative ways of growing income streams from sources other than Government grants and council tax in order to support the delivery of front-line services.

Whilst the Council should not wish to become a commercial lender in the market place it can use its ability to borrow, at relatively economic rates, to support the delivery of improved outcomes for the residents of Cambridgeshire. At the same time this will facilitate the creation of a relatively modest income stream to support the Council's overall financial resilience. All applications must demonstrate alignment to the Council's core objectives and priorities and should support those outcomes.

The intention of this policy is therefore to establish a framework within which the Council may consider advancing loans to third party, not for profit, organisations.

### **Nature of Organisations Considered**

The Council will consider the provision of a loan facility to organisations that fulfil the following criteria:

- Not For Profit Organisations where the loan required will be used to fund infrastructure to support the delivery of services to the residents of Cambridgeshire and;
- Organisations that provide services that align to the Council's core objectives and priorities (including subsidiary companies and joint ventures)

Both of the above criteria are required to be fulfilled in order for the Council to consider advancing public funds.

### **Governance Arrangements**

All proposals will be considered by the Commercial Board (a Board of Officers from across the Council considered to provide an overview and challenge on all of the Council's commercial activity).

Loans of less than £250,000 that fulfil the policy framework are delegated to the Council's Chief Finance Officer in consultation with the Chair of General Purposes Committee (GPC). Should the Committee Chair declare a conflict of interest, consultation will take place with the Committee Vice-Chair.

Loans in excess of £250,000 or loans that are outside of the framework parameters require GPC approval.

### **Limits**

No specific limits are proposed but all loans in excess of £250,000 will require GPC approval.

Given the level of administration that will be required to manage the loan agreement over the life of the loan, no requests for loans of less than £10,000 will be considered.

### **Business Case Review**

Any application for loan finance must be accompanied by a robust business case. Due-diligence checks will be undertaken to test the underlying assumptions applied. Specialist support may be required to carry out these assessments.

### **State Aid and Interest Rates**

Under EU law, State Aid rules must be taken into account whenever public money is given to an organisation that undertakes any commercial operation. State Aid is defined as an advantage in any form whatsoever conferred on a selective basis to undertakings by public authorities. Subsidies granted to individuals or general measures open to all enterprises are not covered by the State Aid prohibition.

The general parameters of the scheme will not permit loans to be made where the funding could be used in the delivery of commercial activities. However, not for profit organisations often undertake commercial activities in order to support the delivery of non-commercial activities. State aid can be avoided by using the Market Economy Operator (MEO) principles. If the state is acting in a way that a rational private investor would, for example in providing loans or capital on terms that would be acceptable to a genuine private investor who is motivated by return and not policy objectives, then it is not providing State Aid. This is because the beneficiary is not considered to be obtaining an advantage from the State but on the same terms that it could have obtained on the open market.

The actual interest rate charged on loans of this nature will be set with reference to the minimum permitted within State Aid rules at the time of fund advance and the Council's cost of borrowing plus an appropriate credit risk margin, whichever is higher. If there is any doubt as to whether State Aid may be an issue, Legal advice must be sought.

### **Loan Framework**

- All loans must be secured against an asset or guaranteed by a public sector organisation with tax raising powers.
- The maximum loan to value will not exceed 80% unless fully guaranteed by a public sector body
- The maximum duration of the loan will be 30 years but the loan period must not exceed the useful life of the asset.
- An independent valuation of the asset upon which the loan is secured will be undertaken by the Council.
- A robust business case must be developed that demonstrates that the loan repayments are affordable.
- The on-going value of the asset(s) that the loan has been secured against will be valued on a 5 year basis. A charge to revenue may be required if the equity value falls below the debt outstanding or if it becomes clear that the borrowing organisation is unable to service the debt.
- Guarantees will be called upon if the lending organisation falls into arrears of more than 12 months.

Given the administrative costs incurred in both establishing and managing loans of this nature an administration/arrangement fee will be applied to each loan made. The following arrangement fees will be applied:

Minimum Loan Value	Maximum Loan Value	Arrangement Fee
£10,000	£99,000	£1,000
£100,000	£249,999	1% of loan
£250,000	-	£2,500

### **Exemptions**

Exemptions to this policy may be considered but any exemption will need to be approved by GPC.





**RESOURCE FUNDING REQUEST FOR THE CONTINUATION OF THE POSITIVE BEHAVIOUR SUPPORT PROJECT**

**To:** General Purposes Committee

**Meeting Date:** 18th December 2018

**From:** Wendi Ogle-Welbourn (Executive Director, People & Communities)

**Electoral division(s):** All

**Forward Plan ref:** Not applicable      **Key decision:** No

**Purpose:** To approve the necessary resources required to commission an intensive support team to work with children and young people with learning disabilities and/or autism across Cambridgeshire & Peterborough who are at high risk of exclusion from local support and at risk of inpatient admission or 52 week placement as a consequence of challenging behaviour.

**Recommendation:** It is recommended that the Committee approves the funding of the resources not currently within the Council's base budget from the Council's Transformation Fund as summarised in Appendix A.

<b><i>Officer contact:</i></b>		<b><i>Member contact:</i></b>	
Name:	Wendi Ogle-Welbourn	Name:	Cllr Simon Bywater
Post:	Executive Director, People & Communities	Post:	Chair of Children & Young People Committee
Email:	<a href="mailto:Wendi.ogle-welbourn@cambridgeshire.gov.uk">Wendi.ogle-welbourn@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:Simon.bywater@cambridgeshire.gov.uk">Simon.bywater@cambridgeshire.gov.uk</a>
Tel:	01223 728192	Tel:	01223 706398

## **1. BACKGROUND**

- 1.1 The Cambridgeshire Positive Behaviour Support project was set up in April 2017 using £240,000 funding secured from the Transformation Fund to run for two years. The aim of the project was to work intensively with eight children identified as having severe learning disabilities, to reduce challenging behaviour, improve quality of life, and prevent exclusion from local supports. The financial case for the project was based on the high cost of out of county residential schools, and the success of similar projects nationally in reducing the need for such placements.
- 1.2 The team draw on Positive Behaviour Support (PBS) and Systemic frameworks in their work. They work flexibly across all settings in which the young person spends their time, and work with the entire family and professional network, using network meetings to encourage the kind of joined up approach that is described in good practice guidance but can be a challenge to achieve. PBS is a values led approach to working with people with learning disabilities which focuses on improving the quality of life (rights, inclusion, meaningful and purposeful activity) of a person and those who support them, increasing skills, and subsequently decreasing that person's reliance on challenging behaviour as a communication of unmet need. In addition to case work, the team have supported partner agencies in their work with challenging behaviour.
- 1.3 The offer is different from existing services that work with young people with disabilities and challenging behaviour in terms of the team's capacity to work intensively and proactively, to work flexibly including out of hours work, to respond to need in a timely way and prevent avoidable crises, to engage and work with the whole family and professional network, to take on a coordination role with large and complex multi-agency networks and thereby ensuring a more efficient and person-centred approach that is valued by families. Evidence both locally and nationally is that the cohort of young people with disabilities in residential schools are generally not more challenging or complex than those in local services, and that it is often a failure of local services to offer the above that is the problem. The project is overseen by an operational group which includes professionals from key partner agencies and parent representation from Pinpoint.
- 1.4 The team consists of 2.6 wte (whole time equivalent) clinical staff: clinical psychologist, nurse and assistant psychologist. Line management and clinical supervision is provided by the social care clinical team leads. The team is currently at full capacity working with eight families. All of the children were identified by social care managers as being at high risk of exclusion from local supports due to challenging behaviour. All eight children continue to be supported locally. None have required a 52 week residential placement to date.
- 1.5 At any one time there are 15 – 20 young people with severe learning disabilities and challenging behaviour in 52 week out of county residential schools, using a significant proportion of local care, education and health budgets. In 2018 Cambridgeshire is spending £241,000 – 302,000 per year per child, living on average 102 miles from home. Taking an average placement cost figure of £270,000 if even four of the children taking part in the project had required a 52 week residential placement the placement costs alone for one year would have equated to over one million pounds (£1,080,000).

- 1.6 The project has achieved positive outcomes including significant cost avoidance. The most recent savings monitoring indicates the project is on track to achieve cost savings of £746,000 over the whole two year period – the original savings figure total was £300,000.

## 2. MAIN ISSUES

- 2.1 There is no funding secured past the end of March 2019. Three proposals for next steps were presented to the Cambridgeshire and Peterborough Clinical Commissioning Group Joint Commissioning Unit meeting on 10th October 2018 (see **Appendix B**). These proposals included closing the project, attempting to secure funding for a further 12 months, and lastly, identifying multi-agency funding to develop the team and the service offer.

- 2.2 Support for the third option was firmly preferred based on national policy, Cambridgeshire data and learning from the project to date. Multi-agency funding would enable provision to be developed and continue contributing to achieving the aims of Transforming Care (i.e. better local services, reduction in in-patient admissions and residential school placements), as well as prevent future costs of residential school placements / in-patient admissions to the local authority and health. Funding would further enhance the existing team, build on expertise gained and relationships developed through the project (with local schools, respite and care provision, community support, parent and young person advocacy groups, social care, mental health services, child health services, transport, Statutory Assessment Team, Access to Resources Team etc). It would also allow the service offer to be developed as follows:

- Continue to work with the current client group picking up approximately ten new cases per year achieving net cost savings, retaining existing staff and expertise.
- Families known to the team would remain on a keeping in touch pathway so that we can quickly respond in a crisis as needed, thereby maintaining the gains made with the projects' involvement.
- Extend the offer to children who present with challenging behaviour beyond the current criteria (e.g. mild learning disability, autism without a learning disability).
- Extend the offer to helping children successfully return from out of county placements.
- Expand the team to include dedicated Speech and Language Therapy/Occupational Therapy/Support Work time to increase capacity and effectiveness, in line with similar projects nationally.
- Continue to develop links with related local services ensuring a coherent local offer / multi-agency challenging behaviour pathway that makes best use of existing resources and enables the development of a culture of inclusion of those young people with complex needs and severe challenging behaviour.
- Actively support work to develop local alternative educational provision for those young people with learning disabilities and/or autism who are at high risk of exclusion from local area special schools.

- Contribute to workforce development around challenging behaviour and PBS in keeping with Children and Young People Transforming Care Workforce recommendations.
- Extend the project to work across Peterborough City replicating the positive outcomes for children and young people and cost savings.

2.3 It is noted that this funding request was discussed at the Children's and Young People's Committee on 4th December 2018 where the recommendation to agree the funding of the resources not currently within the Council's base budget from the Council's Transformation Fund was approved.

### **3.0 ALIGNMENT WITH CORPORATE PRIORITIES**

Continued funding for the Positive Behaviour Support project is key in achieving better outcomes for Cambridgeshire's and Peterborough's children and young people who have learning disabilities and/or autism, and who are at high risk of exclusion as a consequence of challenging behaviour. It will also enable significant savings to be realised, particularly in the Looked After Children budget.

#### **3.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

#### **3.2 Helping people live healthy and independent lives**

By working intensively with children identified as having learning disabilities and/or autism, with the PBS and Transforming Care principles, to reduce challenging behaviour, improve quality of life, and prevent exclusion from local supports.

#### **3.3 Supporting and protecting vulnerable people**

As set out in 3.2 above.

### **4.0 SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

The financial implications are set out in this report.

#### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications arising directly from this report.

#### **4.3 Statutory, Legal and Risk Implications**

There are no significant implications arising directly from this report.

#### 4.4 Equality and Diversity Implications

There are no significant implications arising directly from this report.

#### 4.5 Engagement and Communications Implications

There are no significant implications arising directly from this report.

#### 4.6 Localism and Local Member Involvement

There are no significant implications arising directly from this report.

#### 4.7 Public Health Implications

There are no significant implications arising directly from this report.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Roger Brett
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	Not applicable
Have any engagement and communication implications been cleared by Communications?	Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Not applicable
Have any Public Health implications been cleared by Public Health	Not applicable

## SOURCE DOCUMENTS

Source Documents	Location
Children and Young People Committee – 4 December 2018	<a href="https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/833/Committee/4/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/833/Committee/4/Default.aspx</a>

## Appendix A

### Investment Proposal Supporting Information / Transformation Fund Bid

<b>Bid Title</b>	Cambridgeshire Positive Behaviour Support Project
<b>Service Area / Directorate</b>	Transformation Team
<b>Sponsoring Director</b>	Wendi Ogle-Welbourn

<b>Brief Description of Bid</b>	<p>£490,000 is sought to commission an intensive support team to work with children and young people with learning disabilities (including autism) who are at high risk of exclusion as a consequence of challenging behaviour across both Cambridgeshire &amp; Peterborough.</p> <p>This team will build on the success of the Cambridgeshire Positive Behaviour Support project which began in April 2017 and has funding until the end of March 2019. This project sought and secured funding of £240,000 through the Transformation Fund and has achieved positive outcomes including significant cost avoidance. The most recent savings monitoring indicates the project is on track to achieve cost savings of <b>£746,000</b> over that same time period – the original savings figure total was £300,000.</p> <p>The investment sought will fund a multidisciplinary team composition to work across Cambridgeshire and Peterborough over two years:</p> <ul style="list-style-type: none"><li>• Clinical Manager x 1</li><li>• Nursing</li><li>• Psychology</li><li>• Speech &amp; Language Therapist</li><li>• Support Workers</li><li>• Occupational Therapist</li><li>• Statutory Assessment Team</li><li>• Psychiatry / Medical</li></ul>
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	<p>The funding would also enable:</p> <ul style="list-style-type: none"> <li>the development of the provision and contribute to achieving the aims of Transforming Care (i.e. better local services, reduction in in-patient admissions and residential school and social care placements), as well as prevent future costs of residential school placements / in-patient admissions to the local authority and health.</li> <li>enhance the existing team, build on expertise gained and relationships developed through the original project (with local schools, respite and care provision, community support, parent and young person advocacy groups, social care, mental health services, child health services, transport, statutory assessment team, access to resources etc).</li> <li>the development and improvement of the service offer.</li> </ul>
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<b>Type of Bid</b>	Request to fund staffing costs for two years
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<b>Strategic Links</b>	Due to the return on investment which will be realised through the work of this team (as evidenced in the original Positive Behaviour Support project), it will support all of the strategic objectives, as it will mean significant savings which can go back into the overall Business Plan, to help towards our annual savings requirements, particularly in Special Educational Needs and Disabilities and Looked After Children.
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<b>Cash Flow</b>	<b>19/20 £000</b>	<b>20/21 £000</b>	<b>Total</b>
<b>Transformation Fund Investment</b>	245	245	490
<b>Peterborough Investment*</b>	105	105	210
<b>Total</b>	<b>350</b>	<b>350</b>	<b>700</b>
<b>Cost avoidance</b>	700	700	

\*Peterborough will be re-charged for their proportion; this has been cleared by Finance.

<b>Decision and Date</b>	
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## **Appendix B**

### **Cambridgeshire and Peterborough Clinical Commissioning Group Joint Commissioning Unit meeting on 10<sup>th</sup> October 2018 – PBS/intensive support**

**Proposal: Commissioning of an intensive support team to work with young people with learning disabilities and /or autism across Cambridgeshire & Peterborough who are at high risk of exclusion as a consequence of challenging behaviour**

**Total Cost: £ 350,000 per year**

#### **Background:**

Whilst policy and commissioning guidance (Transforming Care, 2012; Ensuring Quality Services, 2015; NICE 2018) emphasise the right to family life and inclusion in local communities, a significant number of young people with learning disabilities and / or autism and challenging behaviour in the UK are placed in 52 week residential schools (around 650) / NHS Assessment & Treatment Units (around 250) / in-patient units (see Gore et al, 2015 for an overview of the relevant issues).

In Cambridgeshire, 15-20 young people with severe learning disabilities and challenging behaviour are in out of county 52 week residential school placements at any one time (on average 3-4 per year). These cost on average £270,000 per annum (£241,000 – 302,000), shared across education, health, care). The vast majority remain in these provisions until adulthood. A significant number of young people with autism (not Learning Disability) are placed in 52 week residential schools or in-patient units. At the time of writing this report it had not been possible to access local data about this cohort of young people.

Although such placements can offer a detailed assessment of need, consistency of approach, and opportunities that may be difficult to achieve locally, they are also very expensive, difficult to monitor, often create greater dependency that is not realistic within adult services, and lead to loss of contact with family (McGill et al, 2015). Placements away from home are typically not welcomed by parents, young people, or practitioners, but usually result from exhaustion and a perceived lack of alternatives following exclusion from local schools, respite, transport and other provisions (Abbott, 2004). A local CLAHRC (Collaboration for leadership in applied health research and care) project (Casson, 2015) found that reasons for residential school placements being made by Cambridgeshire included overly complex and confusing local services / poorly coordinated crisis response with a lack of clarity around lead professional role / a tendency to 'throw resources at a problem' with little coordination / a lack of robust emergency respite provision / limited alternatives

when a special school or respite unit excludes a young person / a lack of available skilled and experienced staff who can offer hands on support and coordination in a crisis / a perception that residential schools are able to offer a more specialist approach.

**Transforming Care** is about enabling children, young people and adults with learning disabilities and /or autism and challenging behaviour to remain in their local communities and access the right support at the right time. It focusses on reducing the number of in-patient admissions and placements in 52 week residential schools. In order to achieve this, we know that we have to improve community- based services. Transforming Care groups and boards aim to work closely with families, young people and key stakeholders. Care Education and Treatment Reviews (CETR) for those at risk of in-patient or residential school admission, are used to scrutinise the issues and make recommendations in order for young people to remain in their communities with their families, or, if hospital placement is required, that this occurs for the shortest time possible and with the best treatment possible.

The **Cambridgeshire Positive Behaviour Support Project** (April 2017 – March 2019) is a small team (2.6 wte) offering intensive support based on PBS principles to eight young people with disabilities and challenging behaviour identified as at high risk of exclusion. The project has been funded through the social care transformation fund, and has achieved positive outcomes for all including significant cost avoidance.

Our most recent savings monitoring indicates the project is on track to achieve cost savings of **£746,000** over that same time period. This is consistent with national data from similar projects.

**2017/18 target of £174k - £154k was made with an additional £348k towards 2018/19 savings target of £522k which is captured below.**

**2018/19 target of £522k - £348k 'made' based on full year effect of work undertaken in 2017/18 with an additional £244k forecast already for 2018/19.**

**Overall target of £696k against which £746k is forecast.**

Evaluations of intensive support teams working with young people with disabilities and challenging behaviour nationally have demonstrated a high level of success in preventing residential school placements as well as considerable **cost savings / prevention of future costs** (e.g. Bristol PBS Service, Ealing Intensive Therapeutic Short Breaks Service, Norfolk Starfish Plus). Economic analysis by health economists at LSE (Lemmi et al, 2015) indicate that the overall costs of a local support package (health, education, care) for a young person with severe learning disabilities and challenging behaviour, including intensive support team involvement is around £100,000 per annum (in comparison with £250,000 for a residential school placement or £350,000 for in-

patient). This is in line with costs calculated for those on our current caseload (range £70,000 - £120,000 including PBS Project involvement).

**Positive Behaviour Support** is a framework for understanding and responding to challenging behaviour based on person-centred values, behavioural science, and the use of evidence.

Interventions focus on developing skills and quality of life for young people and those that support them, as well as a reduction in challenging behaviour.

Funding for the PBS Project ends in March 2019. We propose that continued multi-agency funding would enable us to develop the provision and contribute to achieving the aims of Transforming Care (i.e. better local services, reduction in in-patient admissions and residential school placements), as well as prevent future costs of residential school placements / in-patient admissions to the local authority and health.

Further funding would sustain the existing team, build on expertise gained and relationships developed through the project (with local schools, respite and care provision, community support, parent and young person advocacy groups, social care, mental health services, child health services, transport, Statutory Assessment Team, Access to Resources Team etc).

The following options are presented for consideration. Option C is our firmly preferred option based on national policy, Cambridgeshire data and learning from the PBS project to date.

#### **Option A. Project closes April 2019**

Risk: Financial cost to LA, social care and education  
Loss of highly valued, skilled staff members in the context of a national recruitment challenge within these professions  
Loss of team that is effective in challenging unhelpful local practice and advocating for more efficient and effective local systems

Benefits: Families known to the team will have had a good experience of services and cost savings will have been made

#### **Option B. Extend existing arrangements for a further 12 months at a cost of £140k**

Risk: Project is fragile due to the size of the team (2.6 wte equivalent) and it may prove difficult to retain staff long term in temporary positions

Benefits: The model has proved to be effective in all original aims and can continue to generate cost savings to the LA while improving quality of life

A commitment to further funding now would enable the project to take on additional long term work whilst multi-agency funding is sought

### **Option C. Identify multi-agency funding to develop and extend the offer long term**

Risk: None identified

Benefits: Opportunity to build on existing links with local services (e.g. [Child and Adolescent Mental Health Service](#), Occupational Therapy, Speech and Language Therapy, Young Adults Team, local respite provision)

The model has proven to be effective in all original aims and can continue to generate cost savings to education, health and social care, while improving quality of life for children and families

We would like to develop the **service offer** as follows:

- Continue to work with the current client group picking up five new cases per year achieving net cost savings, retaining existing staff and expertise
- Families known to the team would remain on a keeping in touch pathway so that we can quickly respond in a crisis as needed, thereby maintaining the gains made with the projects' involvement
- Extend the offer to children who present with challenging behaviour beyond the current criteria (e.g. mild learning disability, autism without a learning disability).
- Extend the offer to helping children successfully return from out of county placements
- Expand the team to include dedicated Speech and Language Therapy/Occupational Therapy/Support Work time to increase capacity and effectiveness, in line with similar projects nationally
- Continue to develop links with related local services ensuring a coherent local offer / multi-agency challenging behaviour pathway that makes best use of existing resources and enables the development of a culture of inclusion of those young people with complex needs and severe challenging behaviour

- Actively support work to develop local alternative educational provision for those young people with learning disabilities who are at high risk of exclusion from local area special schools
- Contribute to workforce development around challenging behaviour and PBS

Work is needed to better understand the Peterborough context around use of residential schools and in-patient facilities for challenging behaviour, and engaging key stakeholders. We have been offered support through CLAHRC (Collaboration for leadership in applied health research and care) (Professors John Gabbay and Andree Le May) to undertake this work and support implementation of an intensive PBS offer, thereby increasing the future effectiveness of the team.

We propose that **cases are identified through** a combination of 1. County Resource Panel 2. Transforming Care risk register 3. The development of a mechanism whereby cases can be identified more proactively. With the following **inclusion criteria**:

- Child or young person has a learning disability and / or autism
- Severe challenging behaviour that places them at risk of breakdown in at least one setting (home / school / respite) and placement in residential school or hospital
- Family and professional network are motivated to work with the team
- Intensive support is not already being offered by an existing service

We propose the following multidisciplinary **team composition to work across Cambridgeshire and Peterborough (costings)**

- Clinical Manager x 1
- Nursing
- Psychology
- Speech & Language Therapist (1 day per week)
- Support Workers
- Occupational Therapist (1 day per week)
- Statutory Assessment Team – work of the team would be greatly facilitated if there were a specialist casework officer attached to the Transforming Care at risk register (in terms of supporting the development of more creative bespoke educational provision, challenging a culture of exclusion locally)

- Psychiatry / Medical – for Cambridgeshire and Peterborough Foundation Trust (CPFT) to continue to support monthly consultation with Consultant Psychiatrist (neurodevelopmental team)
- Access to clinicians with specialist expertise (e.g. family therapy, VIG, attachment based therapies) from the social care clinical team
- Trainee clinical psychologists and trainee learning disability / mental health nurses (paid by clinical training courses)

We would propose the team continues to be hosted by social care clinical team and overseen by the lead psychologist in post. Ideally the team would be based in a facility in which we were able to work directly with the young people (e.g. educational / respite unit) and co-located with key staff members.

## **Key references**

### **Websites:**

Paving the Way - policy / commissioning and practice guidance / resources for practitioners and families / links to PBS Coalition <http://pavingtheway.works/>

### **Key policy, commissioning and practice guidance:**

Department of Health (2012). *Transforming Care: a national response to Winterbourne View Hospital*. DoH: London

Department of Health (2007) *Services for People with Learning Disabilities and Challenging Behaviour or Mental Health Needs* (revised edn). (TSO) The Stationery Office

[https://www.kent.ac.uk/tizard/research/research\\_projects/dh2007mansellreport.pdf](https://www.kent.ac.uk/tizard/research/research_projects/dh2007mansellreport.pdf)

Local Government Association (2014). *Ensuring Quality Services: core principles for the commissioning of services for children, young people, adults and older people with learning disabilities and/or autism who display or are at risk of displaying behaviour that challenges*.

[www.local.gov.uk/...Ensuring+quality+services/085fff56-ef5c-4883-b1a1-d6810caa9](http://www.local.gov.uk/...Ensuring+quality+services/085fff56-ef5c-4883-b1a1-d6810caa9)

NICE (2015) *Challenging Behaviour and Learning Disabilities: Prevention and Interventions for People with Learning Disabilities Whose Behaviour Challenges* (NG11)

(<https://www.nice.org.uk/guidance/ng11>).

NICE Challenging Behaviour Service Design and Delivery (2018)

<https://www.nice.org.uk/guidance/ng93>

Royal College of Psychiatrists, British Psychological Society (2016). *Challenging behaviour: a unified approach – update. Clinical and service guidelines for supporting children, young people*

*and adults with intellectual disabilities who are at risk of receiving abusive or restrictive practices*  
(<http://www.rcpsych.ac.uk/usefulresources/publications/collegereports/cr/cr144.aspx>)

## **PBS**

Key messages

### **Summary of research into use of 52 week residential school placements:**

Gore,N. et al (2015). Residential school placements for children and young people with intellectual disabilities – their use and implications for adult social care. NIHR School for Social Care Research [www.sscr.nihr.ac.uk/PDF/ScopingReviews/SR10.pdf](http://www.sscr.nihr.ac.uk/PDF/ScopingReviews/SR10.pdf)

### **Examples of service initiatives to prevent out of area residential school placement):**

Gore,N et al (2015) – overviews of Ealing Intensive Therapeutic and Short Breaks Service, Bristol Positive Behaviour Support Service, York Family Intervention Rapid Support Team, East Sussex Family Intensive Support Service [www.sscr.nihr.ac.uk/PDF/ScopingReviews/SR10.pdf](http://www.sscr.nihr.ac.uk/PDF/ScopingReviews/SR10.pdf)

Jackson Brown,F et al (2014). Supporting special school placements at risk of breakdown: behavioural and financial outcomes. International Journal of Positive Behavioural Support, 4 (1), 24 – 37.

Sholl, C, Reid, C, & Udwin,O. (2014). Preventing residential care for young people with intellectual disabilities and challenging behaviours: the development of the Ealing Intensive Therapeutic and Short Breaks Service. ACAMH Occasional Paper No.32

### **Economic case for intensive support – disabilities and challenging behaviour**

Lemmi, Valentina and Knapp, Martin and Brown, Freddy Jackson (2016) Positive behavioural support in schools for children and adolescents with intellectual disabilities whose behaviour challenges: an exploration of the economic case Journal of Intellectual Disabilities, 20 (3). 281-295. ISSN 1744-6295

Lemmi, Valentina and Knapp, Martin and Gore, Nick and Cooper, Vivien and Brown, Freddy Jackson and Reid, Caroline and Saville, Maria (2016) What is standard care for people with learning disabilities and behaviour that challenges and what does it cost? British Journal of Learning Disabilities, 44 (4). 309-321. ISSN 1354-4187





# GENERAL PURPOSES COMMITTEE AGENDA PLAN

## Agenda Item No.9



Cambridgeshire  
County Council

### Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

The definition of a key decision is set out in the Council's Constitution in Part 2, Article 12.

\* indicates items expected to be recommended for determination by full Council.

+ indicates items expected to be confidential, which would exclude the press and public.

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.

The agenda dispatch date is six clear working days before the meeting.

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
<b>22/01/19</b>	1. Minutes – 18/12/19	M Rowe		<b>09/01/19</b>	<b>14/01/19</b>
	2. Resources and Performance Report (November) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report - November 2017	R Barnes	2019/001		
	4. Capital Receipts Strategy	C Malyon	Not applicable		
	5. Treasury Management Strategy	C Malyon	Not applicable		
	6. Business Plan*	C Malyon	Not applicable		
	7. People Strategy*	L Fulcher	Not applicable		
	8. Consultation Report	S Grace	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	9. Waste PFI Contract+ <i>[Reason for the meeting to be held in private - Information relating to the financial or business affairs of any particular person [including the authority holding that information].</i>	A Smith	2019/020		
<i>[26/02/19] Provisional Meeting</i>					
<b>26/03/19</b>	1. Minutes – 22/01/19	M Rowe		<b>13/03/19</b>	<b>18/03/19</b>
	2. Resources and Performance Report (January) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (January)	R Barnes	2019/002		
	4. Transformation Fund Monitoring Report Quarter 3 2018/19	A Askham	Not applicable		
	5. Treasury Management Report – Quarter 3	C Oliver/ J Lee	Not applicable		
<i>[30/04/19] Provisional Meeting</i>					
<b>28/05/19</b>	1. Minutes – 26/03/19	M Rowe		<b>14/05/19</b>	<b>17/05/19</b>
	2. Resources and Performance Report (March) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (March)	R Barnes	2019/003		
	4. Treasury Management Report – Quarter 4 and Outturn Report*	C Oliver/ J Lee	Not applicable		
<i>[26/06/19] Provisional Meeting</i>					
<b>16/07/19</b>	1. Minutes – 26/03/19	M Rowe		<b>03/07/19</b>	<b>08/07/19</b>

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	2. Resources and Performance Report (May) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (May)	R Barnes	2019/010		
	4. Transformation Fund Monitoring Report Quarter 4 2018/19	A Askham	Not applicable		
<i>[20/08/19] Provisional Meeting</i>					
<b>26/09/19</b>	1. Minutes – 16/07/19	M Rowe		<b>13/09/19</b>	<b>18/09/19</b>
	2. Resources and Performance Report (July) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (July)	R Barnes	2019/011		
	4. Medium Term Financial Strategy	C Malyon	Not applicable		
	5. Capital Strategy	C Malyon	Not applicable		
	6. Transformation Fund Monitoring Report Quarter 1 2019/20	A Askham	Not applicable		
	7. Treasury Management Report – Quarter 1 2019-20	C Oliver/ J Lee	Not applicable		
<b>22/10/19</b>	1. Minutes – 26/09/19	M Rowe		<b>09/10/19</b>	<b>14/10/19</b>
	2. Resources and Performance Report (July) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (August)	R Barnes	2019/012		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
<b>26/11/19</b>	1. Minutes – 22/10/19	M Rowe		<b>13/11/19</b>	<b>18/11/19</b>
	2. Resources and Performance Report (September) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (September)	R Barnes	2019/013		
	4. Treasury Management Report – Quarter 2*	C Oliver/ J Lee	Not applicable		
	5. Draft 2019/20 Capital Programme and Capital Prioritisation	C Malyon	Not applicable		
	6. Business Planning 2019-20 to 2023-24 – update	C Malyon	Not applicable		
	7. Transformation Fund Monitoring Report Quarter 2 2019-20	A Askham	Not applicable		
<b>17/12/19</b>	1. Minutes – 26/11/19	M Rowe		<b>04/12/19</b>	<b>09/12/19</b>
	2. Resources and Performance Report (October) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report – (October)	R Barnes	2019/014		
	4. Amendments to Business Plan Tables (if required)	C Malyon	Not applicable		
	5. Draft Revenue and Capital Business Planning Proposals for 2020-21 to 2024-2025 (whole Council)	C Malyon	Not applicable		
	6. Treasury Management Strategy	C Oliver/ J Lee	Not applicable		
<b>28/01/20</b>	1. Minutes – 17/12/19	M Rowe		<b>15/01/20</b>	<b>20/01/20</b>
	2. Resources and Performance Report (November) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	3. Integrated Resources and Performance Report – (November)	R Barnes	2020/001		
	4. Local Government Finance Settlement	C Malyon	Not applicable		
	6. Capital Receipts Strategy	C Malyon	Not applicable		
	7. Treasury Management Strategy	C Malyon	Not applicable		
	8. Business Plan*	C Malyon	Not applicable		
	9. Consultation Report	S Grace	Not applicable		
<i>[25/02/20] Provisional Meeting</i>					
<b>24/03/20</b>	1. Minutes – 28/01/20	M Rowe		<b>11/03/20</b>	<b>16/03/20</b>
	2. Resources and Performance Report (January) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (January)	R Barnes	2020/002		
	4. Transformation Fund Monitoring Report Quarter 3 2019/20	A Askham	Not applicable		
	5. Treasury Management Report – Quarter 3	C Oliver/ J Lee	Not applicable		
<i>[28/04/20] Provisional Meeting</i>					
<b>02/06/20</b>	1. Minutes – 24/03/20	M Rowe		<b>19/05/20</b>	<b>22/05/20</b>
	2. Resources and Performance Report (March) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	3. Integrated Resources and Performance Report (March)	R Barnes	2020/003		
	4. Treasury Management Report – Quarter 4 and Outturn Report*	C Oliver/ J Lee	Not applicable		

GENERAL PURPOSES COMMITTEE TRAINING PLAN			The Training Plan below includes topic areas for GPC approval. Following sign-off by GPC the details for training and development sessions will be worked up.					
Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending
1.	Emergency planning	The Council's roles and responsibilities, how do we respond in an emergency		25th July 2017	Stuart Thomas / Sue Grace		GPC	Bailey Bates Bywater Count Criswell Dupre Hickford Hudson Jenkins Nethsingha Schumann Shuter
2.	Business Intelligence	Data / system integration Data sharing with other authorities. The importance of good governance and information management. <i>(pre reading material required)</i>		28th November 2017	Tom Barden/ Sue Grace		GPC	Bailey Bywater Criswell Dupre Hickford Hudson Jenkins Kavanagh McGuire Nethsingha Shuter Wotherspoon

