

GENERAL PURPOSES COMMITTEE



Tuesday, 22 December 2020

Democratic and Members' Services
Fiona McMillan
Monitoring Officer

10:00

Shire Hall
Castle Hill
Cambridge
CB3 0AP

COVID-19

During the Covid-19 pandemic Council and Committee meetings will be held virtually for Committee members and for members of the public who wish to participate. These meetings will be held via Zoom and Microsoft Teams (for confidential or exempt items). For more information please contact the clerk for the meeting (details provided below).

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

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

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

2. **Minutes – 24th November 2020 and Action Log**

5 - 8

View minutes here

[General Purposes Committee meeting 24/11/2020](#)

3. **Petitions and Public Questions**

KEY DECISIONS

4. **Integrated Finance Monitoring Report for the period ending 31 October 2020** **9 - 34**
- OTHER DECISIONS**
5. **Covid-19 Update Report (to follow)**
6. **Strategic Framework** **35 - 48**
7. **Business Planning Proposals for 2021-26 - Current position** **49 - 126**
8. **General Purposes Committee Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels** **127 - 130**
9. **Exclusion of Press and Public**
To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed information relating to the financial or business affairs of any particular person (including the authority holding that information)
10. **Huntingdon West of Town Centre Link Road land purchase (circulated separately)**

The General Purposes Committee comprises the following members:

For more information about this meeting, including access arrangements please contact

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 Mark Goldsack Councillor Peter Hudson Councillor David Jenkins Councillor Noel Kavanagh Councillor Peter McDonald Councillor Elisa Meschini Councillor Lucy Nethsingha Councillor Tom Sanderson and Councillor Josh Schumann

Clerk Name:	Michelle Rowe
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GENERAL PURPOSES COMMITTEE MINUTES-ACTION LOG

This is the updated action log as at 14th December 2020 and captures the actions arising from the most recent General Purposes Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

Minutes of 24th November 2020					
Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
283.	Minutes – 20th October 2020 and Action Log	Cllr Count M Rowe	Democratic Services Manager to provide a transcript of the section of the YouTube recording, which had been identified as needing verification. Subject to that recording, the Chairman to review the minutes accordingly and, if necessary, circulate any proposed changes to the Committee.	<p>Transcript of relevant section set out below:</p> <p>“On the terms of lack of testing- I feel that I have got to bring some evidence to light on that. One of the most renowned sites for world corona virus is the Worldometers that anybody can download on their computer. And in test per million per population there are no countries the size of the UK above us in test per million per population. You might get someone like the Faroe Islands or Denmark or something like that, but in terms of test per million per population the UK for its size is absolutely leaps and bounds ahead of the rest, and so therefore it’s not true to say that it’s very low level of testing. What I would like to say and we are working on is actually increasing the amount of testing in every single area of the UK and we are actually working trying to see what we can do in Cambridgeshire. But I’m going to revert back to something I said earlier- There are a lot of asymptomatic people out there that are not being tested and it’s virtually impossible, unless we test the entire population on a daily basis to deal with that.”</p>	

				<p>The Committee is therefore asked to support the following revision (bold and highlighted):</p> <p>“acknowledged the fact that the significant amount of data did need to be interpreted in the light of what was known. It was suggested that one of the known issues was the little test and tracing of the population. Attention was drawn to the Kings College, London Covid-19 App, which was good at providing estimates based on the four million people who were reporting on that App. Members were encouraged to download and use the App. The Chairman reported that information provided by Worldometers confirmed that there were no countries (of a population size comparable to the UK) testing more than the UK per million population. He added that the Council was currently trying to see what could be done in Cambridgeshire.”</p>	
285.	Integrated Finance Monitoring Report for the period ending 30th September 2020	T Kelly	The Head of Finance to confirm the exact amount of savings resulting from the recent fostering campaign.	<p>Since September 2018 there has been an increase of 21.8% (36 households) against the overall long term/short term and link foster carer cohort.</p> <p>The savings reported to date against this transformation fund initiative are £2.81m.</p>	Complete
286.	Covid-19 Update Report	A Askham S Cox	The Director, Business Improvement and Development to provide a briefing on the current data on traffic movements in the County.	E-mail circulated to the Committee on 8 December 2020.	Complete

287.	Capital Strategy and Capital Prioritisation Report	Cllr Count C Malyon T Kelly T Kelly	To investigate whether the tables at 3.4 should be restated to include Invest to Save/Earn Schemes. Legacy text relating to the LTP to be removed.	These revisions will be addressed in General Purposes Committee's final review of the capital strategy and tables at its January meeting.	Complete
288.	Treasury Management Report – Quarter Two Update 2020-21	C Malyon T Kelly	Training or workshop session to be arranged to consider the borrowing limit together with good and necessary debt.	Full training on capital programme and treasury management to be scheduled as part of Member briefing and induction programme in the new municipal year. We will also work with individual groups in the run-up to February Full Council in preparing any budget amendments that have capital implications.	Complete

Integrated Finance Monitoring Report for the period ending 31 October 2020

To: General Purposes Committee

Meeting Date: 22 December 2020

From: Chief Finance Officer

Electoral division(s): All

Forward Plan ref: 2020/020

Key decision: Yes

Outcome: To present financial information to assess progress in delivering the Council's Business Plan.

Recommendation: General Purposes Committee (GPC) is recommended to:

Note the receipt of the £5.2m Contain Outbreak Management Fund (COMF) from the Department of Health and Social Care for ring-fenced purposes, and delegating agreement of detailed allocations to the Director of Public Health and Chief Finance Officer, as set out in section 5.1.

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Member contacts:

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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 the Authority's forecast financial position at year-end and its key activity data for care budgets.

Finance and Key Activity

Revenue budget forecast outturn -£0.4 m (-0.1%) forecast year end variance, however there is major uncertainty about pandemic impact in the second half of the year Amber	This is a £0.325m increase in the revenue underspend since last month's forecast. Forecast use of grant for Covid-19 pressures has decreased by £1.4m. There is a £5.8m decrease in the forecast capital year-end variance compared to last month.	Capital programme forecast outturn -£6.0m (-3.1%) forecast year end variance Green
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Number of service users supported by key care budgets

Older people aged 65+ receiving long term services	Oct-20	May-20	Trend since May 20
Nursing	473	472	Stayed the same
Residential	867	898	Decreasing
Community	1,851	1,861	Decreasing

Adults aged 18+ receiving long term services	Oct-20	May-20	Trend since May 20
Nursing	70	72	Stayed the same
Residential	356	351	Stayed the same
Community	2,373	2,360	Stayed the same

Children open to social care	Oct-20	Apr-20	Trend since Apr 20
Children in Care	681	730	Decreasing
Child Protection	399	324	Increasing

Further details can be found in the quarterly service committee performance reports.

2.2 The key issues included in the summary analysis are:

- The overall revenue budget position is showing a forecast year-end underspend of -£0.4m. The pressures are largely within People & Communities (P&C) (+£12.1m), Place & Economy (P&E) (+£3.3m), Commercial & Investment (C&I) (+£2.4m), and LGSS Operational (£0.6m). These are offset by underspends in Funding Items (-£18.2m), CS Financing (-£0.4m) and Corporate Services (-£0.2m). See section 3 for details.
- The Capital Programme is forecasting a year-end underspend of -£6.0m at year-end. This includes use of the capital programme variations budget. See section 6 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)

Original Budget as per Business Plan £000	Forecast Variance (Sept) £000	Service	Current Budget for 2020/21 £000	Actual (Oct) £000	Forecast Variance (Oct) £000	Forecast Variance (Oct) %	Overall Status	DoT	Covid-19 Financial Impact £000	Non Covid-19 Financial Impact £000
56,470	3,272	Place & Economy	56,443	24,594	3,278	5.8%	Red	↓	4,817	-1,539
275,096	13,408	People & Communities	275,588	156,061	12,144	4.4%	Red	↑	15,532	-3,388
0	0	Public Health	10	-10,817	0	-	Green	↑	157	-157
29,440	-162	Corporate Services	35,022	25,508	-216	-0.6%	Green	↑	491	-707
-9,277	2,456	Commercial & Investment	-9,159	-2,103	2,403	-	Red	↑	2,611	-208
29,570	0	CS Financing	29,570	4,205	-400	-1.4%	Green	↑	0	-400
381,299	18,974	Service Net Spending	387,474	197,448	17,209	4.4%	Red	↑	23,608	-6,399
16,844	-19,606	Funding Items	16,844	7,411	-18,166	-	Green	↓	-	-
398,143	-632	Subtotal Net Spending	404,318	204,859	-957	-0.2%	Amber	↑	23,608	-6,399
6,286	557	Memorandum items: LGSS Operational	7,069	4,972	557	7.9%	Amber	↔	0	557
	-75	Grand Total Net Spending	411,387	209,831	-400	-0.1%	Amber	↑	23,608	-5,842
148,989		Schools	148,989							
553,418		Total Spending 2021/21	560,376							

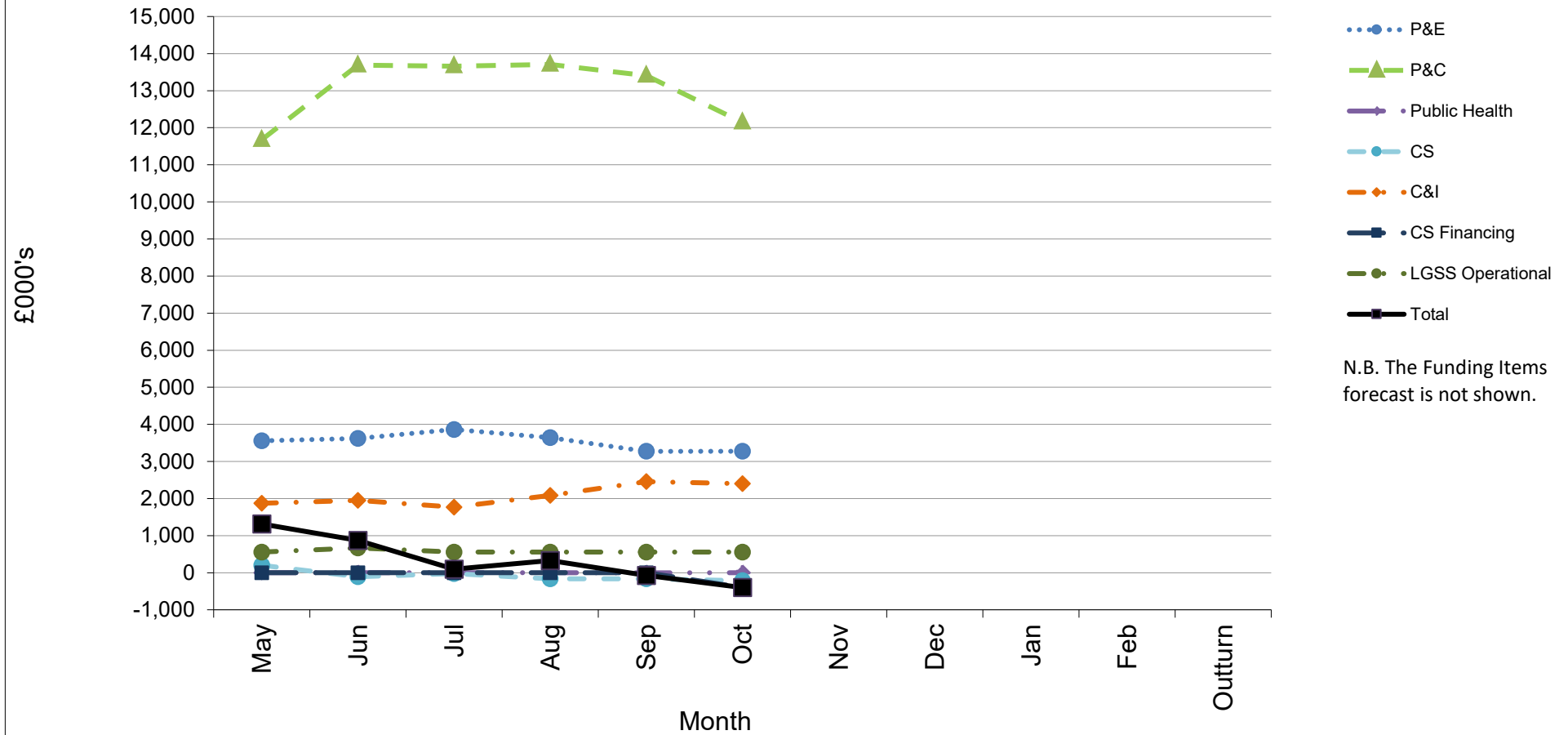
¹ The budget figures in this table are net.

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

³ The budget of £10k stated for Public Health is cash limit budget. In addition to this, Public Health has a budget of £26.4m from ring-fenced public health grant and £2.5m from Test and Trace Support Grant, which make up its gross budget.

⁴ The 'Funding Items' budget comprises the £9.0m Combined Authority Levy, the £416k Flood Authority Levy and £7.4m 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 2020/21



3.1.1 In addition to the County Council forecast shown above for management accounting purposes, the Council is also monitoring and estimating the full potential financial consequences of the pandemic through an additional and enhanced process. The latest position as at 10 December is shown below:

Sum of Gross u	Column Lab												
Row Labels	Ring Fenced Grant	New Commitments	Income forgone	Savings Shortfall	Total	MHCLG	NHS	DSG	PCC	T&T	Other	SFC	Net total
Adults		31,308	416	5,082	36,806		-9,891		-225		-11,577		15,113
C&I		179	2,068	98	2,345								2,345
Communities		3,743	879		4,622				-148		-1,864		2,610
CYP	871	5,268	3,201	1,405	10,745			-871			-1,281		8,593
GPC		1,530	542	650	2,722				-301	-182			2,239
Health		7,702		17	7,719					-2,311	-5,228		180
E&S		594	291		885								885
H&T		4,187	3,808	990	8,985						-2,142		6,843
Total	871	54,511	11,205	8,242	74,829								
						-34,893						-4,153	-39,046
GRAND TOTAL	871	54,511	11,205	8,242	74,829	-34,893	-9,891	-871	-674	-2,493	-22,092	-4,153	-238

Key to abbreviations

MHCLG	– Ministry of Housing, Communities & Local Government
DSG	– Dedicated Schools Grant
PCC	– Peterborough City Council
T&T	– Test & Trace
SFC	– Sales, Fees and Charges
C&I	– Commercial & Investment
CYP	– Children and Young People
GPC	– General Purposes Committee
E&S	– Environment & Sustainability
H&T	– Highways & Transport

Other funding includes the Contain Outbreak Management Fund, Infection Control Grant, Transport funding from the Combined Authority, and grants from DEFRA and DWP.

- 3.1.2 This illustrates a potential financial impact, this year, on the Council of over £74m. The Council's in-year financial position has improved as a result of the confirmation of further government funding, including from the Contain Outbreak Management Fund, meaning that the Council now forecasts that there is sufficient funding in the current financing year to cover the pressures arising this year.
- 3.1.3 This method of anticipating the financial impact on the Council differs from the overall forecast shown on the previous page on a management accounting basis. At this stage there remain major variables and uncertainties about the impact of the pandemic and the approach remains that GPC continues to hold the MHCLG unringfenced funding centrally to offset a variety of risks across different departments of the Council.

3.2 Key exceptions this month are identified below.

3.2.1 Place & Economy:

+£3.278m (+5.8%) pressure is forecast at year-end.

- Parking Enforcement

Outturn Variance £m	Outturn Variance %
+3.232	(-%)

A +£3.232m pressure is forecast. This is an increase of £0.273m on the position reported last month. With restrictions around the Covid-19 virus, there is expected to be a significant shortfall in income especially for on-street parking and bus lane enforcement. The assumptions behind this shortfall are continually being monitored.

- A combination of more minor variances sum with the above to lead to an overall forecast outturn of +£3.278m. For full and previously reported details, see the [P&E Finance Monitoring Report](#).

3.2.2 People & Communities:

+£12.144m (+4.4%) pressure is forecast at year-end.

- Strategic Management - Adults

Outturn Variance £m	Outturn Variance %
+7.032	(+96%)

A +£7.032m pressure is forecast. This is an increase of £0.793m on the position previously reported last month. The increase is due to a provision being made for potential worsening of the financial position across Adult Services over the coming months due to the second national lockdown.

- Physical Disabilities

Outturn Variance £m	Outturn Variance %
+1.138	(+9%)

A +£1.138m pressure is forecast. This is an increase of £0.320m on the position previously reported in July and relates in full to a change since last month. The service has provided increased volumes of community-based support to clients since the start of the financial year which has resulted in higher than budgeted spend. This trend is continuing, and has resulted in the increase in forecast this month.

- Mental Health

Outturn Variance £m	Outturn Variance %
-1.028	(-8%)

A -£1.028m underspend is forecast. This is an increase of £0.370m on the underspend position previously reported in May, and relates in full to a change since last month.

New placements out of hospital or to facilitate avoidance of admission into hospital received full NHS funding for a short period, which has now come to an end. Work has been completed to further refine the assumptions regarding the financial impact of

clients with assessed mental health social care needs returning to local authority funding streams. This, together with one-off net savings from ongoing work to secure appropriate funding for service users with health needs, has resulted in the favourable movement in forecast this month.

- Think Communities

Outturn Variance £m	Outturn Variance %
+1.443	(+326%)

A +£1.443m pressure is forecast. This is an increase of £0.277m on the pressure position previously reported in June, of which £0.275m relates to a change since last month. The increase is mainly due to a £175k contribution to the Cambridgeshire Coronavirus Fund and the financial impact of the staff redeployed to Covid-19 response work until the end of September, predominantly supporting those who are shielding. This redeployment recharge is cost-neutral to the Council overall.

- Strategic Management - Children & Safeguarding

Outturn Variance £m	Outturn Variance %
-0.600	(-17%)

A -£0.600m underspend is forecast, of which £0.370m relates to a change since last month. This is made up of a forecast underspend of -£380k related to a service restructure which has been put on hold, realising an in-year saving whilst posts remain vacant and a further -£300k due to a combination of posts becoming vacant and recruitment to vacancies taking longer than anticipated in the current climate. This is partially offset by additional costs of £80k associated with the use of the Grafham Water Centre to provide temporary accommodation to vulnerable young people during the Covid-19 crisis.

- Children in Care

Outturn Variance £m	Outturn Variance %
-1.050	(-6%)

A -£1.050m underspend is forecast. This is an increase of £0.450m on the underspend position previously reported in July, of which £0.300m relates to a change since last month. This is in respect of the unaccompanied asylum seeker children (UASC) and Leaving care budgets. The increased underspend is due to the movement of more young people to lower cost but appropriate accommodation (£150k) and a revised forecast based on additional funding from the Home Office across both cohorts the grant supports. This improved position in 2020/21 has enabled £300k of base budget from this service to be offered up as a Business Planning saving in 2021/22.

- SEND Specialist Services (0 - 25 years)

Outturn Variance £m	Outturn Variance %
+11.593	(+30%)

An £11.593m pressure is forecast. This is a decrease of £0.844m on the position previously reported in May and relates in full to a change since last month. Based on current available funding levels compared to the continuing increase in the number of children and young people with an Education, Health and Care Plan (EHCP), and the complexity of need of these young people, the underlying in-year pressure on the High Needs Block element of the Dedicated Schools Grant (DSG) funded budgets is

estimated to be in the region of £11.4m for 2020/21. This includes savings in relation to funding devolved to secondary schools through the Behaviour and Attendance Improvement Partnerships (BAIP's) implemented from September and savings as a result of a number of high cost placements. Due to Covid-19 it is likely that a number of the remaining savings initiatives will be delayed and as such savings not realised until later in the year.

- **Financing DSG**

Outturn Variance £m	Outturn Variance %
-11.286	(-16%)

An -£11.286m required contribution from the Dedicated Schools Grant (DSG) is forecast, which is a decrease of £1.151m on the position previously reported in May and relates in full to a change since last month. This contribution 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. Within P&C, spend of £69.3m is funded by the ring-fenced DSG. Pressures on SEND Financing (£12.74m); SEN Placements (£0.56m); Schools Partnership (£0.02m) and savings within SEND Specialist Services (-£0.83m); High Needs Top Up Funding (-£0.79m); Alternative Provision and Inclusion (-£0.29m) and 0-19 Organisation & Planning (-£0.13m) will be carried forward as a deficit on the DSG. The final DSG balance brought forward from 2019/20 was a deficit of £16.6m.

- **Children in Care Transport**

Outturn Variance £m	Outturn Variance %
-0.500	(-28%)

A -£0.500m underspend is forecast, which relates in full to a change since last month. This underspend is as a result of a number of factors including improved procurement and route planning processes, an ongoing reduction in the number of children in care, and reduced spend on contact visits over the summer term due to the majority of these taking place remotely.

- **Executive Director**

Outturn Variance £m	Outturn Variance %
-0.414	(-22%)

A -£0.414m underspend is forecast. This is a change of -£0.841m on the pressure position previously reported last month. The main cause of the underspend is a service-wide reduction in mileage spend, now assumed to continue through to at least the end of the third quarter. This line also includes substantial spend on Personal Protective Equipment (PPE); as the impact of the national scheme to provide free PPE to councils becomes clearer, projections around spend on equipment in the second part of the year will likely reduce.

- A combination of more minor variances sum with the above to lead to an overall forecast outturn of +£12.144m. For full and previously reported details, see the [P&C Finance Monitoring Report](#).

3.2.3 Public Health:

A balanced budget is forecast for year-end. There are no exceptions to report this month; for full and previously reported details, see the [PH Finance Monitoring Report](#).

3.2.4 Corporate Services:

-£0.216m (-0.6m%) underspend is forecast for year-end. There are no exceptions to report this month; for full and previously reported details, see the [CS & LGSS Finance Monitoring Report](#).

3.2.5 CS Financing:

-£0.400m underspend is forecast for year-end.

- Debt Charges

Outturn Variance £m	Outturn Variance %
-0.400	(-1.4%)

Following a review of cashflow forecasts and borrowing requirements, the interest payable forecast has been revised giving a £400k forecast underspend. Whilst the cost of PWLB borrowing has been significantly higher over the past 12 months, the Council has been able to take advantage of lower rates on Local Authority borrowing in refinancing some of its existing loans. The cashflow position will continue to be monitored closely over the remaining months of the year and levels of borrowing will be adjusted accordingly.

- For full and previously reported details, see the [CS & LGSS Finance Monitoring Report](#).

3.2.6 Commercial & Investment:

+£2.403m (-%) pressure is forecast for year-end.

- Property Investments

Outturn Variance £m	Outturn Variance %
+0.928	(+25%)

A +£0.928m pressure is forecast. This is a decrease of £0.258m on the position last month. The improvement is from a reduction in the current expected loss from rental income for two of the Council's properties due to the impact of the Covid-19 pandemic; this is now forecast to be £1,152k rather than £1,411k.

- A combination of more minor variances sum with the above to lead to an overall forecast outturn of +£2.403m. For full and previously reported details, see the [C&I Finance Monitoring Report](#).

3.2.7 Funding Items:

-£18.166m underspend is forecast for year-end. This relates to forecast usage of the unbudgeted Covid-19 support grant from MHCLG in relation to forecast pressures as a result of the Covid-19 pandemic. The amount of Covid-19 grant identified as required has decreased by £1.4m since the previous report last month.

3.2.8 LGSS Operational:

+£0.557m (+8.1%) pressure is forecast for year-end. There are no exceptions to report this month; for full and previously reported details, see the [CS & LGSS Finance Monitoring Report](#).

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: Children in Care Placements; Special Educational Needs (SEN) Placements; Adults & Safeguarding; Adult Mental Health; Older People (OP); and Older People Mental Health (OPMH) can be found in the latest [P&C Finance Monitoring Report](#) (section 5).

5. Funding Changes

5.1 Contain Outbreak Management Fund

The County Council has been allocated £5.228m Contain Outbreak Management Fund (COMF) funding from the Department of Health & Social Care, received in November 2020. The Contain Outbreak Management Fund provides funding to local authorities in England to help reduce the spread of coronavirus and support local public health. The Director of Public Health and Chief Finance Officer have developed a protocol for allocation of the funds rapidly to priorities across CCC.

General Purposes Committee is asked to note the receipt of the £5.2m Contain Outbreak Management Fund (COMF) from the Department of Health and Social Care for ring-fenced purposes, and delegating agreement of detailed allocations to the Director of Public Health and Chief Finance Officer.

6. Capital Programme

6.1 Capital financial performance

A summary of capital financial performance is shown below:

Original 2020/21 Budget as per Business Plan £000	Forecast Variance - Outturn (Sept) £000	Service	Revised Budget for 2020/21 £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
29,051	-	P&E	54,520	16,150	-	0.0%	428,371	-
61,817	3,014	P&C	50,754	21,854	3,482	6.9%	574,180	-
11,006	-3,296	Corporate Services	16,134	2,843	-3,840	-23.8%	74,043	-727
74,569	0	C&I	71,443	25,878	-5,676	-7.9%	428,522	-11,323
-	-	Outturn adjustment	-	-	-	-	-	-
176,443	-282	Total Spending	192,852	66,725	-6,035	-3.1%	1,505,116	-12,050

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 6.2.
2. The reported P&E capital figures do not include Greater Cambridge Partnership, which has a budget for 2020/21 of £37.4m and is currently forecasting an in-year underspend of -£1.0m 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.

6.2 2020-21 capital programme variations budgets

6.2.1 A summary of the use of the 2020-21 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.

Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (Oct) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Oct) £000
P&E	-12,043	-2,120	2,120	17.60%	0
P&C	-6,523	-3,041	3,041	46.62%	3,482
CS	-4,010	-7,850	4,010	100.00%	-3,840
C&I	-17,625	-23,301	17,625	100.00%	-5,676
Outturn adjustment	-	-	-	-	-
Total Spending	-40,201	-36,313	26,796	66.66%	-6,035

6.2.2 As at the end of October, C&I and Corporate Services schemes have exceeded the capital variations budget allocated to them, forecasting in-year underspends of -£5.7m and -£3.8m respectively. People & Communities are declaring an in-year pressure of

£3.5m, as the level of variation is not expected to fully use the -£6.5m P&C capital variations budget. The current overall forecast position is therefore a -£6.0m underspend; the forecast will be updated as the year progresses.

6.3 Capital Current Year Key Exceptions

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

6.3.1 Place & Economy:

A balanced budget is forecast at year-end.

- King's Dyke

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Oct) £'000	Forecast Spend - Outturn Variance (Oct) £'000	Variance Last Month (Sept) £'000	Movement £'000	Breakdown of Variance: Underspend/pressure £'000	Breakdown of Variance : Rephasing £'000
10,400	9,063	-1,337	-642	-695	0	-1,337

An in-year underspend of -£1.3m is forecast. This is an increase of £0.7m on the underspend position previously reported last month. The underspend is forecast this year based on a revised forecast expenditure profile received from the contractor. The contractor is continuing construction work on site alongside the design work, which will continue over the coming months. Earthworks are ongoing at the western end of the scheme with surcharge now being placed. The contractor has also started work on the underpass and the main compound is now complete. The construction is due to complete by December 2022.

- P&E Capital Variation

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Oct) £'000	Forecast Spend - Outturn Variance (Oct) £'000	Variance Last Month (Sept) £'000	Movement £'000	Breakdown of Variance: Underspend/pressure £'000	Breakdown of Variance : Rephasing £'000
-12,043	-9,923	2,120	931	1,189	0	2,120

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 up to the point when rephasing exceeds this budget. Therefore the net £2.1m underspend is balanced by use of the capital variations budget; this relates primarily to the underspend on King's Dyke together with more minor variances

- For full and previously reported details, see the [P&E Finance Monitoring Report](#).

6.3.2 People & Communities:

A +£3.5m (+6.9%) in-year pressure is forecast at year-end.

- Adaptations

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Oct) £'000	Forecast Spend - Outturn Variance (Oct) £'000	Variance Last Month (Sept) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1	550	549	300	249	0	549

An in-year pressure of +£0.5m is forecast across Adaptations schemes. This is an increase of £0.3m on the pressure previously reported in August, and relates in full to a change since last month. This is primarily due to changes on the scheme outlined below:

- Duxford - Fire Damage Rebuild

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Oct) £'000	Forecast Spend - Outturn Variance (Oct) £'000	Variance Last Month (Sept) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
0	550	550	300	250	0	550

This programme will be added to the 2021-22 business plan and a full business case has been submitted to Capital Programme Board. In response to the fire £550k of works is anticipated in 2020-21 for demolitions, temporary works and commencing redesign.

- For full and previously reported details, see the [P&C Finance Monitoring Report](#).

6.3.3 Corporate Services:

A -£4.023m (-26.1%) underspend is forecast at year-end.

- Capitalisation of Redundancies

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Oct) £'000	Forecast Spend - Outturn Variance (Oct) £'000	Variance Last Month (Sept) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance: Rephasing £'000
1,036	300	-736	-	-736	-736	-

An underspend of £0.736m is forecast on capitalisation of redundancies. The amount of funding required from capital receipts for redundancies in 2020-21 is expected to be a maximum of £300k, a forecast underspend of £736k. This will reduce the capital receipts requirement in 2020-21 by £736k. The total scheme forecast has also reduced accordingly. (See also 5.4.3.)

- For full and previously reported details, see the [CS & LGSS Finance Monitoring Report](#).

6.3.4 Commercial & Investment:

A balanced budget is forecast at year-end.

- Commercial Investment

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Oct) £'000	Forecast Spend - Outturn Variance (Oct) £'000	Variance Last Month (Sept) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
11,323	0	-11,323	0	-11,323	-11,323	0

An in-year underspend of -£11.3m is forecast. There are no active plans at this stage for investment prior to the end of the financial year, given the current market conditions and general uncertainty. This will reduce the capital receipts requirement by £11.3m.

- Housing Schemes

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Oct) £'000	Forecast Spend - Outturn Variance (Oct) £'000	Variance Last Month (Sept) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
42,300	32,500	-9,800	-	-9,800	0	-9,800

An in-year underspend of -£9.8m is forecast. As a result of positive cashflows into the company, lending to This Land will be lower than originally expected this year. Loans are released according to progress on works and review by the monitoring surveyor. The forecast reflects the schedule of loan funding advanced to date, as well as assumptions around timing of loans to be issued for the next phase. This will reduce the borrowing requirement in year by £9.4m and the capital receipts requirement by £0.4m.

- C&I Capital Variation

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Oct) £'000	Forecast Spend - Outturn Variance (Oct) £'000	Variance Last Month (Sept) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
-17,625	0	17,625	2,179	15,446	0	17,625

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 up to the point when rephasing exceeds this budget. Therefore £17.6m of the net underspend is balanced by full utilisation of the capital variations budget; this relates primarily to the underspends as reported above, together with more minor variances.

- For full and previously reported details, see the [C&I Finance Monitoring Report](#).

6.4 Capital Total Scheme Key Exceptions

A more detailed analysis of total scheme key exceptions this month by programme for individual schemes of £0.25m or greater are identified below:

6.4.1 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 Monitoring Report](#).

6.4.2 People & Communities:

A total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details, see the [P&C Finance Monitoring Report](#).

6.4.3 Corporate Services:

A -£0.727m (-1.1%) total scheme underspend is forecast.

- Capitalisation of Redundancies

Total Scheme Revised Budget £'000	Total Scheme Forecast Spend - Outturn (Oct) £'000	Total Scheme Forecast Spend - Outturn Variance (Oct) £'000	Variance Last Month (Sept) £'000	Movement £'000
6,087	5,351	-736	0	-736

A total scheme underspend of -£0.736m is forecast on capitalisation of redundancies. The amount of funding required from capital receipts for redundancies in 2020-21 is expected to be a maximum of £300k, a forecast underspend of £736k. This will reduce the capital receipts requirement in 2020-21 by £736k. The total scheme forecast has also reduced accordingly. (See also 5.3.3.)

- For full and previously details, see the [CS & LGSS Finance Monitoring Report](#).

6.4.4 Commercial & Investment:

A -£11.323m (-2.6%) total scheme underspend is forecast.

- Commercial Investments

Total Scheme Revised Budget £'000	Total Scheme Forecast Spend - Outturn (Oct) £'000	Total Scheme Forecast Spend - Outturn Variance (Oct) £'000	Variance Last Month (Sept) £'000	Movement £'000
192,416	181,093	-11,323	0	-11,323

A total scheme underspend of -£11.323m is forecast on Commercial Investments. There are no active plans at this stage for investment prior to the end of the financial year, given the current market conditions and general uncertainty. This will reduce the capital receipts requirement in 2020-21 by £11.323m. The total scheme forecast has also reduced accordingly. (See also 6.3.4.)

- For full and previously details, see the [C&I Finance Monitoring Report](#).

6.5 Capital Funding Changes

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

Funding Source	B'ness Plan Budget £m	Rolled Forward Funding ¹ £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	17.8	-	5.2	3.6	26.6	26.6	-0.0
Basic Need Grant	20.6	-	-	-	20.6	20.6	-
Capital Maintenance Grant	3.9	-	-	1.2	5.1	5.1	-
Devolved Formula Capital	0.8	1.4	-	-0.0	2.2	2.2	-
Specific Grants	9.0	0.1	2.7	3.4	15.3	15.0	-0.3
S106 Contributions & Community Infrastructure Levy	8.5	2.7	-2.9	3.0	11.3	11.2	-0.1
Capital Receipts	7.3	11.3	0.0	-5.1	13.5	4.2	-9.3
Other Contributions	11.4	0.0	1.7	7.8	21.0	20.3	-0.7
Revenue Contributions	-	-	-	-	-	-	-
Prudential Borrowing	97.1	46.0	-59.7	-6.2	77.3	81.6	4.3
TOTAL	176.4	61.6	-52.9	7.8	192.9	186.8	-6.0

¹ Reflects the difference between the anticipated 2019/20 year end position used at the time of building the initial Capital Programme budget, as incorporated within the 2020/21 Business Plan, and the actual 2019/20 year end position.

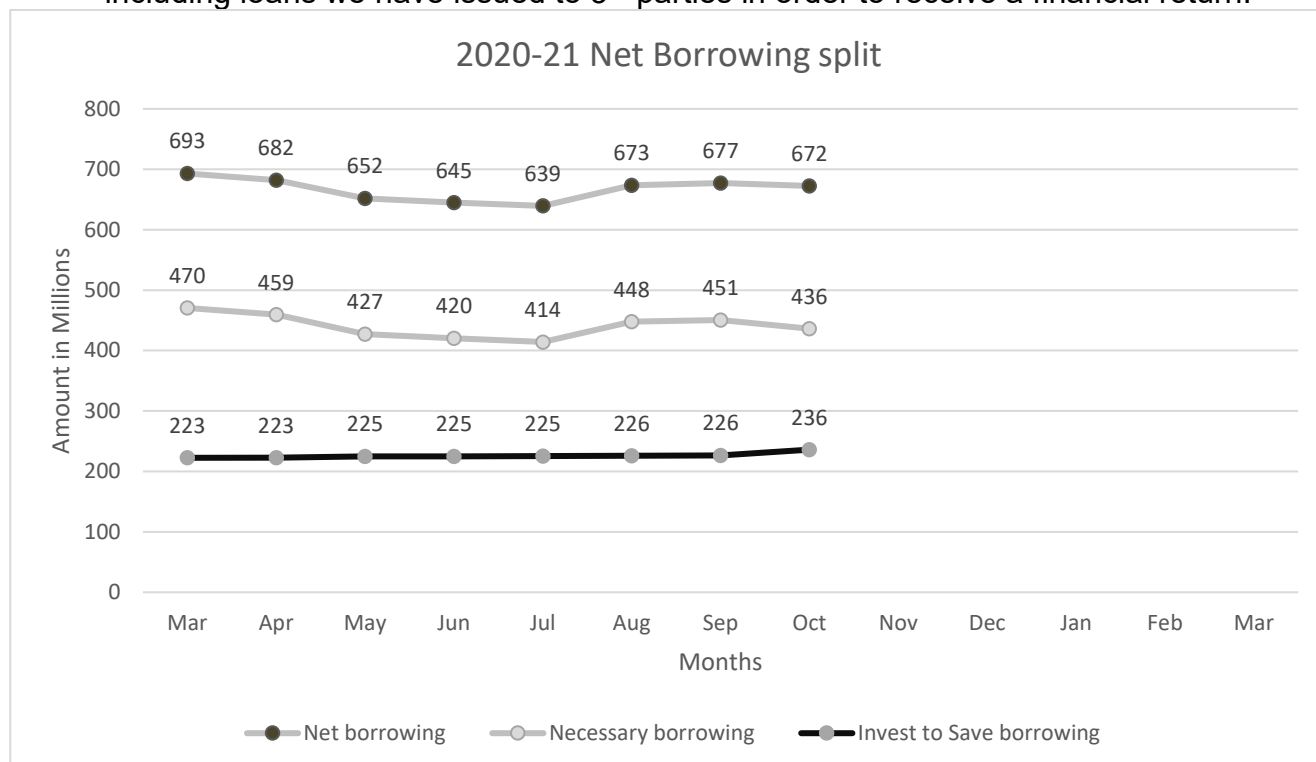
7. Balance Sheet

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

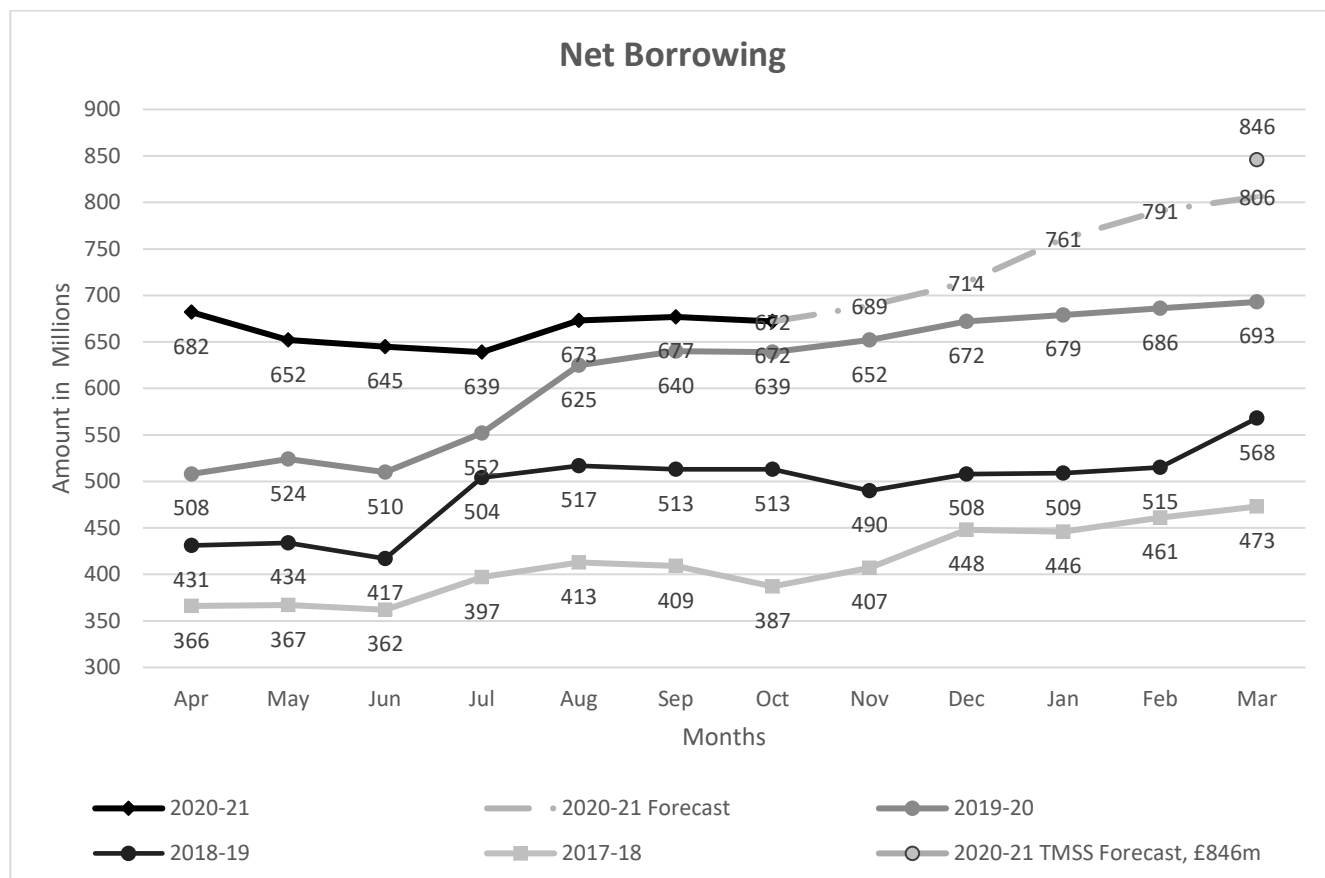
Measure	Year End Target	Actual as at the end of Oct 2020 ¹
Level of debt outstanding (owed to the council) 91 days +, £m: Adult Social Care	£3.37m	£7.21m
Level of debt outstanding (owed to the council) 91 days +, £m: Sundry	£1.71m	£2.20m
% of Undisputed Commercial Supplier Invoices Paid Within 30 Days	95.0%	97.3%
% of Undisputed Commercial Supplier Invoices Paid Within Terms	85.0%	81.7%

¹ The debt figures from Oct 19 onwards exclude Cambridgeshire & Peterborough CCG debts as these are considered collectable and are subject to separate reconciliation. The amount of debt owed by Cambridgeshire & Peterborough CCG exceeding one year hold was £3.94m. The overdue amounts primarily relate to funding contributions to nursing care and for aftercare provided under section 117 of the Mental Health Act. The CCG now funds care homes for nursing care directly, rather than via the Council, so this issue relates to historic sums accrued between 2017 and 2019. Individual payments continue to be received and officers are working to reconcile these to payments owed and allocate against specific invoiced amounts. Both the Council and the CCG continue to work together to agree, expedite and reconcile payments for clients eligible for NHS funding.

7.2 The graph below shows the estimated split of the net borrowing between necessary borrowing and Invest to Save borrowing. Of the gross borrowing in 2020-21, it is estimated that £236m relates to borrowing for Invest to Save or Invest to Earn schemes, including loans we have issued to 3rd parties in order to receive a financial return.



7.3 The graph below shows net borrowing (borrowings less investments) on a month by month basis and compares the position with the previous financial year. At the end of October 2020, investments held totalled £130.4m (excluding all 3rd party loans) and gross borrowing totalled £802.6m, equating to a net borrowing position of £672.2m.



- 7.4 The Council's cash flow profile – which influences the net borrowing requirement - varies considerably during the year, due to the timing difference between outgoing payments (payroll, supplier payments etc.) and income streams (grants, council tax etc.). As illustrated by 2019-20 actual net borrowing positions, cash flows at the beginning of the year are typically stronger than at the end of the year, as many grant receipts are received in advance of spend. The 2020-21 net borrowing position is expected to take a similar path, rising more substantially towards the end of the financial year as capital projects are progressed to completion and financed.
- 7.5 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 2020-21 TMSS was set in February 2020, it anticipated that net borrowing would reach £846.0m by the end of this financial year. Based on the 2019-20 outturn position and subsequent revisions to the capital programme, the net borrowing is currently predicted to be below this, at £806.0m by the end of this financial year
- 7.6 From a strategic perspective, the Council continues to temporarily utilise cash-backed resources in lieu of additional borrowing (known as internal borrowing) and where borrowing is undertaken loans are raised for shorter terms, both to generate net interest cost savings and consequently holding less investments reduces the Council's exposure to credit risk. However, this approach carries with it interest rate risk and officers continue to monitor options as to the timing of any potential longer term borrowing should underlying interest rates be forecast to rise in a sustained manner. There is a link between the capital financing borrowing requirement, the net borrowing position and consequently net interest costs. However, the Debt Charges budget is prudently formulated with sensitivity to additional factors including projected levels of cash-backed reserves, forecast movements in interest rates, and the overall borrowing requirement for the Council over the life of the Business Plan and beyond.

- 7.8 Further detail around the Treasury Management activities can be found in the latest [Treasury Management Report](#).
- 7.9 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 A good quality of life for everyone

There are no significant implications for this priority.

8.2 Thriving places for people to live

There are no significant implications for this priority.

8.3 The best start for Cambridgeshire's children

There are no significant implications for this priority.

8.4 Net zero carbon emissions for Cambridgeshire by 2050

There are no significant implications for this priority.

9. Significant Implications

9.1 Resource Implications

This report provides the latest resources 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.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Chris Malyon

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement? No

Name of Officer: Not applicable

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? No

Name of Legal Officer: Not applicable

Have the equality and diversity implications been cleared by your Service Contact? No

Name of Officer: Not applicable

Have any engagement and communication implications been cleared by Communications? No

Name of Officer: Not applicable

Have any localism and Local Member involvement issues been cleared by your Service Contact? No

Name of Officer: Not applicable

Have any Public Health implications been cleared by Public Health? No

Name of Officer: Not applicable

10. Source documents

10.1 Source documents

P&E Finance Monitoring Report (October 20)

P&C Finance Monitoring Report (October 20)

PH Finance Monitoring Report (October 20)

CS and LGSS Cambridge Office Finance Monitoring Report (October 20)

C&I Finance Monitoring Report (October 20)

Capital Monitoring Report (October 20)

Report on Debt Outstanding (October 20)

CCC Prompt Payment Report (October 20)

10.2 Location

1st Floor,

Octagon,

Shire Hall,

Cambridge

Appendix 1 – transfers between Services throughout the year

(Only virements of £1k and above (total value) are shown below)

Budgets and Movements	P&C £'000	Public Health £'000	P&E £'000	CS Financing £'000	Corporate Services £'000	C&I £'000	LGSS Op £'000	Financing Items £'000
Opening Cash Limits as per Business Plan	275,096	0	56,470	29,570	29,441	-9,277	6,286	16,844
Greater Cambridge Partnership budgets not reported in CCC budget					-649			
Cambridgeshire Music and Outdoor Education - moving from C&I to P&C	-72					72		
Integrated Finance- moving from LGSS to Corporate Services					6		-6	
Transfer re Social Work recruitment	31				-31			
Transfer for temporary relocation of Babbage House staff					-15	15		
Transfer from Democratic Services to School Organisation and Planning Service	29				-29			
Transfer from Fostering to Communications	-34				34			
Transfer of IT trainer budgets from LGSS to Corporate Services IT & Digital Service					262		-262	
Transfer of IT CCC SLA, Customer Services, Desktop and laptop charges to LGSS to replace annual recharging	-20				-655		675	
Transfer of Ely Archives property costs from P&C to County Offices	-78					78		
County Offices and Early Help District Delivery Service adjustments	-5					5		
Transfer of Recruitment team from P&C to Corporately Managed	-212				212			
Transfer budget for additional Information Management storage					20	-20		
Transfer IT networks budget from IT Managed to IT Operations					-202		202	
Transfer Children's Centres CPSN and VOIP budgets	-9				9			
Transfer Desktop and Application support budgets to IT Operations					-175		175	
Centralisation of postage budgets	-93		-40		133	0		
Transfer of P&E Management restructure savings from PCC Shared Service			-22		22			
Transfer Non-Exec Director fees budget to C&I					35	-35		
Budget for New Homes Bonus contribution no longer required for Greater Cambridge Partnership					376			
Repatriation of Procurement from LGSS to Corporate Services					373		-373	
Repatriation of Finance Operations from LGSS to Corporate Services					45		-45	
Repatriation of Human Resources from LGSS to Corporate Services					1,340		-1,340	

Repatriation of Health, Safety & Wellbeing from LGSS to Corporate Services					182		-182	
Repatriation of Learning & Development from LGSS to Corporate Services					1,586		-1,586	
Repatriation of Finance Assessments from LGSS to P&C	569						-569	
Repatriation of IT & Digital Services from LGSS to Corporate Services					340		-340	
Repatriation of IT Managed from LGSS to Corporate Services					2,807		-2,807	
Budget allocation to cover extra 0.75% LGE pay increase	386	10	35		-447	4	12	
Current budget	275,589	10	56,443	29,570	35,022	-9,159	-162	16,844
Rounding	0	0	0	0	0	0	1	0

Appendix 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2020 £000s	Movements in 2020-21 £000s	Balance at 31 Oct 2020 £000s	Forecast Balance at 31 March 2021 £000s	Notes
- County Fund Balance	17,658	1,829	19,487	19,887	
1 P&C	0	0	0	0	
2 P&E	0	0	0	0	
3 CS	0	0	0	0	
4 LGSS Operational	825	-228	597	284	
General Reserves subtotal	18,483	1,601	20,084	20,171	
5 Insurance	4,165	-767	3,398	3,398	
Specific Earmarked Reserves subtotal	4,165	-767	3,398	3,398	
6 P&C	0	0	0	0	
7 P&E	0	0	0	0	
8 CS	3	-3	0	0	
9 C&I	0	0	0	0	
Equipment Earmarked Reserves subtotal	3	-3	0	0	
10 P&C	1,097	0	1,097	1,097	Includes liquidated damages in respect of the Guided Busway
11 PH	2,728	167	2,895	2,069	
12 P&E	4,669	102	4,771	1,312	
13 Corporate Services	5,423	-113	5,310	5,231	Savings realised through change in MRP policy.
14 C&I	705	0	705	0	
15 Transformation Fund	24,593	7,594	32,186	26,846	
16 Innovate & Cultivate Fund	972	21	993	156	Includes COVID-19 Support Grant 1st, 2nd and 3rd tranches
17 Corporate	14,612	15,301	29,912	0	
Other Earmarked Funds subtotal	54,799	23,071	77,870	36,711	
SUBTOTAL	77,450	23,902	101,352	60,281	
18 P&C	2,518	0	2,518	0	Section 106 and Community Infrastructure Levy balances.
19 P&E	5,024	7	5,031	0	
20 C&I	11,632	325	11,957	12,518	
21 Corporate	60,761	5,359	66,121	55,612	
Capital Reserves subtotal	79,935	5,691	85,627	68,130	
GRAND TOTAL	157,385	29,594	186,979	128,411	

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 2020 £000s	Movements in 2020-21 £000s	Balance at 31 Oct 2020 £000s	Forecast Balance 31 March 2021 £000s	Notes
1 P&E	0	0	0	0	
2 P&C	224	-24	200	200	
3 Corporate Services	2,093	0	2,093	2,093	
4 C&I	0	0	0	0	
Short Term Provisions subtotal	2,317	-24	2,293	2,293	
5 Corporate Services	3,613	0	3,613	3,613	
Long Term Provisions subtotal	3,613	0	3,613	3,613	
GRAND TOTAL	5,930	-24	5,906	5,906	

Strategic Framework

To: General Purposes Committee

Meeting Date: 22 December 2020

From: Julia Turner, Head of Impact & Recovery

Electoral division(s): All

Forward Plan ref: Not applicable

Key decision: No

Outcome: The Council's Strategic Framework describes how our key strategies fit together to ensure that our plans are driven by a shared vision for the county and focused on achieving a number of outcomes for the citizens of Cambridgeshire.

Recommendation: General Purpose Committee is asked to review and recommend the Strategic Framework as part of the 2021/22 Business Plan.

Officer contact:

Name: Julia Turner
Post: Head of Impact & Recovery
Email: Julia.turner@cambridgeshire.gov.uk
Tel: 01223 699051

Member contacts:

Names: Councillors Count and Hickford
Post: Chair/Vice-Chair
Email: steve.count@cambridgeshire.gov.uk / roger.hickford@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 The Strategic Framework forms part of the Council's annual Business Plan and describes our strategic approach and key priorities

2. Overview

- 2.1 The framework comprises of the following elements:

- A strategic **vision**, describing the Council's long term vision for Cambridgeshire, shaped with partners and the public.
- The Council's **outcomes framework**, which will be used to hold us to account for improvement across Cambridgeshire.
- A set of strategies, partnership agreements and action plans which describe **multi agency approaches** to deliver improved outcomes across Cambridgeshire.
- The Council's **Business Plan**, which describes how we will commission services to deliver these outcomes within the resources we have.
- A suite of **key strategies** which build on the business plan, describing a detailed corporate approach which drives management of core activities such as finances, workforce, digital services, commercial, assets and carbon reduction.
- **Service plans**, which describe how each of our directorates work to deliver our business plan objectives, including priorities for delivery as well as transformation and service improvement initiatives.
- The Council's **transformation programme** which brings together our ambitious programme of change to ensure that we have the resources and capacity to deliver at pace.

Appendix 1: Draft Strategic Framework describes how these elements drive our plans.

3. Alignment with corporate priorities

- 3.1 As the framework describes our corporate priorities and how we align our planning and activity to support these priorities there will be impact across all four priorities
- A good quality of life for everyone
 - Thriving places for people to live
 - The best start for Cambridgeshire's children
 - Net zero carbon emissions for Cambridgeshire by 2050

4. Significant Implications

How the Council's strategy is developed and implemented has implications for all areas of the Council's business.

4.1 Resource Implications

The Business Plan for 2021/22, which forms part of the Strategic Framework, describes how we will commission services within the resources we have.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

Equality and Diversity are at the heart of our Strategic Framework which drives our Strategic Approach.

4.5 Engagement and Communications Implications

Our Strategic Framework is supported by the County Council's Consultation Strategy

4.6 Localism and Local Member Involvement

Members have been closely involved in design of the Council's Strategic Framework.

4.7 Public Health Implications

The wellbeing of Cambridgeshire's citizens is influenced by a number of closely connected drivers, including economic, social and personal factors which are embedded in the Council's Strategic Framework which drives our Strategic Approach.

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Tom Kelly

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement? Yes
Name of Officer: Gus de Silva

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? Yes
Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact? Yes
Name of Officer: Beatrice Brown

Have any engagement and communication implications been cleared by Communications? Yes
Name of Officer: Christine Birchall

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes
Name of Officer: Julia Turner

Have any Public Health implications been cleared by Public Health? Yes
Name of Officer: Liz Robin

5. Source documents

5.1 Source documents

Draft Strategic Framework 2021-2025
Stored: Octagon Second Floor, Shire Hall, Cambridge

Council Business Plan 2020-2021
[Council Business Plan 2020-21](#)

Key Council Strategies
[Key Council Strategies](#)

County Council Consultation Strategy
[County Council Consultation Strategy](#)

Strategic Framework

2021 – 2025

Introduction

In Cambridgeshire, we want everyone to have the opportunity to thrive – in education, in employment, and in their community.

People are what matter to us – residents, visitors, employers and employees – and we will work hard to make sure people are at the very heart of what we do as a council.

People want to live comfortably and well in a warm, safe and affordable home, within a cohesive community that is at the heart of everything we do, one that is rich in opportunity and creativity, where there are diverse opportunities for learning and employment, and where people are well-connected, so they can look out for each other and benefit from living in a safe, clean, green environment.

They expect to have a good quality of life, to be able to choose to live a healthy life, where they have the opportunities they need to improve their emotional and physical health, and where health inequality is a thing of the past.

People that need our help and support have to know they will get that quickly and in ways that respond to their specific needs – people are individuals, and the ways in which we protect and care for those who need us will recognise this.

Our booming economy should be supported in order to continue to thrive, providing opportunities for people within Cambridgeshire to be able to access, good work prospects locally, with opportunities to increase their earnings through learning and growth.

Children are entitled to have the best start in life, and have all of the opportunities available to them, wherever they live, to learn, develop and live life to the full.

We want our council to continue to be a council which builds on our services that enables this to happen, a council that doesn't present barriers or make things complicated, but that works with people, alongside our communities and our partners, to make Cambridgeshire a great place to raise families, live, work and play.



A handwritten signature in black ink, appearing to read 'Steve Count'.

Steve Count Leader of
Cambridgeshire County Council



A handwritten signature in black ink, appearing to read 'Gillian Beasley'.

Gillian Beasley, Chief Executive of
Cambridgeshire County Council

Why this Matters

The world around us is changing – we need to respond to the ongoing challenge of COVID-19, we have to continue to do all we can to tackle climate change, we must make sure that all of our communities benefit from growth, and it's essential we keep pace with the dynamic changes, to the way the world connects.

And most importantly of all, all of this needs to be done to make sure we level-up our county so that wherever you live, you will have the best opportunities to thrive as a Cambridgeshire resident.

We are a fast-growing county, with ever-increasing opportunities for people to grow with us: more employment, more leisure opportunities, more housing, and more opportunities to learn. But we are also a county with some differences, where people in some of our places are not easily able to take full advantage of these opportunities because of where they live, their aspiration for change, their economic circumstances, or their lifestyle choices. We want all of our residents, wherever they live, to recognise that Cambridgeshire is a place where they can thrive economically and socially, and where they see and feel the benefits associated with this on their health, wellbeing and prosperity.

As well as a growing county, we are also a county where fortunately people are often - living longer, although sometimes this will mean we need to look after people at a time of their lives when we should be proud to give back to them. Similarly, there are more people, of all ages, that are less physically or mentally able to cope without some help in our county, who may need a little extra support in their lives. We have been rethinking the way care is traditionally provided to individuals with needs, a non-personalised largely 'one size fits all' approach is not appropriate, and we need to treat all of our residents, regardless of their needs, as valuable assets each of whom make up our community. Our care will concentrate on being more proactive and more strengths-based, building on peoples' potential, and provided at the most local level possible, by providing support from the most local area possible.

We will continue to respond quickly and proactively to public health concerns, including the Coronavirus, offering help and support to our most vulnerable residents to keep them safe, and supporting communities impacted by local outbreaks.

All of this will be underpinned by our continuing transformation programme to reset our relationships for the benefit of our communities. During the pandemic we have witnessed the true strength and passion people have to look out for one another, and the council needs to provide the right support for that to continue.

The Council's Strategic Framework

In this changing environment, it is more important than ever that we have a clear strategic approach which will enable us to evolve as challenges become more complex and as collaboration across the public sector and with our communities becomes increasingly critical.

Our strategic framework ensures that our plans are driven by our shared vision to make **Cambridgeshire a great place to call home** and focuses on achieving a number of outcomes for the people of Cambridgeshire. The framework, of which this Business Plan forms a central part, comprises the following elements:

- ♦ A **Corporate Strategy**, describing the Council's long term vision for Cambridgeshire, the outcomes we strive for and our priorities for change;
- ♦ A set of ambitious **performance measures** which will be used to hold us to account for improvements across Cambridgeshire;
- ♦ The Council's **Business Plan**, which describes how we will commission services to deliver these outcomes within the resources we have;
- ♦ A suite of **key strategies** describing a detailed corporate approach to the management of core activities such as finances, workforce, digital services, commercial, assets and carbon reduction;
- ♦ A set of **partnership agreements and action plans** which describe multi-agency approaches to deliver improved outcomes across Cambridgeshire;
- ♦ **Service plans**, which describe how each of our directorates work to deliver our business plan objectives, including priorities for delivery as well as transformation and service improvement initiatives; and
- ♦ The Council's **transformation programme** which brings together our ambitious programme of change to ensure that we have the resources and capacity to deliver at pace.

Our Strategic Priorities

Our strategic priorities are what drives and directs this council. They set the tone and ambition for this organisation, and they need to make sense to our residents. Our residents should feel proud of Cambridgeshire and their County council, an organisation they know has their best interests at its very core. Similarly our staff should justifiably feel proud of working for the County council, an organisation that places the needs and aspirations of its residents ahead of anything else, one that truly recognises that without our staff nothing would be possible. We want our partners to feel proud of coming alongside us to create opportunity and to tackle our challenges. Additionally we need to maintain an environment where businesses invest right across our county, creating employment opportunities fit for a dynamic, growing population.

We have set five strategic priorities that will take us where we need to be:

- **Communities at the heart of everything we do**
- **A good quality of life for everyone**
- **Helping our children learn, develop and live life to the full**
- **Cambridgeshire: A well-connected, safe, clean, green environment**
- **Protecting and caring for those who need us**

Collectively, our strategic priorities will deliver our vision for making **Cambridgeshire a great place to call home**, and we have set out below the main areas of focus that we will deliver against each priority.

Our Five Strategic Priorities:

Communities at the heart of everything we do:

- The way we design and deliver our services will meet the unique needs of all of our residents, and we will be good partners with other organisations who equally strive to make Cambridgeshire the best place to live and work. We recognise that every community is different, with their own identities, strengths and challenges, and we will ensure this is understood right across our council.
- We will listen to and work alongside our residents, our colleagues across parish, town and district councils, our public sector partners, and our voluntary and faith sector partners.
- We will work in a solutions-focussed way as a matter of course, striving to work together to find the right way forward however complex the issue.
- We will make sure the right services are available to our residents in their own neighbourhoods wherever we can, making them more accessible in ways and in places that make the most sense to them.

A good quality of life for everyone:

- All of our residents and communities will have the opportunities they need to have a good quality of life: opportunities to be economically strong and independent, to enjoy social interactions within their community, and to live a healthy life.
- There has never been a more important time to make best use of public funds. We will strive to improve outcomes as efficiently as possible by working creatively with our communities and building on our successful partnerships.
- We will work hard to level up the differences that exist in some parts of our county, creating opportunity for people to become healthier, more prosperous and more independent.

Helping our children learn, develop and live life to the full:

- Our children will have the best start in life, with a positive focus on their early years, kickstarting their abilities for future learning and they will learn in local schools that strive to be the best they can be.
- Older children will have opportunities to become more active in their communities, to participate in activity that develops them, and that sets them up for adulthood.
- Children and young people who lose their way or become vulnerable to risk or harm will receive positive, proactive support to set them on a different path and to keep them safe

Cambridgeshire: A well-connected, safe, clean, green environment:

- All of our communities, urban and rural, wherever they are in the county, will enjoy reliable, fast broadband and mobile connectivity.
- Our green and open spaces will be well cared for, and available for everyone to enjoy, creating opportunities for sports, leisure, relaxation and learning.
- We will work with our community safety partners to help make all of our communities the safest they can be, places where people look out for each other and are proud of where they live.
- We will provide choice for our residents so they can decide for themselves how best they want to get around our county – by road, by cycle, or on foot – safely and efficiently.

Protecting and caring for those who need us:

- Where people need our care, it will be relevant to them and will meet their needs, and it will be provided for them as locally as possible.
- Our care will focus on the choices people want to make about their own lives, and will strive to help people to live at home and in their own community for as long as possible, where it is safe for them to do so.
- The children in care we look after will receive the best care we can provide, in our role as their corporate parent, where we help them to flourish and thrive and get ready for independence and adulthood.
- We will look after and support children in care, ensuring they have the same opportunities that all other young people have in our county, and will prepare them well for adulthood and independence.
- We will protect the health of our residents through meaningful public health work, keeping communities safe from harm and supporting people that want to improve their own wellbeing.

Performance

We review our performance frequently to make sure that we are delivering on our aims.

Our Service Committees monitor performance and finance in their areas monthly, and the General Purposes Committee oversees overall progress in delivering on outcome areas.

Each Service Committee chooses measures and targets to help them understand performance. This might include monitoring the activity in the service (like how many people are being supported) as well as monitoring the outcomes of the service (like how many people live independently after successfully being supported by reablement services, or the increase in footfall to libraries). Service Committee Integrated Finance Monitoring and Performance Reports are available on the Council's website.

All of the measures chosen by the Service Committees are categorised as being most relevant to one of the Council's outcomes. The General Purposes Committee then oversees the performance of all of these indicators in each of the outcome areas in a monthly Integrated Finance and Performance Report, which is also available on the Council's website, as is the full list of all performance indicators overseen by Service Committees.

The General Purposes Committee also manages our financial situation, supervises the performance of the Transformation Programme, monitors corporate indicators like staff sickness, and manages key corporate risks as part of the same report.

If performance is not at the expected standard, the Service Committee implements an improvement programme as well as taking a report to the General Purposes Committee explaining the situation and what action is being taken to get back on track.

Business Planning Proposals for 2021-26 - Current position

To: General Purposes Committee

Meeting Date: 22 December 2020

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

Electoral division(s): All

Forward Plan ref: Not applicable

Key decision: No

Outcome: The Committee is asked to consider:

- the current business planning position and estimates for 2021-2026
- the impact of COVID-19 on the 2021-2022 financial position
- the principal risks, contingencies and implications facing the Committee and the Council's resources
- the process and next steps for the Council in agreeing a business plan and budget for future years

Recommendation: It is recommended that the Committee:

- a) Note the progress made to date and next steps required to develop the business plan for 2021-2026
- b) Note the impact of COVID-19 on the Council's financial planning
- c) Endorse the budget and savings proposals that are within the remit of the Committee as part of consideration of the Council's overall Business Plan
- d) Endorse the changes to the capital programme that are within the remit of the Committee as part of consideration of the Council's overall Business Plan

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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 provides an overview of the updates to the Council's financial position since October 2020 when Committees were last consulted on the draft Business Plan for 2021-26. The paper sets out the changes to key assumptions impacting financial forecasts, further risks and opportunities and next steps required to balance the budget and agree the Council's Business Plan for 2021-26.
- 1.2 The paper also seeks to highlight the environment within which the Business Plan has been developed this year, the added complexity that developing the business plan whilst in the middle of a world-wide pandemic brings, and the challenges that being a relatively low spend but effective organisation has on the opportunities to reduce costs further to address the financial challenges caused by COVID-19.
- 1.3 Whilst the impact of COVID-19 is being felt by all councils across England, for Cambridgeshire this comes on the back of many years of under-funding compared to other councils. As one of the fastest growing counties in the country, Cambridgeshire has been managing disproportionate increases in demand over many years which have not been reflected in the revenue grant system. The Council highlighted this issue during its 'fairer funding campaign' but due to numerous issues the comprehensive review of local authority funding has not yet occurred.
- 1.4 This report builds on the information provided to this Committee during October and sets out the latest financial position regarding the Business Plan for the period 2021-26. As the Committee will recall a number of scenarios were developed to model the potential longer term implications of the world-wide pandemic on the resources of the County Council.
- 1.5 During the last couple of months officers have been refining the projections based on updated data and knowledge of further Government funding of certain activity, which it would not be unreasonable to assume would continue if required in 2021-22. We have therefore moved from a range of scenarios to a single budget position. This still contains a number of assumptions and these will continue to be developed over the next couple of months before the Business Plan is considered by Council in February of next year.
- 1.6 The LGA has said that an additional £10.1 billion is needed by 2023-24 to help councils in England plug funding gaps and improve services. Cllr James Jamieson, LGA Chairman, said the Spending Review would "shape the direction of the country for years to come" and that "securing the immediate and long-term sustainability of local services must be the top priority". Cllr Jamieson added: "With the right funding and freedoms, councils can improve the lives of their residents, address the stark inequalities the pandemic has exposed, develop a green recovery, address skills gaps and rebuild the economy so that it benefits everyone."
- 1.7 We have been grateful for the financial support provided by the Government to date, but it is not enough to meet the additional demands on our services in the long term. We are making strong representations to the government, working closely with our local MPs, about additional support we believe is

necessary. However, the Council's Business Plan must make recommendations for balancing the budget in the event that this support does not fully cover the cost of the crisis.

2. Context

2.1 In February of this year the Council set a balanced budget for the current financial year with no use of reserves to support the delivery of base services. It also made provision for further investment in transformation interventions. At that point the Council was in a very robust financial position to manage future year challenges with only a £4.2m 'budget gap' for 2021-22. This was much less than in previous budget setting processes and was predicated on a 2% council tax rise through levying the Adult Social Care precept (every 1% increase in council tax generates and additional £3m).

2.2 The following paragraphs provide some context to demonstrate that the Council has managed growth effectively within the constraints of a grant system that does not fully recognise the implications for public services that are generated from that growth.

2.2.1 Fairer Funding

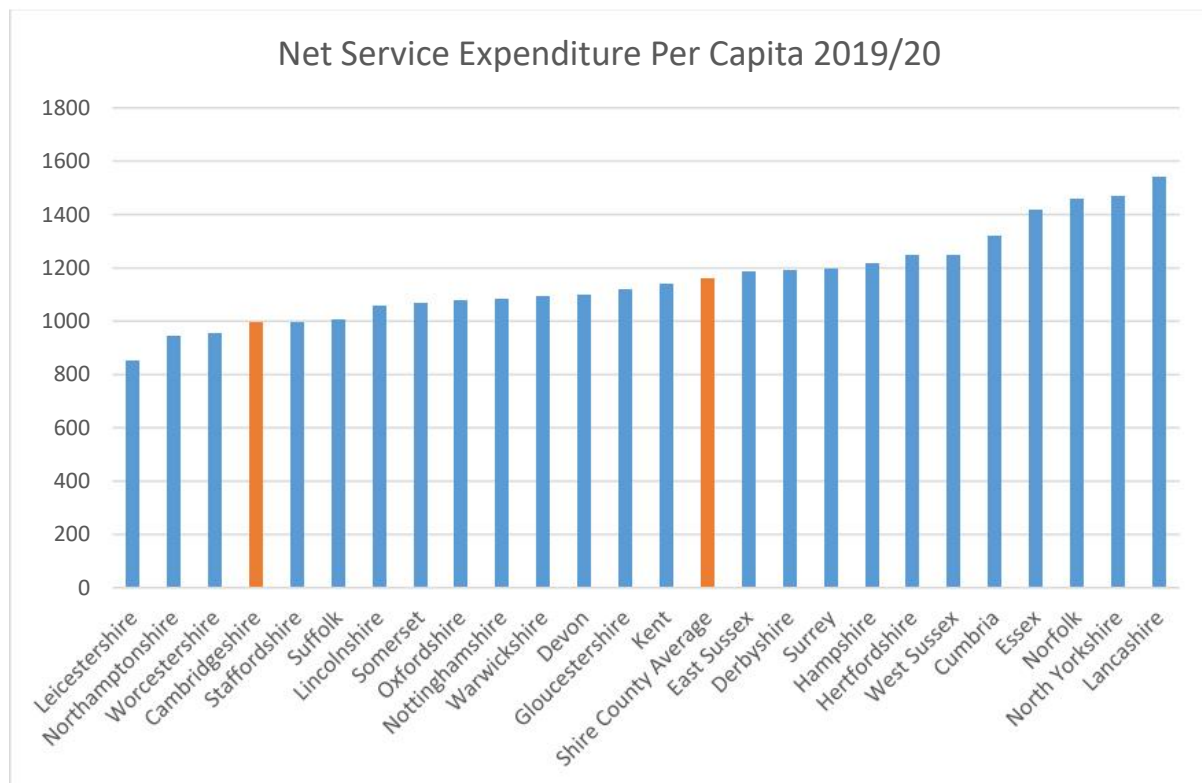
Given the level of growth that Cambridgeshire has supported over many years, the Council has been fighting for a fairer deal for its residents since 2017. Over the last three years, we have engaged MPs at both a local and national level on many occasions setting out the issues facing the Council on the back of its economic success.

In our various submissions on the issue of fairer funding, the Council has highlighted the inequality in Government support across, and within, the various tiers and structures of local government. The following table is an extract from one submission which illustrates this inequality:

2018/2019	RSG per capita (Revenue Support Grant)
CCC	£6.01
Shire County average	£25.52
London Borough average	£88.13

2.2.2 Benchmarking

Whilst delivering excellent outcomes for its residents, Cambridgeshire does so from a comparatively low level of expenditure. Due to the inequalities in the finance system, the Cambridgeshire pound has had to work harder than it may be required to in other councils. From publicly available information a chart that summarises the Council's net service expenditure in 2019-20 per capita with that of other county councils shows the stark difference below.



We constantly look at ways in which we can reduce the cost to serve, invest in preventative interventions, and derive additional incomes in order to re-invest or maintain key front-line services.

2.2.3 Transformation

The Council has been able to sustain the delivery of key services during a period of reduced funding and increasing demand to a large extent by its approach to transformation, commercialisation and innovation. In 2016 the Council invested heavily in an ambitious transformation agenda for Cambridgeshire citizens. Investment in a number of cross-organisational change programmes through a dedicated team and fund has delivered significant financial and social returns. Over £100m has been saved over the last four years including £25m being saved as a direct result of investments made through the Transformation Fund.

We have a broad portfolio of examples to draw from which demonstrate our ability to drive efficiencies and productivity for example; Our Adults Positive Challenge programme has realised £3m of savings and increased the independence of our citizens and reduced the longer-term cost across the health and social care system. The introduction of new technology which integrates critical aspects of the Adult Social Care case management system has improved the productivity of front-line workers. The rationalisation of the Council's buildings portfolio and workforce cultural change programme has

seen the workforce adopt new agile ways of working increasing productivity and ensuring that the right services can be accessed at the right time.

To date the Council has not taken all of the upside created from the change to its Minimum Revenue Provision (MRP) Policy into revenue and, unlike most other councils, has set this aside in order to provide pump priming funding for the Transformation Programme. Having focused on major opportunities first, the level of returns against the internal investments are now beginning to reduce. Given both the scale of the unallocated fund and the current pipeline of activity, the Council will need to review both the current policy on MRP and the level of the balance held on the Transformation Fund as part of this budget process.

2.2.4 Commercialisation

To further mitigate against the financial challenges that it has faced over the last decade, the Council has adopted a more commercial approach to everything that it does.

This approach has included the establishment of a wholly owned housing development company to which the council has sold, at market value, land holdings of nearly £100m so that these sites could be developed. In order for the Company to fund the acquisition, and its operating costs, loans at rates in compliance with state aid rules have been made. This provides a net revenue stream to the Council.

In addition, the Council has used the capital receipts generated by the Company to create a diverse commercial investment portfolio. Until the pandemic these investments were performing well and delivering returns to support frontline services. The revenue income budget from the portfolio for the 2020-21 financial year was in the region of £5m.

The Council has also used its land holdings to create a solar farm. The Triangle Solar Farm has benefitted from Government's "Contracts for Difference" scheme, allowing it to generate a healthy and reliable revenue stream whilst also supporting the council in delivering its vision of net zero carbon emissions for Cambridgeshire by 2050.

The commercial approach adopted has contributed significantly to supporting vital services for our residents rather than serving as an end in itself, and as a consequence these new revenue streams are returning in excess of £10m per annum for frontline services delivered to Cambridgeshire residents.

- 2.3 The paragraphs above are a reminder of the steps the Council has taken to focus on positive outcomes, protect frontline services and set the foundations for the difficult decisions that lie ahead. Having already taken the actions that it has, the Council has very little room left for addressing the budget gap for 21-22. Officers will, of course, continue to work diligently to reduce the gap further but it must be accepted that unless significant resources are forthcoming from the Government as part of the 21-22 financial settlement some very difficult decisions will be required.

3. Business Planning Approach

- 3.1 As noted in section 2.1, in February 2020 the Council approved a balanced budget for 2020-21 and the Business Plan reflected a strong financial position with a small and achievable gap forecast for 2021-22.
- 3.2 However, by May 2020, a time when the Council would normally begin the process of preparing budget proposals for 2021-22, the nation had been in lockdown for two months in an attempt to stop the spread of the coronavirus. Recognised as both an economic and health emergency, the pandemic placed the Council in the challenging position of having to mobilise resources to provide immediate support to the citizens of Cambridgeshire whilst also trying to predict and mitigate the medium and longer term impacts.
- 3.3 At that time there was significant uncertainty across the nation as to the true impact of the pandemic. Whilst national support packages were being mobilised e.g. the furlough scheme and support to businesses, it was unclear as to how (and when) these schemes would be in place and whether they would be enough to avoid an economic collapse. Further, the creation of the national Nightingale hospitals reflected the concern that the health service would be overwhelmed and there were projections of significant deaths across all regions.
- 3.4 Within this context, it was clear that the usual approach the Council takes to business planning would need to be adapted in order to reflect uncertainty around the economic and health impacts and how this might affect demand for Council services. In response, the Council designed a new approach which was based on carefully crafting three scenarios which modelled the possible impact of a number of inter-dependent factors on both the demand for our services and the impact on our ability to generate income.
- 3.5 The purpose of the scenarios was discussed at General Purposes Committee in June 2020; we outlined that the scenarios would not provide financial projections but would provide us with a framework which we could use to track the trajectory of the impact of COVID-19. This was welcomed by service areas as it enabled them to develop mitigations and contingency plans and has also helped them to cast forward to think about growth opportunities and areas for development as part of their recovery process.
- 3.6 Over the summer the scenarios were used to support services to develop a possible financial trajectory which highlighted that the budget gap for 2021-22 could be between £33m - £82m and this was reported within the Committee papers presented in October. This wide range reflected how significantly the financial impacts might vary between the best and worst case scenarios, how quickly the financial impacts might escalate without strong and immediate recovery plans, and how difficult it has been, both nationally and locally, to predict the rate of infections and corresponding effects on society. This process of planning against scenarios started the process of quantifying the potential impacts on our service areas as well as highlighting possible areas of mitigation.
- 3.7 Over the last two months we have undertaken a significant amount of activity to analyse emerging trends, actual demand increases and emerging impacts on society and the economy. We are beginning to narrow the range of the predicted budget gap and this activity has resulted in:

- **Improved demand predictions** – additional data is now available which has allowed us to base our demand projections on trends observed in 2020-21 rather than projecting impacts based largely on historic data. This has allowed us to reduce the anticipated demand pressure in Older People's services by £1m for 2021-2022.
- **Deeper impact analysis** – all service areas have been able to develop a deeper assessment of the impact of COVID-19 in their areas based on actual data and observations and have used this to ensure that any areas of higher spend have been identified and reviewed
- **Increased market engagement / supply chain management** – we have worked with our supply chain to better understand and anticipate future costs and provisions required to ensure the sustainability of our operations
- **National support** – although there are areas which remain uncertain, we have seen the impact of exiting initiatives, as well as the benefits of direct financial support. We are therefore in a better position to predict the impact of future national initiatives within Cambridgeshire.
- **Successful Local Outbreak Control Plan** – in recognition that all public services in Cambridgeshire, alongside citizens, have worked hard to keep infection / transmission rates low compared to the national figures, prior to the second national lockdown we remained in Tier 1. This meant that Cambridgeshire did not have additional restrictions placed on it.

3.8 This work has allowed us to build more accurate data sets to inform our recovery planning and to narrow the range of forecast financial pressures in most services. Based on this information, and the current savings proposals identified, the current trajectory leads to a budget gap for 2021-2022 of around £21m.

4. Financial Overview

4.1 The table overleaf provides a summary of the various material (greater than £100k) changes since October in the overall business planning position for 2021-22. It reflects the continuing challenge of increasing costs for goods and services as a result of the pandemic and further shortfalls in planned savings, however significant progress has been made towards closing the budget gap through a combination of the following (see also Section 4.5 below):

- Further scrutiny of demand pressures and anticipated funding for new burdens as a result of COVID-19;
- New savings proposals
- Accumulated growth in the Council's tax base and compensatory grants from Government for business rates reliefs granted in previous years

Description	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Remaining Unidentified Savings at October Committees	32,796	7,190	12,185	13,490	9,990
Increase in inflationary uplift for Highways Services	1,214	659	17	-140	-159
Adults Social Care Providers inflationary uplift	970	-970	-	-	-
New pressures and reduced or rephased savings (see section 4.2 for breakdown)	886	-205	-829	-250	-
Updated debt charges for Energy schemes	-	883	-372	-305	-23
Base funding for Transformation Team and redundancy costs as capital receipt flexibilities not confirmed post-2021-22	-	2,482	-	-	-
Miscellaneous financing adjustments	172	-110	61	21	28
SUBTOTAL New Pressures	36,038	9,929	11,062	12,816	9,836
Adult Social Care Market Resilience investment removed ¹	-4,000	-	-	-	-
Demand pressure for Older People's Services reduced	-1,088	-1,078	-1,179	-1,220	-1,098
Personal Protective Equipment (PPE) pressure removed ²	-1,000	-	-	-	-
Dedicated Schools Grant Contribution to Combined Budgets pressure rephased	-1,000	750	250	-	-
Demand risk in social care investment reduced	-1,300	-	-	-	-
Miscellaneous reduced and rephased pressures <£100k	-243	509	30	-	-
SUBTOTAL Reduced and Rephased Pressures	27,407	10,110	10,163	11,596	8,738
New savings proposals (see section 4.3 for breakdown)	-3,563	-2,379	-544	-161	-290
Historic increases in Council tax base and Section 31 grant income	-3,020	372	53	184	-
Revised budget gap per December committees	20,824	8,103	9,672	11,619	8,448

¹ Funding for infection control measures in care homes; Government grant funding has now been confirmed until March 2021 and we are assuming that Government will continue to fund thereafter if required

² The October draft budget included a £1m PPE pressure however the Government has since agreed to fund PPE for local authorities

4.2 The following table provides a detailed breakdown of the new pressures and reduced or rephased savings.

New pressures and reduced or rephased savings	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Family Group Conferencing Investment	-	250	-	-	-
Reduced saving: Learning Disabilities Commissioning	150	-	-	-	-
Rephased saving: Review of commissioning approaches for accommodation-based care	175	-175	-	-	-
Removed saving: Revised commissioning approach for interim bed provision	150	-	-	-	-
IT Microsoft Enterprise Agreement pressure	302	-	-	-	-
Rephased saving: COVID-19 Impact - Commercial Income and Contract Efficiencies	109	-280	-829	-250	-

4.3 The following tables provides a detailed breakdown of the new savings proposals.

New savings	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Client Contributions Policy Changes (approved as part of 2020-25 Business Plan)	-562	-164	-	-	-
Adult Social Care Transport	-250	-	-	-	-
Additional vacancy factor	-150	-	-	-	-
Micro-enterprises Support	-30	-133	-	-	-
Additional Block Beds inflation saving	-270	270			
Learning Disability Partnership Pooled Budget Rebaselining	-	-2,574	-	-	-
Review of commissioning approaches for accommodation based care	-	-	-375	-	-
Unaccompanied Asylum Seeking Young People: support costs	-300	-	-	-	-
Adoption and Special Guardianship Order Allowances	-500	-	-	-	-
Clinical Services: Children and Young People	-250	-	-	-	-
Transport - Children in Care	-300	-	-	-	-
Communities and Partnerships Review	-200	-	-	-	-
SUBTOTAL P&C savings	-2,812	-2,601	-375	-	-
Review Winter Operations	-17	-	-	-	-
Highways: Removal of old VAS signs	-4	-	-	-	-
SUBTOTAL P&E savings	-21	-	-	-	-
Reduction in staff mileage	-564	378	-	-	-
SUBTOTAL Corporate savings	-564	378	-	-	-
Commercial property rental increases	-166	-156	-169	-161	-290
SUBTOTAL Commercial savings	-166	-156	-169	-161	-290

4.4 As a result of the updates above, the savings requirement for 2021-22 has been reduced by £12m from £32.8m as at October Committees to £20.8m. The following table shows the total level of savings required for each of the next five years:

	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Total Saving Requirement	22,711	19,123	14,480	12,852	8,863
Identified Savings	-1,887	-3,938	-528	-	-
Identified additional Income Generation	-	-7,082	-4,280	-1,233	-415
Residual Savings to be identified	20,824	8,103	9,672	11,619	8,448

4.5 Against this uncertain backdrop, we are continuing to explore every opportunity to identify savings, efficiencies, and income to reduce the gap and to date we have;

- Campaigned for additional resources through MHCLG (Ministry of Housing, Communities and Local Government) and other channels.

- Reviewed all the existing proposals to identify any which could be enhanced to deliver further savings - in particular those where additional investment could unlock additional benefits.
- Reviewed income generation opportunities in light of the current economic context.
- Identified, through benchmarking, any areas across the organisation we could potentially look to find additional efficiencies whilst ensuring outcomes are maintained.
- Reviewed the full list of in-year and 2021-22 pressures to see if there are any opportunities to prevent assumed increases in demand being realised.

4.6 Whilst the actions taken to date have been successful in reducing the budget gap, the opportunities to generate additional savings proposals without significantly impacting the delivery of services are reducing in both number and scale. The following funding options remain available to the Council to contribute towards closing the gap for 2021-22 and beyond:

Item	Implications
Council Tax Level	Each 1% further increase in Council Tax would generate around £3m in recurrent additional funding
MRP policy upside	There is at least £2m available per annum in revenue savings until 2025, and higher amounts in the earlier years of the MTFS (Medium Term Financial Strategy). However the amount diminishes below £2m in 2026, meaning that the budget gap would increase thereafter.
Transformation Fund	Presently there is £23m unallocated in the Transformation Fund, after future commitments. Any usage of the fund is one-off, and will have an impact in future years in terms of the recurrent savings gap
General Fund	This balance is held at 3% of gross expenditure, and cannot be reduced in compliance with that policy. Therefore any reduction would be a last resort and indicative that the Council was in severe financial difficulties.
Service reductions	A reduction of non-statutory services could result in longer term financial implications to the Council as avoidable demand rises as well as reduced positive outcomes for our citizens.

4.7 Whilst work will continue to identify savings, the focus of activity over the next three months will be on lobbying across all available channels to request, not only financial support, but other flexibilities (for example a more flexible use of capital receipts) to allow us to present a balanced budget. Should additional support not be forthcoming and in consideration of the assumptions / risks presented in Section 5 below, we would need to consider the use of the above options in order to maintain our current levels of service delivery.

5. Assumptions and Risks

5.1 In the business planning tables the level of savings required is based on a 2% increase in Council Tax in 2021-22, through levying the Adult Social Care precept. The Council's Medium Term Financial Strategy assumes 2% increases in the Adult Social Care precept from 2021-22 onwards, however there has been no confirmation as yet that the precept will be available beyond 2020-21. For each 1% more or less that Council Tax is changed, the level of savings required will change by approximately +/-£3.0m. Local Authorities were permitted to increase general Council Tax by a maximum of 2.99% in 2018-19 and 2019-20 and 1.99% in 2020-21 without the requirement for approval from residents through a positive vote in a local referendum. The

latest indications are that the limit for next year will be 1.99% for general Council tax.

5.2 There are also a number of risks which are not included in the numbers above, or accompanying tables which are likely to impact on the residual savings gap and these are set out below. These will be incorporated (as required) as the Business Plan is developed and the impact / figures can be confirmed:

- National restrictions – the second national lockdown began on the 5 November 2020 and ended on 2 December 2020. Although not as severe as the first, the restrictions have presented further challenges impacting on both the economic and social welfare of the County. Government support packages, including the re-instatement of the furlough scheme have been welcomed and continue to mitigate the short term financial consequences of the pandemic. However, we are still working to understanding the longer term impacts both for council services and the wider Cambridgeshire economy.
- National Tiers – Following the end of the national restrictions the government reverted to the national tier system. The restrictions in each Tier were reviewed strengthened. Cambridgeshire was placed in Tier 2 (High) which is the lowest tier for most of the country with only two areas of England lower (Cornwall and the Scilly Islands, and the Isle of White). This is likely to create a further impact within the County.
- Government support – Government announced the results of a one-year Spending Review for 2021-22 on 25 November. The spending review sets out the Departmental Expenditure Limit for MHCLG and provides an indication of the available uplift in funding for the Local Government Finance Settlement which is expected on 17 December. Our financial plans currently assume a prudent cash flat position with no inflationary uplifts. There is also considerable uncertainty surrounding the funding formula that may be used to distribute the additional COVID-19 funding announced; in 2020-21 the Government has moved from a social care-based formula to a deprivation-based approach which is less favourable for Shire Counties.
- Winter pressures – all public services face particular challenges over the winter months as demand for services increases significantly. Whilst plans and projections are built into current forecasting this will be the first winter faced within the context of the pandemic.
- EU Exit – the end of the transition period on 31 December 2020 will mean new rules coming into force from 1 January 2021. Preparations continue both at a national and local level to minimise the implications of this change, however, there could be significant implications across areas of business and our citizens which could mean that additional costs are incurred or challenges to our delivery of services increased e.g. the ability to attract workers for critical roles.
- The Council is currently reporting current year pressures in excess of £18m, due principally to the impacts of the pandemic. Work is ongoing to manage these pressures downwards; however, any change to the outturn position will impact the Council's reserves position and therefore the savings requirement for 2021-22.

- Public sector pay award – the business plan includes an inflationary provision of 2.75% for staff on nationally negotiated pay settlements for 2021-22, reflecting the 2020-21 pay award. This funding is being reviewed following an announcement of a public sector pay freeze by the chancellor in the Spending Review in response to the economic fallout from the coronavirus pandemic.
- The Council has applied to MHCLG to extend the business rates pooling arrangement implemented for 2020-21 in partnership with Peterborough City Council and several of the Cambridgeshire District Authorities. Although the pandemic has resulted in considerable pressure on business rates income, the pooling arrangement is still expected to benefit the Council, however the extent of this benefit is as yet unclear. Furthermore, Government has committed to a “fundamental review” of the business rates system following a call for evidence in July 2020, the results of which will be announced at the 2021 spring budget. It is possible that the funding model for local government could be significantly impacted by these reforms with potential implications for the proposed 75% business rates retention scheme expected to take effect from 2022-23.

6. Spending Review Update

- 6.1 On 25 November the Chancellor announced the results of the 2020 Spending Review. Local authority core spending power will increase by 4.5% in 2021-22 however the majority of the permanent increase to funding is attributable to additional flexibilities granted for local taxation. Local authorities will be permitted to increase the Adult Social Care Precept by 3% and general Council tax by up to 1.99% in 2021-22. A further specific grant for Social Care was announced, though this is a significantly smaller increase than the additional grants introduced in recent years. The announcements of a public sector pay freeze for those earning less than the median wage and a modest increase in the national living wage are likely to reduce pressures on the council's staffing and externally contracted spend on an ongoing basis.
- 6.2 The majority of the new funding announced for local government is one off funding for Covid-related pressures and includes a further tranche of the unringfenced Covid-19 support grant, sales fees and charges compensation and support for lost precept income. This additional funding is likely to be worth at least £10m to the Council and is expected to bridge a significant element of the budget deficit for 2021-22 reported, however the allocations for specific authorities are not currently known. The additional uncertainty this year also mean there is more risk than usual of estimates and projections increasing in the remaining stages of business planning. The one off nature of the funding will significantly increase the 2022-23 budget deficit so the council continues to face substantial financial challenges in the medium term. The longer term funding trajectory for local government is also less positive; planned Government spending will be £13bn per year lower by 2024-25 than set out in the Spring Budget. This is likely to signal tougher times ahead for unprotected areas of public spending, such as local government.
- 6.3 At the time of publication, we expect the provisional local government finance settlement to be announced towards the end of December and a briefing note analysing the implications for Cambridgeshire will be provided to Members shortly thereafter. The January General Purposes Committee will then consider the updated budget position taking account of the additional funds announced for next year and our latest estimates of the pressures facing the

Council next year, and in view of the potential decisions Members could take at the February Full Council meeting in order to set a balanced budget.

7. Capital Programme Update

- 7.1 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, updates in response to the COVID-19 situation, or to specific circumstances surrounding individual schemes.
- 7.2 The Council is still awaiting funding announcements regarding various capital grants, 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.

8. Business Planning context for Corporate Services

8.1 LGSS Repatriation

This period has seen the continued repatriation of LGSS services into Corporate Services. The process began in 2019 with Finance and Democratic services returning to their 'home' councils. The plan to transition from LGSS to the new 'home' council and lead authority operating model was put on hold in response to the government lockdown in March 2020 due to the COVID-19 pandemic.

The LGSS Business Transition Board with LGSS Joint Committee agreed a revised plan as follows, which has now been delivered:

- Repatriated services returned to their relevant council on 30 September 2020
- The Lead Authority model to commence in December 2020

This is a complex programme to disband LGSS, a c.£63m business, which delivers 12 services across its partner and customer portfolio. Cambridgeshire is the lead authority for Finance Operations (Accounts Payable and Debt Management) and Insurance. It now receives Internal Audit from Milton Keynes Council, and Payroll, Pensions and Business Systems from Northamptonshire.

The LGSS Business Transition Board has ensured that all matters relating to the creation of the new operating model, the transfer of staff and services, the maintenance of ongoing operational activity, the performance of services and the transfer of finances have been managed effectively.

8.2 IT Pressures

With the move to the majority of staff working remotely in response to the COVID-19 pandemic, we have seen a 200% increase in the use of data and a 300% increase in the use of Voice/Video. We expect this higher level of

remote working to continue into next year. This is coupled with an increase in mobile phone usage with an additional 1500 contracts activated since March 2020. As a result two new investments have been identified. These are for the Microsoft Enterprise Agreement, which will enable staff to work collaboratively, share documents securely, and best utilise the range of additional tools available within Office 365, and an increase in data sims cards for our laptops, enabling staff to work remotely in locations appropriate for their roles.

9. Overview of Corporate Services' draft Revenue Programme

- 9.1 This section provides an overview of the savings and income proposals within the remit of the Committee.
- 9.2 All of the proposals within the remit of the Committee are described in the business planning tables (Appendix 1) and business cases (Appendix 2).
- 9.3 The Committee is asked to comment on and endorse these proposals for consideration as part of the Council's Business Plan for the next five years. Please note that the proposals are still draft at this stage and it is only at Full Council in February 2021 that proposals are finalised and become the Council's Business Plan. The following proposals can be found in Appendix 2
- 9.4 C/R.6.104 Reduction in staff mileage (-£564k)
We have seen a significant decrease in staff car mileage since the start of the 2020/2021 financial year predominately because of the COVID-19 pandemic and Council staff having to work from home. This has shifted our organisational culture and our behaviours with regards to travelling less and being able to successfully work remotely with our colleagues and still serve the needs of our residents. This is an opportunity to reduce staff mileage budgets longer term across all Council service areas for 2021/2022.
- 9.5 We are also analysing our current spend on printing and paper to identify any further savings that may arise from our new ways of working. A reduction in spend in this area would have additional benefits in reducing our carbon footprint and contributing to the aims of our Climate Change Strategy.
- 9.6 Furthermore, in response to the benchmarking analysis we are exploring potential savings within learning and development.

10. Next Steps

10.1 The high level timeline for business planning is shown in the table below.

December	Business cases go to committees for consideration
December	Provisional local government finance settlement towards the end of the month
January	General Purposes Committee will review the whole draft Business Plan for recommendation to Full Council
February	Full Council will consider the Business Plan and decide Council tax levels

11. Alignment with Corporate Priorities

11.1 A good quality of life for everyone

11.2 Thriving places for people to live

11.3 The best start for Cambridgeshire's children

The purpose of the Business Plan is to consider and deliver the Council's vision and priorities and this paper sets out how we aim to provide good public services and achieve better outcomes for communities, whilst also responding to the changing challenges of the pandemic.

11.4 Net zero carbon emissions for Cambridgeshire by 2050

The budget is reviewed at each stage of development to assess the carbon implications of any new investments or savings initiatives. Additionally, the Council is committed to reviewing the sufficiency of climate mitigation funds included in the Business Plan on an annual basis to deliver the Climate Change and Environment Strategy.

12. Significant Implications

12.1 Resource Implications

The proposals set out the response to the financial context described throughout this report 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 as an appendix. The proposals will seek to ensure that we make the most effective use of available resources and are delivering the best possible services given the reduced funding.

12.2 Procurement/Contractual/Council Contract Procedure Rules Implications

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

12.3 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.

12.4 Equality and Diversity Implications

As the proposals are developed ready for service committees, they will consider and describe the impact of each proposal, in particular any disproportionate impact on vulnerable, minority and protected groups. Full EqlAs will be completed where identified.

12.5 Engagement and Consultation Implications

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

12.6 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.

12.7 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.

Have the resource implications been cleared by Finance? Yes
Officer clearance: Tom Kelly

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement? Yes
Officer clearance: Gus de Silva

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? Yes
Officer clearance: Fiona McMillian

Have the equality and diversity implications been cleared by your Service Contact? Yes
Officer clearance: Beatrice Brown

Have any engagement and communication implications been cleared by Communications? Yes
Officer clearance: Christine Birchall

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes
Officer clearance: James Gemmell

Have any Public Health implications been cleared by Public Health? Yes
Officer clearance: Liz Robin

13. Source Documents

13.1 The October committee report is located [here](#)

Section 3 - A: People & Communities

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

Budget Period: 2021-22 to 2025-26

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

Section 3 - A: People & Communities

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

Budget Period: 2021-22 to 2025-26

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

Section 3 - A: People & Communities

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

Budget Period: 2021-22 to 2025-26

Net Revised Opening Budget 2020-21 £000	Policy Line	Gross Budget 2021-22 £000	Fees, Charges & Ring-fenced Grants 2021-22 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000
2,896	Redundancy & Teachers Pensions	3,385	-504	2,881	2,881	2,881	2,881	2,881
	<i>SEND Specialist Services (0 - 25 years)</i>							
11,227	SEND Specialist Services	11,508	-205	11,303	11,310	11,310	11,310	11,310
32,404	Funding to Special Schools and Units	32,404	-	32,404	32,404	32,404	32,404	32,404
25,657	High Needs Top Up Funding	25,657	-	25,657	25,657	25,657	25,657	25,657
11,306	SEN Placements	12,197	-891	11,306	11,306	11,306	11,306	11,306
4,084	Out of School Tuition	4,084	-	4,084	4,084	4,084	4,084	4,084
7,103	Alternative Provision and Inclusion	7,140	-35	7,105	7,105	7,105	7,105	7,105
-12,744	SEND Financing - DSG	-12,744	-	-12,744	-12,744	-12,744	-12,744	-12,744
	<i>0-19 Place Planning & Organisation Service</i>							
3,268	0-19 Organisation & Planning	4,404	-1,108	3,296	3,296	3,296	3,296	3,296
179	Education Capital	296	-115	181	181	181	181	181
12,013	Home to School Transport - Special	14,981	-111	14,870	16,419	18,307	20,417	22,777
1,785	Children in Care Transport	1,590	-	1,590	1,640	1,692	1,746	1,800
9,482	Home to School Transport - Mainstream	10,524	-191	10,333	10,589	10,906	11,099	11,272
113,303	Subtotal Director of Education	128,308	-10,750	117,558	119,016	121,159	123,516	126,103
	Executive Director							
992	P&C Executive Director	1,841	-331	1,510	2,457	2,707	2,707	2,707
90	Central Financing	91	-	91	91	91	91	91
1,082	Subtotal Executive Director	1,932	-331	1,601	2,548	2,798	2,798	2,798
-81,977	DSG Adjustment	-	-81,977	-81,977	-81,977	-81,977	-81,977	-81,977
	Future Years							
-	- Inflation	-	-	-	5,790	11,206	16,722	22,339
-	- Savings	-	-	-				
274,076	P&C BUDGET TOTAL	501,515	-197,693	303,822	323,145	344,937	367,055	389,430

Section 3 - A: People & Communities

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

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

Section 3 - A: People & Communities

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

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

Section 3 - A: People & Communities

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

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

Section 3 - A: People and Communities

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

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

Section 3 - A: People and Communities

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

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

Section 3 - A: People and Communities

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

August 19, 2024 11:10:10

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

Section 3 - A: People and Communities

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

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

Section 3 - A: People and Communities

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

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

Section 3 - A: People and Communities

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

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

Section 3 - A: People and Communities

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

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

Section 3 - A: People and Communities

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

		Detailed Plans	Outline Plans					
Ref	Title	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Description	Committee
	TOTAL NET EXPENDITURE	303,822	323,145	344,937	367,055	389,430		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
A/R.8.001	Budget Allocation	-303,822	-323,145	-344,937	-367,055	-389,430	Net spend funded from general grants, business rates and Council Tax.	C&P, C&YP, Adults
A/R.8.002	Fees & Charges	-68,107	-69,258	-69,938	-70,445	-70,959	Fees and charges for the provision of services.	C&P, C&YP, Adults
A/R.8.003	Expected income from Cambridgeshire Maintained Schools	-7,783	-7,783	-7,783	-7,783	-7,783	Expected income from Cambridgeshire maintained schools.	C&YP
A/R.8.004	Dedicated Schools Grant (DSG)	-81,977	-81,977	-81,977	-81,977	-81,977	Elements of the DSG centrally managed by P&C to support High Needs and central services.	C&YP
A/R.8.005	Better Care Fund (BCF) Allocation for Social Care	-16,950	-16,950	-16,950	-16,950	-16,950	The NHS and County Council pool budgets through the Better Care Fund (BCF), promoting joint working. This line shows the revenue funding flowing from the BCF into Social Care.	Adults
A/R.8.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500	Youth Justice Board Good Practice Grant.	C&YP
A/R.8.009	Social Care in Prisons Grant	-339	-339	-339	-339	-339	Care Act New Burdens funding.	Adults
A/R.8.011	Improved Better Care Fund	-14,725	-14,725	-14,725	-14,725	-14,725	Improved Better Care Fund grant.	Adults
A/R.8.012	Education and Skills Funding Agency Grant	-2,080	-2,080	-2,080	-2,080	-2,080	Ring-fenced grant funding for the Adult Learning and Skills service.	C&P
A/R.8.015	Staying Put Implementation Grant	-175	-175	-175	-175	-175	DfE funding to support young people to continue to live with their former foster carers once they turn 18	C&YP
A/R.8.016	Unaccompanied Asylum Seeking Children (UASC)	-3,400	-3,400	-3,400	-3,400	-3,400	Home Office funding to reimburse costs incurred in supporting and caring for unaccompanied asylum seeking children	C&YP
A/R.8.018	Pupil Premium Grant	-1,364	-1,364	-1,364	-1,364	-1,364	Deployment of Pupil Premium Grant to support the learning outcomes of care experienced children	C&YP
A/R.8.401	Public Health Funding	-293	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	C&P, C&YP, Adults
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-501,515	-521,696	-544,168	-566,793	-589,682		

Section 3 - B: Place & Economy

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

Budget Period: 2021-22 to 2025-26

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

Section 3 - B: Place & Economy

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

Budget Period: 2021-22 to 2025-26

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

Section 3 - B: Place & Economy

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

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

Section 3 - B: Place & Economy

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

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

Section 3 - B: Place and Economy

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

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

Section 3 - B: Place and Economy

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

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

Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

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

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

Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

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

Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000	
B/C.2.007	Smarter Travel Management - Real Time Bus Information	Provision of real time passenger information for the bus network.		Ongoing	825	-	165	165	165	165	165	-	H&T
	Total - Operating the Network				72,955	-	14,591	14,591	14,591	14,591	14,591	-	
B/C.03	Highways												
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	This fund allows the Council to increase its investment in the transport network throughout the county. With the significant backlog of works to our transport network well documented, this fund is crucial in ensuring that we reduce the rate of deterioration of our highways.		Ongoing	78,700	75,977	2,723	-	-	-	-	-	H&T
	Total - Highways				78,700	75,977	2,723	-	-	-	-	-	
B/C.04	Infrastructure & Growth												
B/C.4.001	Ely Bypass	The project has now been completed and the brand-new bypass opened to traffic on 31 October 2018.		Committed	49,006	48,975	18	3	10	-	-	-	H&T
B/C.4.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	149,791	145,612	4,179	-	-	-	-	-	H&T
B/C.4.023	King's Dyke	The level crossing at King's Dyke between Whittlesey and Peterborough has long been a problem for people using the A605. The downtime of the barriers at the crossing causes traffic to queue for significant periods of time and this situation will get worse as rail traffic increases along the Ely to Peterborough railway line in the future. The issue is also made worse during the winter months as the B1040 at North Bank often floods, leading to its closure and therefore increasing traffic use of the A605 across King's Dyke.		Committed	33,500	18,895	10,900	3,705	-	-	-	-	H&T
B/C.4.025	Wisbech Town Centre Access Study	Wisbech Town Centre Access Study - fully funded by CPCA		2019-20	10,500	4,501	4,877	1,122	-	-	-	-	H&T
	Total - Infrastructure & Growth				242,797	217,983	19,974	4,830	10	-	-	-	
B/C.05	Environment & Commercial Services												
B/C.5.012	Confidential Scheme	Confidential Scheme		Committed	6,921	488	3,188	3,245	-	-	-	-	E&S
	Total - Environment & Commercial Services				6,921	488	3,188	3,245	-	-	-	-	

Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000	
B/C.07 B/C.7.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-30,707	-	-10,122	-5,392	-3,801	-3,796	-3,796	-3,800	E&S, H&T
B/C.7.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	470	-	373	97	-	-	-	-	E&S, H&T
	Total - Capital Programme Variation				-30,237	-	-9,749	-5,295	-3,801	-3,796	-3,796	-3,800	
	TOTAL BUDGET				417,613	296,179	38,913	21,761	15,190	15,185	15,185	15,200	

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

Section 3 - B: Place and Economy

Table 5: Capital Programme - Funding

Budget Period: 2021-22 to 2030-31

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	137,740	76,159	-1,532	-2,914	-	66,027
Committed Schemes	264,888	124,667	31,325	35,328	-	73,568
2019-2020 Starts	11,200	11,075	-	125	-	-
2020-2021 Starts	2,080	-	1,530	550	-	-
2021-2022 Starts	1,705	-	-	1,705	-	-
TOTAL BUDGET	417,613	211,901	31,323	34,794	-	139,595

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

Section 3 - B: Place and Economy

Table 5: Capital Programme - Funding

Budget Period: 2021-22 to 2030-31

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

Section 3 - C: Corporate and Managed Services

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

Budget Period: 2021-22 to 2025-26

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

Section 3 - C: Corporate and Managed Services

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

Budget Period: 2021-22 to 2025-26

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

Section 3 - C: Corporate and Managed Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

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

Section 3 - C: Corporate and Managed Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

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

Section 3 - C: Corporate and Managed Services

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

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

Section 3 - C: Corporate and Managed Services

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

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

Section 3 - C: Corporate and Managed Services

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

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

Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

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

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

Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000	
C/C.3.002	Capitalisation of Redundancies	Funding the cost of redundancies from capital instead of revenue, using the flexibility of capital receipts direction.		Ongoing	5,351	5,051	300	-	-	-	-	-	- GPC
	Total - Transformation				14,233	11,751	2,482	-	-	-	-	-	-
C/C.10 C/C.10.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-4,762	-	-4,509	-227	-26	-	-	-	- 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	378	-	339	39	-	-	-	-	- GPC
	Total - Capital Programme Variation				-4,384	-	-4,170	-188	-26	-	-	-	-
	TOTAL BUDGET				64,812	45,923	17,837	946	106	-	-	-	

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

Section 3 - C: Corporate and Managed Services

Table 5: Capital Programme - Funding

Budget Period: 2021-22 to 2030-31

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

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
C/C.01	Corporate Services										
C/C.1.001	Essential CCC Business Systems Upgrade			- Committed	750	-	-	-	-	750	GPC
C/C.1.006	Data Centre Relocation			- 2019-20	5,408	-	-	-	-	5,408	GPC
C/C.1.007	IT Strategy			- 2019-20	3,259	-	-	-	-	3,259	GPC
C/C.2.010	IT Infrastructure Refresh			- Committed	674	-	-	-	-	674	GPC
C/C.6.001	Investment in Connecting Cambridgeshire			- Committed	44,872	9,250	-	15,093	-	20,529	GPC
	Total - Corporate Services			-	54,963	9,250	-	15,093	-	30,620	
C/C.03	Transformation										
C/C.3.001	Capitalisation of Transformation Team			- Ongoing	8,882	-	-	-	8,882	-	GPC
C/C.3.002	Capitalisation of Redundancies			- Ongoing	5,351	-	-	-	5,351	-	GPC
	Total - Transformation			-	14,233	-	-	-	14,233	-	
C/C.10	Capital Programme Variation										
C/C.10.001	Variation Budget			- Ongoing	-4,762	-90	-	-1,353	-631	-2,688	GPC
C/C.10.002	Capitalisation of Interest Costs			- Committed	378	-	-	-	-	378	GPC
	Total - Capital Programme Variation			-	-4,384	-90	-	-1,353	-631	-2,310	
	TOTAL BUDGET				64,812	9,160	-	13,740	13,602	28,310	

Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2021-22 to 2025-26

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

Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2021-22 to 2025-26

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

Appendix 1

Section 3 - E: Public Health

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

Budget Period: 2021-22 to 2025-26

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

Section 3 - E: Public Health

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

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

Section 3 - E: Public Health

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

		Detailed Plans	Outline Plans				
Ref	Title	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Description
1	OPENING GROSS EXPENDITURE	25,666	30,095	30,138	30,180	30,222	
E/R.1.002	Changes to opening budgets made in 2020/21	2,941	-	-	-		This line reflects permanent virements made in 2020/21. This is mostly around accounting for the joint Children's Health contract with Peterborough City Council, the income for which is shown in section 7.
E/R.1.003	New Public Health burdens in 2020/21	568	-	-	-		- Part of the increase in the Public Health Grant in 2020/21 has been committed to fund a number of new burdens around pay increases in NHS providers.
1.999	REVISED OPENING GROSS EXPENDITURE	29,175	30,095	30,138	30,180	30,222	
2	INFLATION						
E/R.2.001	Inflation	55	43	42	42	42	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	55	43	42	42	42	
3	DEMOGRAPHY AND DEMAND						
3.999	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
4.999	Subtotal Pressures	-	-	-	-	-	

Section 3 - E: Public Health

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

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

Section 3 - E: Public Health

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

		Detailed Plans	Outline Plans				
Ref	Title	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Description
7	FEES, CHARGES & RING-FENCED GRANTS						
E/R.7.001	Previous year's fees, charges, other income & ring-fenced grants	-25,666	-30,095	-3,690	-3,698	-3,706	Fees and charges expected to be received for services provided and Public Health ring-fenced grant from Government.
E/R.7.002	Changes to income budgets made in 2020/21	-2,924	-	-	-		- Along with E/R.1.002 above, this line reflects changes made to income budgets in 2020/21, mainly to reflect new shared contracts with Peterborough City Council where CCC is the lead commissioner
E/R.7.003	Fees, Charges and Other Income Inflation	-8	-9	-8	-8	-8	Inflation on external income.
E/R.7.200	Changes to fees & charges Previous year's Public Health Grant increase	-1,497	-	-	-		- Due to late announcement of the Public Health Grant uplift, the 2020-25 business plan did not include a budget adjustment for it. This line corrects the starting point for 2021/22.
E/R.7.201	Change in Public Health Grant	-	26,414	-	-		- It is assumed that the Public Health Grant will remain at its 2020/21 level, and that the ring-fence will be removed in 2022/23.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-30,095	-3,690	-3,698	-3,706	-3,714	
	TOTAL NET EXPENDITURE	-	26,448	26,482	26,516	26,550	

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

Section 3 - F: Commercial & Investments

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

Budget Period: 2021-22 to 2025-26

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

Section 3 - F: Commercial & Investments

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

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

Section 3 - F: Commercial and Investments

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

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

Section 3 - F: Commercial and Investments

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

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

Section 3 - F: Commercial and Investments

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

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

Section 3 - F: Commercial and Investments

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

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

Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

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

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000	Committee
F/C.01	Commercial Activity												
F/C.1.118	Smart Energy Grid Demonstrator scheme at the St Ives Park and Ride	Low carbon energy generation assets with battery storage on Council assets at St Ives Park and Ride	F/R.7.114, F/R.7.115	Committed	3,645	511	3,134	-	-	-	-	-	- C&I
F/C.1.119	Babraham Smart Energy Grid	The project is to develop a high level assessment, then an Investment Grade Proposal for a renewable energy scheme on the Babraham Park and Ride site. This project at Babraham will look to build on the skills developed in the St Ives project to replicate on other Park and Ride sites. A 2.1 MW solar canopy project is proposed at the HLA stage.	F/R.7.116, F/R.7.117	2018-19	6,306	338	3,999	1,969	-	-	-	-	- C&I
F/C.1.120	Trumpington Smart Energy Grid	The project is to develop a high level assessment, then an Investment Grade Proposal for a renewable energy scheme on the Trumpington Park and Ride site. This project at Trumpington will look to build on the skills developed in the St Ives project to replicate on other Park and Ride sites. A 2.1 MW solar canopy project is proposed at the HLA stage.	F/R.7.118, F/R.7.119	2018-19	6,969	48	269	6,652	-	-	-	-	- C&I
F/C.1.121	Stanground Closed Landfill Energy Project	The project is to develop a high level assessment, then an Investment Grade Proposal for a clean energy scheme on the closed landfill site in Stanground. Bouygues propose a 2.25MWp Solar PV ground mounted array on the site together with a 10MW 2C battery storage system for demand side response.	F/R.7.120, F/R.7.121	2018-19	8,267	479	7,788	-	-	-	-	-	- C&I
F/C.1.122	Woodston Closed Landfill Energy Project	The project is to develop a high level assessment, then an Investment Grade Proposal for a clean energy scheme on the closed landfill site in Woodston. A tailored 3MW 2C Battery Storage for Demand Side Response services is proposed. This would provide a steady revenue stream, while being respectful of the local environment in terms of disruption and visual amenity.	F/R.7.122, F/R.7.123	2018-19	2,526	80	-	-	-	-	-	2,446	- C&I

Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000	
F/C.1.123	North Angle Solar Farm, Soham	Investment in a second solar farm at Soham, bordering the Triangle Farm solar farm site. The scheme aims to maximise potential revenue from Council land holdings, help to secure national energy supplies and help meet Government carbon reduction targets.	F/R.7.125, F/R.7.126	2018-19	26,258	5,702	20,556	-	-	-	-	-	- C&I
F/C.1.240	Housing schemes	The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. CCC has moved from being not only a seller of sites, but also a developer of sites, through a Housing Company. CCC is continuing to make the best use of its sites with development potential in a co-ordinated and planned manner, developing them for a range of options, generating capital receipts to support site development and also significant revenue and capital income to support services and communities.	F/R.7.113	Committed	152,395	140,659	1,736	-	-	3,000	-	7,000	C&I
F/C.1.243	Development Funding	Capital expenditure related to planning applications.		2021-22	1,000	-	200	200	200	200	200	-	- C&I
	Total - Commercial Activity				207,366	147,817	37,682	8,821	200	3,200	200	9,446	
F/C.02	Property Services												
F/C.2.112	Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,442	1,042	600	600	600	600	600	2,400	C&I
F/C.2.113	Decarbonisation Fund	An investment in the decarbonisation of Council owned and occupied buildings (approximately 69 buildings). All Council buildings will be taken off fossil fuels (primarily oil and gas) and will be replaced with low carbon heating solutions such as Air or Ground Source Heat Pumps. This investment is expected to be recouped in full from savings delivered on the Council's energy bills.		2020-21	15,000	3,000	2,400	3,200	3,200	3,200	-	-	C&I
F/C.2.114	Electric Vehicle chargers	An investment in Electric Vehicle (EV) charging infrastructure for main offices to host Cambridgeshire County Council electric pool cars/vans and staff vehicles.		2020-21	200	200	-	-	-	-	-	-	C&I
F/C.2.115	Oil Dependency Fund	Provision of financial support for oil dependent schools and communities to come off oil and onto renewable sources of energy. The initial investment of £500k will be paid back through business case investments into heat infrastructure.		2021-22	500	-	500	-	-	-	-	-	C&I
F/C.2.116	Climate Action Fund	A fund to support the delivery of projects brought forward by services to improve the carbon efficiency of Council assets and services.		2021-22	300	-	300	-	-	-	-	-	C&I
	Total - Property Services				22,442	4,242	3,800	3,800	3,800	3,800	600	2,400	

Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

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

Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
F/C.4.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	1,417	-	642	250	324	175	-	26
	Total - Capital Programme Variation				-15,147	-	-7,975	-1,078	-1,886	-1,305	-240	-2,663
	TOTAL BUDGET				245,766	170,138	43,333	11,943	2,514	6,095	960	10,783

C&I

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

Section 3 - F: Commercial and Investments

Table 5: Capital Programme - Funding

Budget Period: 2021-22 to 2030-31

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

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

Section 3 - F: Commercial and Investments

Table 5: Capital Programme - Funding

Budget Period: 2021-22 to 2030-31

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

Business Planning: Business Case proposal

Project Title: Reduction in Staff Mileage

Committee:	General Purposes Committee
2021-22 Savings:	-£564,000
Brief Description of proposal:	We have seen a significant reduction in staff car mileage since the start of the 2020/2021 financial year, predominately due to Council staff having to work from home because of the Coronavirus pandemic. This has resulted in a cultural shift for the organisation towards travelling less and enabling successful remote working with our colleagues while still serving the needs of our residents. This is an opportunity to reduce staff mileage budgets longer term across all Council service areas for 2021/2022.
Date of version: 4 Nov 2020	BP Reference: C/R.6.104
Business Leads / Sponsors:	Jonathan Trayer and Richard Kean, Finance Business Partners, Corporate Finance

1. Please describe what the proposed outcomes are:

This is an opportunity to reduce staff mileage budgets on a permanent basis which will enable a saving of £564,000 to be realised for the 2021/22 financial year and £186,000 thereafter to support the budget deficit.

The current pandemic has accelerated a cultural and behavioural shift for the organisation towards working remotely and travelling less, while still being able to successfully serve the needs of our residents. Working remotely has reduced the commuting time for staff.

A reduction in staff travel will also help the Council to deliver its pledge of net zero carbon emissions by 2050. Low carbon transport is one of the priority areas in the Council's Climate Change and Environment Strategy, which has a specific action to "Encourage staff to use public transport or cycle where possible to minimise other business travel carbon emissions". Data from the mileage and expenses claims system shows that staff travelled over 5 million miles in 2019-20, which accounted for 1,803 tonnes CO₂e greenhouse gas emissions. This is already a sizeable

reduction from the previous year (6.3m miles, 2,292 tonnes CO₂e in 2018-19). There is a Council target to reduce our indirect (scope 3) emissions by 50% by 2030 and so future work in this area will look at Sustainable Travel for Work more strategically. This could mean increasing the Council's use of pool or hire cars (which could be electric). Other Councils have already begun trials on these kinds of ideas.

2. What evidence has been used to support this work, how does this link to any existing strategies/policies?

This business case proposal is based on the evidence gathered by Finance for quarter one and quarter two of the 2020/21 financial year. The quarter one mileage saving in the People and Communities directorate alone was £300,000.

The 2021-22 savings target of £564,000 has been calculated on the assumption that the combined savings for quarters one and two will be similar to a single quarter of the current year (2020-21) and will fall to 10% of the current level in quarters three and four, remaining at this level thereafter.

These assumptions take into account that there is likely to be a significant increase in travel post-COVID given that many of the Council's services work effectively face-to-face and our operating model is centered on being close to our Communities. However, it is recognised that the pandemic has also rapidly increased usage of digital meeting and video conferencing tools. As such we do not expect that staff mileage will ever return to previously seen levels because of these technological advances.

The Council is investing in Information Technology, digital tools and techniques and our data capabilities to enable improvements to remote working. These investments are set out in the finance tables (section 3) of our Business Plan.

3. Has an options and feasibility study been undertaken? Please explain what options have been considered.

An options and feasibility study is not necessary for this business case proposal as it based on the assumption that current working practices will continue where practical post-COVID. Business Partners in Finance will work with Budget Managers to review staff mileage budgets and recoup the savings.

4. What are the next steps/ actions the Council should take to pursue it? Please include timescales.

High Level Timetable

Task	Start Date	End Date	Overall Responsibility
Drafting and issuing of messages to staff encouraging continued remote working where practical and promoting use of fleet vehicles and green methods of travel such as cycling (which can be claimed at 20p a mile – a lower rate than car); utilise Camweb and Friday Focus	February 2021	March 2021	Communications Team
Review mileage budgets for services and incorporate savings	March 2021	April 2021	Finance Business Partners, Budget Managers

5. Could this have any effects on people with Protected Characteristics including poverty and rural isolation? If so please provide as much detail as possible.

There are no disproportionate effects on those with protected characteristics. It is recognised that staff are located across the County and beyond, but staff mileage budgets are not being permanently removed, just reduced. Staff are already encouraged to think of alternative modes of transport and these messages can be incorporated into the communication about reduction of staff mileage budgets. This forms part of the wider strategy on How we Work and will continue to be developed as new ways of working emerge.

6. What financial and non-financial benefits are there and how will you measure the performance of these? Are there any dis-benefits? These MUST include how this will benefit the wider internal and external system.

Key Benefit	Measure	Baseline	Target & Timescale
Reduction in spending on staff mileage allowances	Monthly monitoring and reporting of financial position against budgeted spend	2019-20 mileage spend (£3.49m)	£564k saving in 2021-22, £186k ongoing saving from 2022-23
Reduction of our carbon footprint	Greenhouse gases from employee	2,292 tonnes CO ₂ e (2018-19)	Reduce by 50% by 2030

	mileage (excludes commuting, mileage from pool cars or other council vehicles)		
Key Benefit	Measure	Baseline	Target & Timescale
Increased staff uptake of green travel alternatives such as public transport and cycling	Staff travel survey	Pre-COVID-19 proportion of staff using private cars (baseline figures to be calculated)	See above
Increase in flexible working opportunities and emphasis on alternative meeting options for staff	Staff travel survey and increase in staff satisfaction measureable via the pulse monthly engagement surveys	Pre-COVID-19 staff working patterns	See above.

7. Are there any identified risks which may impact on the potential delivery of this? What is the risk if we do not act?

The extensive and abrupt shift in working practices as a result of the pandemic provides a key opportunity to accelerate the cultural shift towards remote working. It is unlikely that such an opportunity will be presented in the future given there will be a gradual return to office based working (albeit likely to be lower than pre-COVID-19 times), and so it is an appropriate time to act and ensure we are encouraging more sustainable ways of working.

However, we need to ensure that the advantages of reducing travel are balanced with the need to work closely with our communities; the financial target for this saving has therefore been set at a conservative level to take full account of this requirement.

8. Scope - What is within scope? What is outside of scope?

Staff car mileage budgets across all service areas are within scope, as are the budgets for cycling and motorbike allowances at 20p and 24p per mile respectively. Changes to the per mile allowances are not within scope.

General Purposes Committee Agenda Plan

Published on 1st December 2020

Notes

The definition of a key decision is set out in the Council's Constitution in Part 2, Article 12.

* indicates items expected to be recommended for determination by full Council.

+ indicates items expected to be confidential, which would exclude the press and public.

The following are standing agenda items which are considered at every Committee meeting:

- Minutes of previous meeting and Action Log
- Finance Report – The Council's Virtual Meeting Protocol states that no monitoring or information reports (includes the Finance report) will be included on committee agendas, they will instead be circulated to Members separately
- Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
22/12/20	1. Minutes – 24/11/20	M Rowe		09/12/20	14/12/20
	2. Finance Report (October) (circulate via e-mail)	T Kelly	Not applicable		
	3. Covid-19 Update Report	A Askham	Not applicable		
	4. Integrated Finance Monitoring Report for the Period Ending 31st October 2020	R Barnes	2020/020		
	5. Draft Revenue and Capital Business Planning Proposals for 2021-22 to 2025-2026 (whole Council)	C Malyon	Not applicable		
	6. Strategic Framework	Julia Turner	Not applicable		
	7. Huntingdon West of Town Centre Link Road Land Purchase (Confidential Item)	Brian Stinton	2020/032		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
26/01/21	1. Minutes – 22/12/20	M Rowe		13/01/21	18/01/21
	2. Finance Report (November)	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st November 2021	R Barnes	2021/001		
	4. Local Government Finance Settlement	C Malyon	Not applicable		
	5. Business Plan* [recommended for determination by Council]	C Malyon	Not applicable		
	6. Consultation Report	S Grace	Not applicable		
	7. Transformation Fund Investments for Business Planning 2020-21 to 2024-25	A Askham	Not applicable		
	8. Corporate Performance Report – Quarter 2	A Mailer	Not applicable		
	9. Corporate Risk Register	A Askham	Not applicable		
	10. Asset Based Area Proposal for Cambridgeshire and Peterborough	J Melvin	2020/035		
	11. Treasury Management Strategy	Kim Kent-Augustin	Not applicable		
[23/02/21] Provisional Meeting					
23/03/21	1. Minutes – 26/01/21	M Rowe		10/03/20	15/03/20
	2. Finance Report (January)	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st January 2021	R Barnes	2021/002		
	4. Transformation Fund Monitoring Report Quarter 3 2019/20	A Askham	Not applicable		
	5. Treasury Management Report – Quarter 3	Kim Kent-Augustin	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	6. Transformation Fund Bid - Cambridgeshire and Peterborough Region of Learning	A Askham P Carrington M Lord	Not applicable		
[20/04/21] Provisional Meeting					
15/06/21	1. Minutes – 23/03/21	M Rowe		02/06/21	07/06/21
	2. Finance Report – Outturn 2020-21	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st March 2021	R Barnes	2021/003		
	4. Treasury Management Report – Quarter 4 and Outturn Report* [recommended for determination by Council]	Kim Kent-Augustin	Not applicable		
	5. Performance Report – Quarter 3	A Mailer	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	Percentage of total
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	80%
2.	Business Intelligence	Data / system integration Date 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	80%