

Finance Tables

2023-2024

Section 3 – Finance Tables

Introduction

There are six types of finance tables in our Business Plan. tables 1-3 relate to all Service Areas, while only some Service Areas have tables 4, 5 and/or 6. Tables 1, 2, 3 and 6 show a Service Area's revenue budget in different presentations. Tables 3 and 6 detail all the changes to the budget. Table 2 shows the impact of the changes in year 1 on each policy line. Table 1 shows the combined impact on each policy line over the 5 year period. Some changes listed in Table 3 impact on just one policy line in Tables 1 and 2, but other changes in Table 3 are split across various policy lines in Tables 1 and 2. Tables 4 and 5 outline a Service Area's capital budget, with Table 4 detailing capital expenditure for individual proposals, and funding of the overall programme, by year and Table 5 showing how individual capital proposals are funded.

Table 1

This presents the net budget split by policy line for each of the five years of the Business Plan. It also shows the revised opening budget and the gross budget, together with fees, charges and ring-fenced grant income, for 2022-23 split by policy line. Policy lines are specific areas within a service on which we report, monitor and control the budget. The purpose of this table is to show how the net budget for a Service Area changes over the period of the Business Plan.

Table 2

This presents additional detail on the net budget for 2022-23 split by policy line. The purpose of the table is to show how the budget for each policy line has been constructed: inflation, demography and demand, pressures, investments and savings are added to the opening budget to give the closing budget.

Table 3

Table 3 explains in detail the changes to the previous year's budget over the period of the Business Plan, in the form of individual proposals. At the top it takes the previous year's gross budget and then adjusts for proposals, grouped together in sections, covering inflation, demography and demand, pressures, investments and savings to give the new gross budget. The gross budget is

reconciled to the net budget in Section 7. Finally, the sources of funding are listed in Section 8. An explanation of each section is given below:

- **Opening Gross Expenditure:**

The amount of money available to spend at the start of the financial year and before any adjustments are made. This reflects the final budget for the previous year.

- **Revised Opening Gross Expenditure:**

Adjustments that are made to the base budget to reflect permanent changes in a Service Area. This is usually to reflect a transfer of services from one area to another.

- **Inflation:**

Additional budget provided to allow for pressures created by inflation. These inflationary pressures are particular to the activities covered by the Service Area.

- **Demography and Demand:**

Additional budget provided to allow for pressures created by demography and increased demand. These demographic pressures are particular to the activities covered by the Service Area. Demographic changes are backed up by a robust programme to challenge and verify requests for additional budget.

- **Pressures:**

These are specific additional pressures identified that require further budget to support.

- **Investments:**

These are investment proposals where additional budget is sought, often as a one-off request for financial support in a given year and therefore shown as a reversal where the funding is time limited (a one-off investment is not a permanent addition to base budget).

- **Savings:**

These are savings proposals that indicate services that will be reduced, stopped or delivered differently to reduce the costs of the service. They could be one-off entries or span several years.

- **Total Gross Expenditure:**
The newly calculated gross budget allocated to the Service Area after allowing for all the changes indicated above. This becomes the Opening Gross Expenditure for the following year.
- **Fees, Charges & Ring-fenced Grants:**
This lists the fees, charges and grants that offset the Service Area’s gross budget. The section starts with the carried forward figure from the previous year and then lists changes applicable in the current year.
- **Total Net Expenditure:**
The net budget for the Service Area after deducting fees, charges and ring-fenced grants from the gross budget.
- **Funding Sources:**
How the gross budget is funded – funding sources include cash limit funding (central Council funding from Council Tax, business rates and government grants), fees and charges, and individually listed ring-fenced grants.

Table 4

This presents a Service Area’s capital schemes, across the ten-year period of the capital programme. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table. The third table identifies the funding sources used to fund the programme. These sources include prudential borrowing, which has a revenue impact for the Council.

Table 5

Table 5 lists a Service Area’s capital schemes and shows how each scheme is funded. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table.

TABLE 6

Table 6 follows the same format and purpose as Table 3 for Service Areas where there is a rationale for splitting Table 3 in two.

Section 3 - A: People Services

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

Budget Period: 2023-24 to 2027-28

Note – Individual service lines do not contain provision for staffing inflation as pay awards have not yet been agreed. Until that point, a staffing inflation allocation is held centrally

Net Revised Opening Budget 2022-23 £000	Policy Line	Gross Budget 2023-24 £000	Fees, Charges & Ring-fenced Grants 2023-24 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000
-18,391	Director of Adults and Safeguarding							
2,090	Strategic Management - Adults	-15,074	-9,807	-24,881	-25,006	-25,084	-25,133	-25,182
9,880	Transfers of Care	2,207	-	2,207	2,207	2,207	2,207	2,207
1,687	Prevention & Early Intervention	11,435	-742	10,693	10,701	10,699	10,693	10,697
2,295	Principal Social Worker, Practice and Safeguarding	2,256	-391	1,865	1,852	1,838	1,824	1,809
1,785	Autism and Adult Support	2,939	-94	2,845	3,449	4,032	4,656	5,318
	Adults Finance Operations	1,942	-10	1,932	1,932	1,932	1,932	1,932
	<i>Learning Disability Partnership</i>							
6,722	Head of Service	6,690	-2	6,688	6,440	6,684	6,937	7,199
41,698	LD - City, South and East Localities	49,565	-2,494	47,071	51,277	54,809	58,620	62,653
38,288	LD - Hunts and Fenland Localities	45,214	-2,028	43,186	46,970	50,238	53,758	57,484
11,956	LD - Young Adults Team	13,641	-338	13,303	14,474	15,450	16,507	17,625
7,996	In House Provider Services	8,125	-163	7,962	7,961	7,960	7,958	7,955
-25,891	NHS Contribution to Pooled Budget	-2,821	-26,007	-28,828	-32,568	-38,179	-42,257	-44,823
	<i>Older People and Physical Disability Services</i>							
5,285	Management and Staffing	5,533	-	5,533	5,533	5,533	5,533	5,533
29,427	Older Peoples Services - North	46,514	-12,988	33,526	36,847	39,524	42,281	44,920
35,708	Older Peoples Services - South	55,012	-14,634	40,378	44,187	47,374	50,573	53,623
4,181	Physical Disabilities - North	6,099	-873	5,226	6,136	6,978	7,891	8,867
4,662	Physical Disabilities - South	6,985	-1,084	5,901	6,979	7,981	9,068	10,226
	<i>Mental Health</i>							
3,617	Mental Health Central	3,678	-54	3,624	3,775	3,827	3,881	3,937
5,527	Adult Mental Health Localities	7,140	-402	6,738	7,822	8,792	9,799	10,836
7,272	Older People Mental Health	10,153	-1,392	8,761	9,935	11,076	12,191	13,246
175,794	Subtotal Director of Adults and Safeguarding	267,233	-73,503	193,730	210,846	223,285	238,204	255,018
	Director of Commissioning							
367	Strategic Management - Commissioning	1,305	-940	365	364	363	362	361
1,362	Access to Resource & Quality	1,468	-43	1,425	1,425	2,325	2,325	2,325
300	Local Assistance Scheme	300	-	300	300	300	300	300
	<i>Adults Commissioning</i>							
14,438	Central Commissioning - Adults	51,077	-36,768	14,309	14,796	15,181	15,589	16,008
1,779	Integrated Community Equipment Service	8,257	-6,009	2,248	2,519	2,430	2,257	2,303
2,325	Mental Health Commissioning	2,783	-339	2,444	2,399	2,461	2,527	2,597
	<i>Childrens Commissioning</i>							
23,122	Children in Care Placements	25,724	-	25,724	27,155	28,403	29,923	31,819
819	Commissioning Services	819	-	819	819	819	819	819
44,512	Subtotal Director of Commissioning	91,733	-44,099	47,634	49,777	52,282	54,102	56,532

Section 3 - A: People Services

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

Budget Period: 2023-24 to 2027-28

Net Revised Opening Budget 2022-23 £000	Policy Line	Gross Budget 2023-24 £000	Fees, Charges & Ring-fenced Grants 2023-24 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000
	Director of Children & Safeguarding							
2,598	Strategic Management - Children & Safeguarding	2,897	-67	2,830	2,823	2,816	2,809	2,802
2,787	Safeguarding and Quality Assurance	3,672	-531	3,141	3,236	3,333	3,432	3,533
9,316	Fostering and Supervised Contact Services	10,159	-559	9,600	9,600	9,600	9,600	9,600
3,096	Corporate Parenting	7,719	-4,482	3,237	3,232	3,227	3,222	3,216
4,275	Integrated Front Door	4,814	-323	4,491	4,494	4,498	4,502	4,506
7,287	Children's Disability Service	9,036	-870	8,166	8,389	8,638	8,903	9,184
178	Support to Parents	1,867	-1,670	197	198	199	200	201
5,561	Adoption	6,224	-649	5,575	5,660	5,747	5,836	5,926
2,050	Legal Proceedings	2,050	-	2,050	2,050	2,050	2,050	2,050
1,306	Youth Offending Service	2,445	-1,057	1,388	1,404	1,420	1,437	1,455
	<i>District Delivery Service</i>							
-123	Children's Centres Strategy	47	-170	-123	-123	-123	-123	-123
1,058	Safeguarding West	1,081	-	1,081	1,073	1,065	1,057	1,048
5,036	Safeguarding East	4,855	-30	4,825	4,825	4,825	4,825	4,825
4,208	Early Help District Delivery Service - North	4,495	-54	4,441	4,439	4,437	4,435	4,433
5,079	Early Help District Delivery Service - South	5,405	-30	5,375	5,374	5,372	5,370	5,368
53,712	Subtotal Director of Children & Safeguarding	66,766	-10,492	56,274	56,674	57,104	57,555	58,024
	Director of Education							
965	Strategic Management - Education	1,488	-678	810	800	790	780	769
2,235	Early Years Service	4,403	-2,116	2,287	2,271	2,255	2,238	2,219
1,031	School Improvement Service	1,719	-733	986	985	985	984	982
551	Virtual School	1,921	-1,312	609	619	619	614	623
-73	Outdoor Education (includes Grafham Water)	1,868	-1,945	-77	-77	-77	-77	-78
7	Cambridgeshire Music	1,443	-1,468	-25	-25	-25	-25	-25
-200	ICT Service (Education)	2,239	-2,539	-300	-300	-300	-300	-300
3,717	Redundancy & Teachers Pensions	4,613	-622	3,991	4,222	4,324	4,428	4,534
	<i>SEND Specialist Services (0 - 25 years)</i>							
11,133	SEND Specialist Services	11,630	-123	11,507	11,508	11,510	11,511	11,511
40,896	Funding to Special Schools and Units	40,896	-	40,896	40,896	40,896	40,896	40,896
34,561	High Needs Top Up Funding	34,561	-	34,561	34,561	34,561	34,561	34,561
15,022	SEN Placements	15,610	-588	15,022	15,022	15,022	15,022	15,022
5,035	Out of School Tuition	5,035	-	5,035	5,035	5,035	5,035	5,035
7,263	Alternative Provision and Inclusion	7,300	-108	7,192	7,192	7,192	7,192	7,192
-1,871	SEND Financing - DSG	-1,871	-	-1,871	-1,871	-1,871	-1,871	-1,871
	<i>0-19 Place Planning & Organisation Service</i>							
2,880	0-19 Organisation & Planning	3,828	-899	2,929	2,927	2,927	2,924	2,918

Section 3 - A: People Services

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

Budget Period: 2023-24 to 2027-28

Net Revised Opening Budget 2022-23 £000	Policy Line	Gross Budget 2023-24 £000	Fees, Charges & Ring-fenced Grants 2023-24 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000
180	Education Capital	185	-1	184	184	184	184	184
17,757	Home to School Transport - Special	21,344	-155	21,189	23,339	26,064	29,059	32,356
1,628	Children in Care Transport	1,706	-	1,706	1,716	1,703	1,706	1,734
9,747	Home to School Transport - Mainstream	11,301	-152	11,149	11,466	11,789	12,119	12,456
152,464	Subtotal Director of Education	171,219	-13,439	157,780	160,470	163,583	166,980	170,718
	Executive Director							
921	Executive Director	2,199	-346	1,853	2,587	2,885	2,889	2,893
20	Central Financing	20		20	20	20	20	20
179	Lost Sales, Fees & Charges Compensation	-	65	65	65	65	65	65
1,120	Subtotal Executive Director	2,219	-281	1,938	2,672	2,970	2,974	2,978
-113,039	DSG Adjustment	-	-113,039	-113,039	-113,039	-113,039	-113,039	-113,039
314,563	PEOPLE SERVICES BUDGET TOTAL	599,170	-254,853	344,317	367,400	386,185	406,776	430,231

Section 3 - A: People Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2023-24

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	-18,391	970	-	-21	184	-7,623	-24,881
Transfers of Care	2,090	135	-	-18	-	-	2,207
Prevention & Early Intervention	9,880	885	-	-72	-	-	10,693
Principal Social Worker, Practice and Safeguarding	1,687	91	-	-13	100	-	1,865
Autism and Adult Support	2,295	51	381	114	4	-	2,845
Adults Finance Operations	1,785	153	-	-6	-	-	1,932
<i>Learning Disability Partnership</i>							
Head of Service	6,722	289	-	-400	280	-203	6,688
LD - City, South and East Localities	41,698	613	1,862	2,793	107	-2	47,071
LD - Hunts and Fenland Localities	38,288	528	1,735	2,539	97	-1	43,186
LD - Young Adults Team	11,956	202	525	746	29	-155	13,303
In House Provider Services	7,996	-2	-	-32	-	-	7,962
NHS Contribution to Pooled Budget	-25,891	-510	-957	-1,417	-54	1	-28,828
<i>Older People and Physical Disability Services</i>							
Management and Staffing	5,285	272	-	-134	110	-	5,533
Older Peoples Services - North	29,427	1,096	621	2,551	103	-272	33,526
Older Peoples Services - South	35,708	1,436	363	3,043	122	-294	40,378
Physical Disabilities - North	4,181	39	678	316	12	-	5,226
Physical Disabilities - South	4,662	60	795	371	14	-1	5,901
<i>Mental Health</i>							
Mental Health Central	3,617	174	-	-17	-	-150	3,624
Adult Mental Health Localities	5,527	64	786	347	15	-	6,738
Older People Mental Health	7,272	461	496	511	21	-	8,761
Subtotal Director of Adults and Safeguarding	175,794	7,007	7,285	11,201	1,144	-8,700	193,730
Director of Commissioning							
Strategic Management - Commissioning	367	-1	-	-1	-	-	365
Access to Resource & Quality	1,362	74	-	-11	-	-	1,425
Local Assistance Scheme	300	-	-	-	-	-	300
<i>Adults Commissioning</i>							
Central Commissioning - Adults	14,438	400	-	561	21	-1,111	14,309
Integrated Community Equipment Service	1,779	435	34	-	-	-	2,248
Mental Health Commissioning	2,325	39	-	115	5	-40	2,444
<i>Childrens Commissioning</i>							
Children in Care Placements	23,122	1,780	1,822	-	-	-1,000	25,724
Commissioning Services	819	-	-	-	-	-	819
Subtotal Director of Commissioning	44,512	2,727	1,856	664	26	-2,151	47,634

Section 3 - A: People Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2023-24

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 Children & Safeguarding							
Strategic Management - Children & Safeguarding	2,598	254	-	-24	2	-	2,830
Safeguarding and Quality Assurance	2,787	122	-	-18	250	-	3,141
Fostering and Supervised Contact Services	9,316	313	-	-29	-	-	9,600
Corporate Parenting	3,096	164	-	-23	-	-	3,237
Integrated Front Door	4,275	234	-	-18	-	-	4,491
Children's Disability Service	7,287	401	200	278	-	-	8,166
Support to Parents	178	20	-	-1	-	-	197
Adoption	5,561	174	-	-10	-	-150	5,575
Legal Proceedings	2,050	-	-	-	-	-	2,050
Youth Offending Service	1,306	93	-	-11	-	-	1,388
<i>District Delivery Service</i>							
Children's Centres Strategy	-123	-	-	-	-	-	-123
Safeguarding West	1,058	48	-	-25	-	-	1,081
Safeguarding East	5,036	171	-	-30	-	-352	4,825
Early Help District Delivery Service - North	4,208	263	-	-30	-	-	4,441
Early Help District Delivery Service - South	5,079	324	-	-28	-	-	5,375
Subtotal Director of Children & Safeguarding	53,712	2,581	200	31	252	-502	56,274
Director of Education							
Strategic Management - Education	965	74	-	-8	2	-223	810
Early Years Service	2,235	66	-	-14	-	-	2,287
School Improvement Service	1,031	51	-	-11	-	-85	986
Virtual School	551	65	-	-7	-	-	609
Outdoor Education (includes Grafham Water)	-73	-4	-	-	-	-	-77
Cambridgeshire Music	7	-	-	-	-	-32	-25
ICT Service (Education)	-200	-	-	-	-	-100	-300
Redundancy & Teachers Pensions	3,717	424	-	-	-	-150	3,991
<i>SEND Specialist Services (0 - 25 years)</i>							
SEND Specialist Services	11,133	204	-	170	-	-	11,507
Funding to Special Schools and Units	40,896	-	-	-	-	-	40,896
High Needs Top Up Funding	34,561	-	-	-	-	-	34,561
SEN Placements	15,022	-	-	-	-	-	15,022
Out of School Tuition	5,035	-	-	-	-	-	5,035
Alternative Provision and Inclusion	7,263	4	-	-	-	-75	7,192
SEND Financing - DSG	-1,871	-	-	-	-	-	-1,871
<i>0-19 Place Planning & Organisation Service</i>							
0-19 Organisation & Planning	2,880	58	-	-9	-	-	2,929
Education Capital	180	5	-	-1	-	-	184
Home to School Transport - Special	17,757	1,141	2,432	260	-	-401	21,189
Children in Care Transport	1,628	78	-	-	-	-	1,706
Home to School Transport - Mainstream	9,747	629	113	660	-	-	11,149
Subtotal Director of Education	152,464	2,795	2,545	1,040	2	-1,066	157,780

Section 3 - A: People Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2023-24

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							
Executive Director	921	21	-	988	-78	-	1,853
Central Financing	20	-	-	-	-	-	20
Lost Sales, Fees & Charges Compensation	179	-	-	-	-	-114	65
Subtotal Executive Director	1,120	21	-	988	-78	-114	1,938
DSG Adjustment	-113,039	-	-	-	-	-	-113,039
PEOPLE SERVICES BUDGET TOTAL	314,563	15,131	11,886	13,924	1,346	-12,533	344,317

Section 3 - A: People Services**Table 3: Revenue - Overview****Budget Period: 2023-24 to 2027-28**

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
1	OPENING GROSS EXPENDITURE	557,199	599,170	624,919	648,464	672,459	
A/R.1.001	Budget Preparation Adjustments	4,581	-	-	-	-	- Virements approved by Strategy and Resources committee in July 2022.
A/R.1.002	Permanent Virement - PVs	-4,056	-	-	-	-	- Increase in expenditure budgets (compared to published 2022-27 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2022-23.
A/R.1.003	Transfer of Function - Splitting out PVs - People to P&S	-71	-	-	-	-	- Accounting for transfer of budgets between departments
A/R.1.004	Transfer of Function - Splitting out PVs - People to S&P	1,170	-	-	-	-	- Accounting for transfer of budgets between departments
A/R.1.005	Base Adjustment - Restructure - People to P&S	-7,461	-	-	-	-	- Accounting for leadership structure movements between departments
A/R.1.006	Base Adjustment - Restructure - People to S&P	-9,647	-	-	-	-	- Accounting for leadership structure movements between departments
A/R.1.007	Increase in centrally retained Dedicated Schools Grant	11,233	-	-	-	-	- An increase in centrally retained Dedicated Schools Grant (DSG) funding as a result of uplifts in overall DSG funding.
A/R.1.008	Transferred Function - Independent Living Fund (ILF)	-56	-54	-51	-49	-49	- 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.
A/R.1.009	Market Sustainability Grant	750	-	-	-	-	- Reallocation of budget relating to this grant in 2022-23
A/R.1.011	Arts Council Grant increase	7	-7	-	-	-	- Increase in Arts Council (Music Grant) for 2023-24
A/R.1.012	Adult Social Care Market Sustainability & Improvement Fund	3,373	-	-	-	-	- Expenditure budget related to this ringfenced grant
A/R.1.013	Adult Social Care Discharge Fund	2,127	-	-	-	-	- Expenditure budget relating to this new ringfenced grant
A/R.1.014	Improved BCF	1	-	-	-	-	- Minor adjustment in system budget for this grant
A/R.1.015	Increase in Retained Duties grant	145	-	-	-	-	- Increase in Retained Duties grant for 2023-24
1.999	REVISED OPENING GROSS EXPENDITURE	559,295	599,109	624,868	648,415	672,410	
2	INFLATION						
A/R.2.002	Centrally funded inflation - Care Providers	6,075	1,968	3,419	2,931	2,406	Forecast pressure from general inflation relating to care providers. Further pressure funding is provided in A/R.4.009 and A/R.5.011 to enable the cost of the rising real and national living wage (RLW and NLW) rates to be factored into rates paid to providers.

Section 3 - A: People Services

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
A/R.2.003	Centrally funded inflation - Children in Care placements	1,967	339	-7	247	624	Net inflation across the relevant Children in Care budgets is currently forecast at 5.5% for 2023/24.
A/R.2.004	Centrally funded inflation - Transport	1,845	577	551	589	641	Forecast pressure for inflation relating to transport. This is estimated at 4.8% for 2023/24
A/R.2.005	Centrally funded inflation - Miscellaneous other budgets	1,776	856	499	431	685	Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 0.4% increase for 2023/24
A/R.2.008	2022-23 Staff Pay Award	5,854	-	-	-	-	Adjustment to reflect 2022-23 pay awards in permanent base
2.999	Subtotal Inflation	17,517	3,740	4,462	4,198	4,356	
3	DEMOGRAPHY AND DEMAND						
A/R.3.002	Funding for additional Physical Disabilities demand	1,473	1,536	1,602	1,670	1,741	Additional funding to ensure we meet the increased demand for care for people with physical disabilities. The current pattern of activity and expenditure is modelled forward using population forecasts and activity data. Account is then taken of increasing complexity as a result of increasing need, in particular, more hours of domiciliary care are being provided per person. This work has supported the case for additional funding of £1,473k in 2023-24 to ensure we can continue to provide the care for people who need it.
A/R.3.003	Additional funding for Autism and Adult Support demand	381	507	504	525	545	Additional funding to ensure we meet the rising level of needs amongst people with autism and other vulnerable people. Demand funding reflects both expected increases in numbers of people being supported, and increasing needs of the existing cohort.
A/R.3.004	Additional funding for Learning Disability Partnership (LDP) demand	3,165	3,462	3,664	3,846	4,037	Additional funding to ensure we meet the rising level of needs amongst people with learning disabilities. Approximately 77% of the demographic pressure is due to a net increase in service users due to new service-users transitioning to the LDP from Children's Services, or seeking support later in their lives. This number is growing year on year, while the number of service users exiting the service remains stable, leading to a growing net increase in demand. The remaining 23% of the demography bid is to allow for increasing needs among the existing cohort of service users. We're allocating a total of £3,165k as the council's share to this pooled budget to ensure we provide the right care for people with learning disabilities.

Section 3 - A: People Services

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
A/R.3.005	Funding for Adult Mental Health Demand	786	786	786	786	786	Additional funding to ensure we meet the increased demand for care amongst working age adults with mental health needs. The current pattern of activity and expenditure is modelled forward using population forecasts and data relating to the prevalence of mental health needs. This data is showing particular growth in supported living placements. 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 £786k in 2023-24 to ensure we can continue to provide the care for people who need it.
A/R.3.006	Additional funding for Older People demand	1,384	2,192	2,283	2,374	2,469	Additional funding to ensure we meet the demand for care amongst older people providing care at home. For several years demand bids were modelled on residential care growing in line with population growth. However, the impact of Covid-19 has resulted in a shift away from bed based care with increasing numbers of people being cared for at home for longer, and entering residential care at a later stage with higher needs. The demand bid expects this trend to continue in the short term but returns to assumed growth in service users in line with population growth from 2024-25.
A/R.3.007	Funding for Older People Mental Health Demand	496	518	541	563	586	Additional funding to ensure we meet the increased demand for care amongst older people with mental health needs, providing care at home as well as residential and nursing placements. The current pattern of activity and expenditure is modelled forward using population forecasts to estimate the additional budget requirement for each age group and type of care. Some account is then taken of 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 £496k in 2023-24 to ensure we can continue to provide the care for people who need it.
A/R.3.008	Home to school transport mainstream	113	115	118	121	124	Additional funding required to provide home to school transport for pupils attending mainstream schools. This additional funding is required due to the anticipated increase in the number of pupils attending Cambridgeshire's schools in 2023-24.
A/R.3.010	Funding for Home to School Special Transport demand	2,432	2,129	2,361	2,618	2,904	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.
A/R.3.011	Funding for rising numbers and need of Children in Care	1,822	1,282	1,448	1,470	1,473	Additional budget required to provide care for children who become looked after. Whilst children in care numbers have begun to reduce in Cambridgeshire as a result of the implementation of the Family Safeguarding model, at the same time we are experiencing 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.

Section 3 - A: People Services

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
A/R.3.017	Funding for additional demand for Community Equipment	34	34	35	35	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 important in the context of a rising population and the increasing complexity of the needs of the people in question.
A/R.3.019	Children with Disabilities	200	218	239	261	285	Additional funding required for the increase in Direct Payment packages provided for children and young people with disabilities under the age of 18 years.
A/R.3.026	Adults Rebaselining Demand	-400	-	-	-	-	This budget rebaseline reflects reduced net demand during 2021-22 and 2022-23 as a result of the impact of the Covid pandemic on service user numbers and costs.
3.999	Subtotal Demography and Demand	11,886	12,779	13,581	14,269	14,985	
4	PRESSURES						
A/R.4.009	Impact of increases in the National Living Wage (NLW) on Adult Social Care Contracts	13,138	10,049	5,247	5,626	6,011	Based on projections by the Low Pay Commission, the National Living Wage will rise by 9.7% to £10.42 in 2023-24 and then to £11.08 in 2024-25. This will have an impact on the cost of purchasing care from external providers. Increases in the NLW will also drive up the Real Living Wage which the Council has committed to fund. Pressures in later years follow OBR estimates and assume a 3% increase each year.
A/R.4.022	Dedicated Schools Grant Contribution to Combined Budgets	1,000	732	-	-	-	- 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 planned reduction in the contribution to combined budgets.
A/R.4.024	Children's Residential Short Breaks	311	-	-	-	-	- Pressure resulting from running costs of the residential short breaks Children's homes following their insourcing back to Council management.
A/R.4.025	Educational Psychologists - additional staffing	200	-	-	-	-	- Increased requirement for Educational Psychologists to meet statutory demands in respect of Education, Health and Care Plan Needs Assessments
A/R.4.026	Home to School Transport - Special	261	-	-	-	-	- Rising pupil numbers and increasing complexity of needs, alongside an increasing cost of transportation in the context of a reduced marketplace in terms of drivers and taxi operators.
A/R.4.027	Home to School Transport - Mainstream	661	-	-	-	-	- Increasing costs of transportation in the context of marketplace pressures
A/R.4.042	Impact of the Health and Social Care Levy on care providers	-1,000	-	-	-	-	- Removal of provider funding for the Health and Social Care Levy following the withdrawal of the levy.

Section 3 - A: People Services

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans				
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
A/R.4.043	Reversal of Increase in National Insurance - Council staff	-647	-	-	-	-	- Reversal of impact on People Services of the £998k increase on National Insurance for council staff
A/R.4.044	Adult Social Care market pressures - workforce development	-	-64	-88	-	-	- Ending of one off funding to support workforce development in the Adult Social Care market. Total investment £220k over 2 years.
4.999	Subtotal Pressures	13,924	10,717	5,159	5,626	6,011	
5	INVESTMENTS						
A/R.5.006	Care Homes Team	100	-	-	-	-	- Dedicated team of social workers to provide support to care homes continuing the work of the pilot commenced during the Covid pandemic.
A/R.5.008	Family Group Conferencing	250	-	-	-	-	- Permanent investment in Family Group Conferencing service to replace temporary grant funding.
A/R.5.010	Expanding support for informal carers	-50	-	-	-	-	- Planned partial reduction in investment made in 2022-23 into a range of areas that will provide additional support to carers, over and above the current commissioned and operational support services. Some of these services are jointly funded alongside NHS Partners to support carer well being and support them in their caring role which will improve outcomes for them and their cared for person as well as delaying the need for individuals requiring higher cost and longer term adult social care.
A/R.5.011	Real Living Wage for the adult social care market	500	-	-	-	-	- Investment in the adult social care market to allow care providers to pay their staff the real living wage by April 2024. Work with the market during 2022/23 has evidenced that most providers are already paying the real living wage to their staff. This investment will be targeted to any providers paying less than real living wage rates.
A/R.5.020	Adults Retention Payments	152	-62	10	-49	-49	- Retention payment scheme to address recruitment difficulties in some social care teams
A/R.5.022	Decommissioning of block contracts for car rounds providing homecare	45	-	-	-	-	- Investment in brokerage support to maximise efficiency of block purchased homecare cars. Links to saving A/R.6.203
A/R.5.023	Investment in resourcing for post hospital discharge reviews	110	-	-	-	-	- Investment in resourcing for post hospital discharge reviews to ensure care needs are adapted as people recover post discharge from hospital. Links to saving A/R.6.204
A/R.5.024	Council-wide senior structure changes	-69	-	-	-	-	- Overall an investment has been made into senior leadership, with this line reflecting the net change required in each service
A/R.5.025	Reviews of Learning Disability packages	280	-280	-	-	-	- One off Investment in reviews of Learning Disability packages to ensure the right level of care is provided (links to A/R.6.206)
A/R.5.026	Adult Early Help - Business Support Officer	28	-	-	-	-	- Additional capacity for integration with the Integrated Care System on digital social prescribing (links to saving A/R.6.209)

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Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
A/R.5.027	Intensive Therapeutic Support Hub (ITSH)	-	-	1,100	-	-	Investment in revenue running costs of the Hub once the initial grant funded ends
5.999	Subtotal Investments	1,346	-342	1,110	-49	-49	
6	SAVINGS A&H						
A/R.6.176	Adults Positive Challenge Programme	-154	-	-	-	-	- The Preparing for Adulthood workstream of the Adults Positive Challenge Programme will continue to support children and families to manage the transition into adulthood by increasing the focus on independence and planning for that transition which will reduce the level of demand on services and improve outcomes.
A/R.6.180	Independent Living Service - East Cambridgeshire	-	-68	-51	-	-	- We are exploring alternative models of delivery for residential and nursing care provision, including a tenancy based model that offers more choice and control for people at a lower cost to the council.
A/R.6.185	Additional block beds - inflation saving	-263	-277	-291	-	-	- Through commissioning additional block beds, 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.
A/R.6.194	Interim and respite bed recommissioning	70	-	-	-	-	- The redesign and recommissioning of interim and respite bed provision in care homes has created a more efficient model and therefore generated the Council cashable savings and potential for further cost avoidance. Reinvestment of £70k in 2023-24 is to expand the new model.
A/R.6.199	Independent Living Service - Huntingdonshire	-	-	-114	-	-	- We are exploring alternative models of delivery for residential and nursing care provision, including a tenancy based model that offers more choice and control for people at a lower cost to the council.
A/R.6.200	Expansion of Direct Payments	-6	-32	-60	-	-	- Savings generated by investment in 2022-23 to increase the uptake of Direct Payments
A/R.6.202	Adults and mental health employment support	-40	-	-	-	-	- Contract efficiencies as a result of reprocurring the contract
A/R.6.203	Decommissioning of block contracts for Car rounds providing homecare	-1,111	-109	-	-	-	- Savings from the decommissioning of a number of contracted block cars providing care to people in their own homes, as we transition to a new model of delivery. Links to investment A/R.5.022
A/R.6.204	Post hospital discharge reviews	-310	-	-	-	-	- Post hospital discharge reviews to ensure care is adapted as people recover. Links to investment A/R.5.023.

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Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans				
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
A/R.6.205	Mental Health s75 vacancy factor	-150	100	-	-	-	- Savings from vacant posts due to staff turnover in our s75 agreement with health partners. This aligns with the vacancy factors we carry across our own staffing teams recognising that there will always be some posts vacant as people leave and new people are recruited.
A/R.6.206	Learning Disability mid-cost range placement review	-203	-203	-	-	-	- Review of Learning Disability packages to ensure the right level of care is provided (links to A/R.5.205)
A/R.6.207	Mental Health supported accommodation	-	-150	-	-	-	- Savings on retendering and restructuring of mental health supported accommodation provision.
A/R.6.208	Integration with the Integrated Care System on digital social prescribing	-61	-	-	-	-	- Savings from integration with the Integrated Care System on digital social prescribing (links to A/R.5.026)
A/R.6.250	C&YP Efficiencies resulting from implementation of new IT system	-223	-	-	-	-	- Estimated savings as a result of efficiencies in processes resulting from implementation of a new IT system within Education.
A/R.6.253	Teachers Pensions	-150	-	-	-	-	- Saving on teachers pensions costs due to reduction in overall numbers
A/R.6.254	Realign schools partnership and improvement service	-85	-	-	-	-	- Realign schools partnership and improvement service with reduced role of local authority as set out in the White Paper.
A/R.6.255	Children in Care Placements	-1,000	-	-	-	-	- Modelling the likely demand for placements over the next financial year, allowing for some headroom for continued increases in unit placement costs in 2023/4, indicates the continued slow reduction in overall numbers and the impact of greater placement stability over the current financial year. Further work planned for 2023/24 which will help to meet the savings target include the launch of a Residential Services Strategy, a Gateway to Fostering pilot for CYP ready to move on from residential provision and working to develop high needs foster placements to avoid costly spot purchasing of placements.
A/R.6.255	Review of non-statutory services	-75	-	-	-	-	- Review and disinvestment of non-statutory services.
A/R.6.256	Family Safeguarding Team restructure	-352	-	-	-	-	- Reduction of posts to reflect reduction in referrals into Family Safeguarding. This will be achieved through removing vacant posts where these align with reduced resource requirements.
A/R.6.257	Special Guardianship Orders	-150	-	-	-	-	- Following the 2019 implementation of Family Safeguarding, there has been a reduction in care proceedings resulting in an inherent budget underspend in relation to allowances for Special Guardianship Order arrangements. This offers the opportunity to offer a saving with no impact on users of the service.

Section 3 - A: People Services

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
A/R.6.268	Social Care and Education Transport	-401	-345	-	-	-	- Deliver savings through a review and retendering of routes serving special schools, and an operational review of the transport service, following a detailed plan (with investment) commenced in 2022-23.
A/R.6.270	Intensive Therapeutic Support Hub (ITSH) linked	-	-	-200	-	-	- Savings made in upstream services as a result of the ITSH
A/R.6.271	savings Outdoor Centres	-134	-	-	-	-	- Anticipated saving from the review of the viability of outdoor centres.
6.999	Subtotal Savings	-4,798	-1,084	-716	-	-	
	TOTAL GROSS EXPENDITURE	599,170	624,919	648,464	672,459	697,713	
7	FEES, CHARGES & RING-FENCED GRANTS						
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-235,620	-254,853	-257,519	-262,279	-265,683	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
A/R.7.002	Changes to Fees and Charges from previous year	-5,763	-	-	-	-	- Adjustment for permanent changes to income expectation from decisions made in 2022-23.
A/R.7.003	Changes to Fees and Charges Restructure - People to P&S	4,168	-	-	-	-	- Budget movement reflecting change in organisational structure
A/R.7.004	Changes to Fees and Charges Restructure - People to S&P	3,716	-	-	-	-	- Budget movement reflecting change in organisational structure
A/R.7.006	Fees and charges inflation	-647	-137	-269	-297	-320	Increase in external charges to reflect inflationary increases.
A/R.7.007	Client contributions inflation	-1,739	-1,067	-1,067	-1,067	-1,067	Increase in anticipated contributions paid for care in line with the current charging policy and national regulations
A/R.7.015	Market Sustainability and Fair Cost of Care Grant - moving to service	-750	-	-	-	-	- Transfer of Market Sustainability and Fair Cost of Care Grant to service.
	Changes to fees & charges						
A/R.7.108	COVID Impact - Outdoor Centres	-114	-	-	-	-	- Planned reversal of funding to support a reduction of income due to effects of the pandemic.
A/R.7.109	Outdoor Centres	134	-	-	-	-	- Investment to mitigate the potential of lost income while a review of the viability of outdoor centres is undertaken.
A/R.7.110	Cambridgeshire Music	-25	-	-	-	-	- Contribution to the cost of the new music base in Histon through surplus traded income.
A/R.7.111	Cambridgeshire ICT	-100	-	-	-	-	- Additional income recovery as a result of expansion of existing service delivery.

Section 3 - A: People Services

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
A/R.7.113	Learning Disability Partnership Pooled Budget	-	-1,469	-3,717	-2,040	-412	In Cambridgeshire most spend on care for people with learning disabilities is paid for from the Learning Disability Pooled Budget, to which both the Council and NHS contribute. 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 2023-24, 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.
A/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-	-	293	-	-	- Change in ring-fenced Public Health grant to reflect expected treatment as a corporate grant from 2025-26, due to anticipated removal of ring-fence.
A/R.7.210	Uplift in Better Care Fund - 2022-23	-873	-	-	-	-	- The 2022-23 Better Care Fund uplift exceeded the budget set in the last Business Plan. In addition, an uplift for 2023-24 is anticipated. These annual uplifts enable us to utilise these funds to offset the demand pressures in Adult Social Care in line with the national conditions of the grant.
A/R.7.211	Arts Council Funding (Music Grant)	-7	7	-	-	-	- Arts Council Funding (Music Grant) anticipated increase in revenue grant for 2023-24
A/R.7.214	Additional centrally retained DSG grant	-11,233	-	-	-	-	- An increase in centrally retained Dedicated Schools Grant (DSG) funding as a result of uplifts in overall DSG funding. To be confirmed in December 2022.
A/R.7.215	Adult Social Care Market Sustainability and Improvement Fund	-3,873	-	-	-	-	- Increase in Adult Social Care Market Sustainability and Improvement Fund over previous Market Sustainability and Fair Cost of Care Fund
A/R.7.216	Adult Social Care Discharge Fund	-2,127	-	-	-	-	- New Adult Social Care Discharge Fund
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-254,853	-257,519	-262,279	-265,683	-267,482	
	TOTAL NET EXPENDITURE	344,317	367,400	386,185	406,776	430,231	

FUNDING SOURCES

8	FUNDING OF GROSS EXPENDITURE						
A/R.8.001	Budget Allocation	-344,317	-367,400	-386,185	-406,776	-430,231	Net spend funded from general grants, business rates and Council Tax.
A/R.8.002	Fees & Charges	-82,458	-85,131	-90,184	-93,588	-95,387	Fees and charges for the provision of services.
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.
A/R.8.004	Dedicated Schools Grant (DSG)	-113,039	-113,039	-113,039	-113,039	-113,039	Elements of the DSG centrally managed by People Services to support High Needs and central services.
A/R.8.005	Better Care Fund (BCF) Allocation for Social Care	-19,510	-19,510	-19,510	-19,510	-19,510	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.

Section 3 - A: People Services

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
A/R.8.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500	Youth Justice Board Good Practice Grant.
A/R.8.009	Social Care in Prisons Grant	-359	-359	-359	-359	-359	Care Act New Burdens funding.
A/R.8.011	Improved Better Care Fund	-15,171	-15,171	-15,171	-15,171	-15,171	Improved Better Care Fund grant.
A/R.8.012	Cambridgeshire and Peterborough Combined Authority / 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.
A/R.8.015	Staying Put Implementation Grant	-210	-210	-210	-210	-210	DfE funding to support young people to continue to live with their former foster carers once they turn 18
A/R.8.016	Unaccompanied Asylum Seeking Children (UASC)	-3,700	-3,700	-3,700	-3,700	-3,700	Home Office funding to reimburse costs incurred in supporting and caring for unaccompanied asylum seeking children
A/R.8.018	Pupil Premium Grant	-1,364	-1,364	-1,364	-1,364	-1,364	Deployment of Pupil Premium Grant to support the learning outcomes of care experienced children
A/R.8.019	Arts Council Grant (Music)	-817	-810	-810	-810	-810	Cambridgeshire Music grant from the Arts Council
A/R.8.021	Adult Social Care Market Sustainability and Improvement Fund	-5,442	-5,442	-5,442	-5,442	-5,442	Adult Social Care Market Sustainability and Improvement Fund (replacing Market Sustainability and Fair cost of Care Fund)
A/R.8.022	Adult Social Care Discharge Fund	-2,127	-2,127	-2,127	-2,127	-2,127	Adult Social Care Discharge Fund
A/R.8.401	Public Health Funding	-293	-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.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-599,170	-624,919	-648,464	-672,459	-697,713	

Section 3 - A: People Services

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
Ongoing	47,463	-	-11,198	-545	318	4,934	8,194	45,760
Committed Schemes	391,575	59,875	180,227	82,661	50,585	15,707	2,520	-
2023-2024 Starts	15,287	-	1,060	1,950	8,550	3,550	177	-
2024-2025 Starts	48,367	-	-	3,381	21,037	17,385	6,564	-
2025-2026 Starts	2,400	-	-	-	100	1,350	950	-
TOTAL BUDGET	505,092	59,875	170,089	87,447	80,590	42,926	18,405	45,760

Summary of Schemes by Category	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
Basic Need - Primary	152,060	14,182	44,312	44,470	33,512	13,032	2,552	-
Basic Need - Secondary	189,348	20,124	104,100	30,588	26,406	7,700	430	-
Basic Need - Early Years	7,367	5,453	1,904	10	-	-	-	-
Adaptations	10,024	6,006	3,855	163	-	-	-	-
Condition & Maintenance	27,250	-	3,250	3,250	3,250	2,500	2,500	12,500
Building Schools for the Future	-	-	-	-	-	-	-	-
Schools Managed Capital	7,800	-	780	780	780	780	780	3,900
Specialist Provision	35,106	15,222	12,150	3,539	3,235	930	30	-
Site Acquisition & Development	1,050	-	1,050	-	-	-	-	-
Temporary Accommodation	9,250	-	750	750	750	1,000	1,000	5,000
Children Support Services	7,500	-	850	850	850	850	850	3,250
Adult Social Care	113,883	658	19,840	12,638	21,067	20,425	11,905	27,350
Capital Programme Variation	-55,546	-1,770	-22,752	-9,591	-9,260	-4,291	-1,642	-6,240
Information Technology	-	-	-	-	-	-	-	-
TOTAL BUDGET	505,092	59,875	170,089	87,447	80,590	42,926	18,405	45,760

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
A/C.01 A/C.01.021	Basic Need - Primary North West Cambridge (NIAB site) primary	New 2 form entry school with 52 Early Years provision and community facilities: Basic Need requirement 420 places Early Years Basic Need 52 places Community facilities - Children's Centre		Committed	19,749	582	170	12,000	6,600	397	-	-

Section 3 - A: People Services

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
A/C.01.029	Sawtry New Primary	Expansion of provision in Sawtry: Primary Basic Need requirement 210 places with 2FE core. Early Years Basic Need 52 places		Committed	11,400	320	8,050	2,800	230	-	-	-
A/C.01.040	Confidential Scheme	Confidential Scheme		Committed	4,080	36	1,770	2,150	124	-	-	-
A/C.01.043	Confidential Scheme	Confidential Scheme		Committed	7,850	132	718	100	4,200	2,500	200	-
A/C.01.044	Confidential Scheme	Confidential Scheme		Committed	9,848	-	50	450	6,300	2,900	148	-
A/C.01.049	Confidential Scheme	Confidential Scheme		Committed	21,800	700	11,600	9,100	400	-	-	-
A/C.01.056	Confidential Scheme	Confidential Scheme		2023-24	11,887	-	60	550	7,600	3,500	177	-
A/C.01.067	Marleigh Primary - Cambridge (WING)	New 2 form entry school with 52 Early Years provision and community facilities: Basic Need requirement 420 places Early Years Basic Need 52 places		Committed	10,848	10,721	127	-	-	-	-	-
A/C.01.069	Confidential Scheme	Confidential Scheme		Committed	1,000	10	-	-	-	50	940	-
A/C.01.071	Confidential Scheme	Confidential Scheme		Committed	10,123	450	6,000	3,400	273	-	-	-
A/C.01.072	Confidential Scheme	Confidential Scheme		Committed	6,585	-	200	4,100	2,200	85	-	-
A/C.01.073	Confidential Scheme	Confidential Scheme		Committed	4,000	182	2,500	1,250	68	-	-	-
A/C.01.075	Confidential Scheme	Confidential Scheme		2024-25	2,719	-	-	100	1,500	1,050	69	-
A/C.01.076	Confidential Scheme	Confidential Scheme		2024-25	1,500	-	-	70	950	450	30	-
A/C.01.077	Waterbeach New Town Primary	New 2 form entry school with 3 form entry Core and 52 place Early Years provision: Basic Need requirement 420 places Early Years Basic Need 52 places		Committed	19,521	987	11,750	6,300	484	-	-	-
A/C.01.078	Confidential Scheme	Confidential Scheme		Committed	2,350	12	-	100	1,500	700	38	-
A/C.01.080	Confidential Scheme	Confidential Scheme		Committed	1,900	50	1,217	600	33	-	-	-
A/C.01.081	Confidential Scheme	Confidential Scheme		2023-24	2,500	-	100	1,400	950	50	-	-
A/C.01.082	Confidential Scheme	Confidential Scheme		2025-26	2,400	-	-	-	100	1,350	950	-
Total - Basic Need - Primary					152,060	14,182	44,312	44,470	33,512	13,032	2,552	-
A/C.02	Basic Need - Secondary											
A/C.02.007	Confidential Scheme	Confidential Scheme		Committed	34,680	50	300	1,200	25,000	7,700	430	-
A/C.02.009	Alconbury Weald secondary and Special	New 4 form entry school (with 8 form entry core facilities): Basic Need requirement 600 places SEN 150 places		Committed	74,827	4,626	56,500	13,000	701	-	-	-
A/C.02.014	Confidential Scheme	Confidential Scheme		Committed	31,650	950	15,000	15,000	700	-	-	-
A/C.02.015	Sir Harry Smith Community College	Expansion of 2 form entry: Basic Need requirement 300 places		Committed	9,991	1,921	8,000	70	-	-	-	-

Section 3 - A: People Services**Table 4: Capital Programme****Budget Period: 2023-24 to 2032-33**

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
A/C.02.016	Cambourne Village College Phase 3b	New 2 form entry secondary places with new 350 place sixth form provision: Basic Need requirement 650 places		Committed	35,820	12,477	22,800	543	-	-	-	-
A/C.02.017	NCA secondary Cambridge Expansion	Expansion of 1 form entry: Basic Need requirement 150 places		Committed	1,000	50	200	745	5	-	-	-
A/C.02.018	Witchford Village College	Expansion of 0.5FTE Basic Need 75 additional places.		Committed	1,380	50	1,300	30	-	-	-	-
Total - Basic Need - Secondary					189,348	20,124	104,100	30,588	26,406	7,700	430	-
A/C.03	Basic Need - Early Years											
A/C.03.003	LA Early Years Provision	Funding which enables the Council to increase the number of free Early Years funded places to ensure the Council meets its statutory obligation. This includes providing one-off payments to external providers to help meet demand as well as increasing capacity attached to Cambridgeshire primary schools.		Committed	7,367	5,453	1,904	10	-	-	-	-
Total - Basic Need - Early Years					7,367	5,453	1,904	10	-	-	-	-
A/C.04	Adaptations											
A/C.04.007	Confidential Scheme	Confidential Scheme		Committed	353	38	300	15	-	-	-	-
A/C.04.008	Duxford Community C of E Primary School Rebuild	Rebuild of Duxford Primary after fire left preschool, reception, year 1 and year 2 class bases and ancillary rooms including offices, toilets, stores, entrance lobby's either completely destroyed or deemed uninhabitable as a result of structural damage and contamination by asbestos debris, fire, water and smoke.		Committed	7,951	5,803	2,050	98	-	-	-	-
A/C.04.010	Confidential Scheme	Confidential Scheme		Committed	1,600	50	1,500	50	-	-	-	-
A/C.04.011	Confidential Scheme	Confidential Scheme		Committed	120	115	5	-	-	-	-	-
Total - Adaptations					10,024	6,006	3,855	163	-	-	-	-

Section 3 - A: People Services

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
A/C.05 A/C.05.001	Condition & Maintenance School Condition, Maintenance & Suitability	Funding that enables the Council to undertake work that addresses condition and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.		Ongoing	27,250	-	3,250	3,250	3,250	2,500	2,500	12,500
	Total - Condition & Maintenance				27,250	-	3,250	3,250	3,250	2,500	2,500	12,500
A/C.07 A/C.07.001	Schools Managed Capital School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.		Ongoing	7,800	-	780	780	780	780	780	3,900
	Total - Schools Managed Capital				7,800	-	780	780	780	780	780	3,900
A/C.08 A/C.08.004 A/C.08.007 A/C.08.010 A/C.08.011	Specialist Provision Confidential Scheme Samuel Pepys Special School Confidential Scheme New SEMH Provision Wisbech	Confidential Scheme Expansion to 165 places. Confidential Scheme SEMH provision: SEMH Provision 30 additional places		2024-25 Committed Committed Committed	4,000 10,720 2,600 17,786	- 1,475 150 13,597	- 6,200 2,450 3,500	50 2,800 - 689	2,990 245 - -	930 - - -	30 - - -	- - - -
	Total - Specialist Provision				35,106	15,222	12,150	3,539	3,235	930	30	-
A/C.09 A/C.09.001 A/C.09.004	Site Acquisition & Development Site Acquisition, Development, Analysis and Investigations Confidential Scheme	Funding which enables the Council to undertake investigations and feasibility studies into potential land acquisitions to determine their suitability for future school development sites. Confidential Scheme		Ongoing 2023-24	150 900	- -	150 900	- -	- -	- -	- -	- -
	Total - Site Acquisition & Development				1,050	-	1,050	-	-	-	-	-

Section 3 - A: People Services

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
A/C.10 A/C.10.001	Temporary Accommodation Temporary Accommodation	Funding which enables the Council to increase the number of school places provided through use of mobile accommodation. This scheme covers the cost of purchasing new mobiles and the transportation of provision across the county to meet demand.		Ongoing	9,250	-	750	750	750	1,000	1,000	5,000
	Total - Temporary Accommodation				9,250	-	750	750	750	1,000	1,000	5,000
A/C.11 A/C.11.003	Children Support Services P&C Buildings & Capital Team Capitalisation	Salaries for the Buildings and Capital Team are to be capitalised on an ongoing basis. These are budgeted as one line, but are eventually capitalised against individual schemes.		Ongoing	7,500	-	850	850	850	850	850	3,250
	Total - Children Support Services				7,500	-	850	850	850	850	850	3,250
A/C.12 A/C.12.004	Adult Social Care Disabled Facilities Grant	Funding provided through the Better Care Fund, in partnership with local housing authorities. Disabled Facilities Grant enables accommodation adaptations so that people with disabilities can continue to live in their own homes.		Ongoing	50,700	-	5,070	5,070	5,070	5,070	5,070	25,350
A/C.12.005	Integrated Community Equipment Service	Funding to continue annual capital investment in community equipment that helps people to sustain their independence. The Council contributes to a pooled budget purchasing community equipment for health and social care needs for people of all ages.		Ongoing	4,000	-	400	400	400	400	400	2,000
A/C.12.007	Independent Living Service : East Cambridgeshire	Independent Living Service accommodation in Ely for 65 people and an additional 15 health beds.	A/R.6.180, C/R.7.119	Committed	19,035	658	14,370	4,007	-	-	-	-
A/C.12.008	Independent Living Services	Independent Living Service accommodation in Fenland, Huntingdonshire and South Cambridgeshire, providing accommodation for 160 people in total across the three schemes.	TBC	2024-25	40,148	-	-	3,161	15,597	14,955	6,435	-
	Total - Adult Social Care				113,883	658	19,840	12,638	21,067	20,425	11,905	27,350

Section 3 - A: People Services

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
A/C.14 A/C.14.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis. 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. Reallocation of Environment Fund in order to support some of the NZEB costs incurred by school schemes.		Ongoing	-59,187	-	-22,448	-11,645	-10,782	-5,666	-2,406	-6,240
A/C.14.002	Capitalisation of Interest Costs			Committed	7,140	-	1,425	2,054	1,522	1,375	764	-
A/C.14.003	Environment Fund Transfer			Committed	-3,499	-1,770	-1,729	-	-	-	-	-
	Total - Capital Programme Variation				-55,546	-1,770	-22,752	-9,591	-9,260	-4,291	-1,642	-6,240
	TOTAL BUDGET				505,092	59,875	170,089	87,447	80,590	42,926	18,405	45,760

Funding					Total Funding £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
Government Approved Funding												
Basic Need					39,199	15,612	2,259	12,479	5,677	2,154	1,018	-
Capital Maintenance					26,800	500	3,800	2,500	2,500	2,500	2,500	12,500
Devolved Formula Capital					7,800	-	780	780	780	780	780	3,900
Specific Grants					69,621	4,098	19,893	5,070	5,070	5,070	5,070	25,350
Total - Government Approved Funding					143,420	20,210	26,732	20,829	14,027	10,504	9,368	41,750
Locally Generated Funding												
Agreed Developer Contributions					109,636	12,538	59,454	18,885	12,104	5,679	976	-
Anticipated Developer Contributions					17,265	18	2,821	5,169	6,595	2,601	61	-
Prudential Borrowing					233,210	24,262	82,108	42,432	48,256	24,142	8,000	4,010
Prudential Borrowing (Repayable)					332	1,618	-1,026	132	-392	-	-	-
Other Contributions					1,229	1,229	-	-	-	-	-	-
Total - Locally Generated Funding					361,672	39,665	143,357	66,618	66,563	32,422	9,037	4,010
TOTAL FUNDING					505,092	59,875	170,089	87,447	80,590	42,926	18,405	45,760

Section 3 - A: People Services

Table 5: Capital Programme - Funding

Budget Period: 2023-24 to 2032-33

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	47,463	84,000	-19,154	-	-	-17,383
Committed Schemes	391,575	54,126	131,804	1,229	-	204,416
2023-2024 Starts	15,287	1,000	11,926	-	-	2,361
2024-2025 Starts	48,367	1,894	2,325	-	-	44,148
2025-2026 Starts	2,400	2,400	-	-	-	-
TOTAL BUDGET	505,092	143,420	126,901	1,229	-	233,542

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.01	Basic Need - Primary									
A/C.01.021	North West Cambridge (NIAB site) primary			- Committed	19,749	90	9,082	-	-	10,577
A/C.01.029	Sawtry New Primary			- Committed	11,400	2,820	2,029	-	-	6,551
A/C.01.040	Confidential Scheme			- Committed	4,080	-	3,356	-	-	724
A/C.01.043	Confidential Scheme			- Committed	7,850	130	708	-	-	7,012
A/C.01.044	Confidential Scheme			- Committed	9,848	1,199	8,649	-	-	-
A/C.01.049	Confidential Scheme			- Committed	21,800	4,969	12,714	-	-	4,117
A/C.01.056	Confidential Scheme			- 2023-24	11,887	-	11,887	-	-	-
A/C.01.067	Marleigh Primary - Cambridge (WING)			- Committed	10,848	1,339	8,642	-	-	867
A/C.01.069	Confidential Scheme			- Committed	1,000	-	990	-	-	10
A/C.01.071	Confidential Scheme			- Committed	10,123	2,738	4,090	-	-	3,295
A/C.01.072	Confidential Scheme			- Committed	6,585	-	6,585	-	-	-
A/C.01.073	Confidential Scheme			- Committed	4,000	1,386	136	-	-	2,478
A/C.01.075	Confidential Scheme			- 2024-25	2,719	1,330	1,389	-	-	-
A/C.01.076	Confidential Scheme			- 2024-25	1,500	564	936	-	-	-
A/C.01.077	Waterbeach New Town Primary			- Committed	19,521	150	10,456	-	-	8,915
A/C.01.078	Confidential Scheme			- Committed	2,350	2,338	-	-	-	12
A/C.01.080	Confidential Scheme			- Committed	1,900	600	-	-	-	1,300
A/C.01.081	Confidential Scheme			2023-24	2,500	1,000	39	-	-	1,461
A/C.01.082	Confidential Scheme			2025-26	2,400	2,400	-	-	-	-
	Total - Basic Need - Primary		-		152,060	23,053	81,688	-	-	47,319
A/C.02	Basic Need - Secondary									
A/C.02.007	Confidential Scheme			- Committed	34,680	-	6,863	-	-	27,817
A/C.02.009	Alconbury Weald secondary and Special			- Committed	74,827	10,644	21,567	-	-	42,616
A/C.02.014	Confidential Scheme			- Committed	31,650	2,773	17,027	-	-	11,850
A/C.02.015	Sir Harry Smith Community College			- Committed	9,991	1,943	2,304	-	-	5,744
A/C.02.016	Cambourne Village College Phase 3b			- Committed	35,820	10,250	14,810	-	-	10,760
A/C.02.017	NCA secondary Cambridge Expansion			Committed	1,000	50	-	-	-	950
A/C.02.018	Witchford Village College			Committed	1,380	80	1,069	-	-	231
	Total - Basic Need - Secondary		-		189,348	25,740	63,640	-	-	99,968

Section 3 - A: People Services

Table 5: Capital Programme - Funding

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.03	Basic Need - Early Years									
A/C.03.003	LA Early Years Provision		-	Committed	7,367	1,600	721	168	-	4,878
	Total - Basic Need - Early Years		-		7,367	1,600	721	168	-	4,878
A/C.04	Adaptations									
A/C.04.007	Confidential Scheme		-	Committed	353	-	-	-	-	353
A/C.04.008	Duxford Community C of E Primary School Rebuild		-	Committed	7,951	500	6	1,061	-	6,384
A/C.04.010	Confidential Scheme		-	Committed	1,600	800	-	-	-	800
A/C.04.011	Confidential Scheme		-	Committed	120	-	-	-	-	120
	Total - Adaptations		-		10,024	1,300	6	1,061	-	7,657
A/C.05	Condition & Maintenance									
A/C.05.001	School Condition, Maintenance & Suitability		-	Ongoing	27,250	25,500	-	-	-	1,750
	Total - Condition & Maintenance		-		27,250	25,500	-	-	-	1,750
A/C.07	Schools Managed Capital									
A/C.07.001	School Devolved Formula Capital		-	Ongoing	7,800	7,800	-	-	-	-
	Total - Schools Managed Capital		-		7,800	7,800	-	-	-	-
A/C.08	Specialist Provision									
A/C.08.004	Confidential Scheme		-	2024-25	4,000	-	-	-	-	4,000
A/C.08.007	Samuel Pepys Special School		-	Committed	10,720	2,812	-	-	-	7,908
A/C.08.010	Confidential Scheme		-	Committed	2,600	-	-	-	-	2,600
A/C.08.011	New SEMH Provision Wisbech		-	Committed	17,786	4,915	-	-	-	12,871
	Total - Specialist Provision		-		35,106	7,727	-	-	-	27,379
A/C.09	Site Acquisition & Development									
A/C.09.001	Site Acquisition, Development, Analysis and Investigations		-	Ongoing	150	-	-	-	-	150
A/C.09.004	Confidential Scheme		-	2023-24	900	-	-	-	-	900
	Total - Site Acquisition & Development		-		1,050	-	-	-	-	1,050
A/C.10	Temporary Accommodation									
A/C.10.001	Temporary Accommodation		-	Ongoing	9,250	-	-	-	-	9,250
	Total - Temporary Accommodation		-		9,250	-	-	-	-	9,250

Section 3 - A: People Services

Table 5: Capital Programme - Funding

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.11	Children Support Services									
A/C.11.003	P&C Buildings & Capital Team Capitalisation		-	Ongoing	7,500	-	-	-	-	7,500
	Total - Children Support Services		-		7,500	-	-	-	-	7,500
A/C.12	Adult Social Care									
A/C.12.004	Disabled Facilities Grant		-	Ongoing	50,700	50,700	-	-	-	-
A/C.12.005	Integrated Community Equipment Service		-	Ongoing	4,000	-	-	-	-	4,000
A/C.12.007	Independent Living Service : East Cambridgeshire	A/R.6.180, C/R.7.119	-937	Committed	19,035	-	-	-	-	19,035
A/C.12.008	Independent Living Services	TBC	-	2024-25	40,148	-	-	-	-	40,148
	Total - Adult Social Care		-937		113,883	50,700	-	-	-	63,183
A/C.14	Capital Programme Variation									
A/C.14.001	Variation Budget		-	Ongoing	-59,187	-	-19,154	-	-	-40,033
A/C.14.002	Capitalisation of Interest Costs		-	Committed	7,140	-	-	-	-	7,140
A/C.14.003	Environment Fund Transfer		-	Committed	-3,499	-	-	-	-	-3,499
	Total - Capital Programme Variation		-		-55,546	-	-19,154	-	-	-36,392
	TOTAL BUDGET				505,092	143,420	126,901	1,229	-	233,542

Section 3 - B: Place & Sustainability

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

Budget Period: 2023-24 to 2027-28

Note – Individual service lines do not contain provision for staffing inflation as pay awards have not yet been agreed. Until that point, a staffing inflation allocation is held centrally

Net Revised Opening Budget 2022-23 £000	Policy Line	Gross Budget 2023-24 £000	Fees, Charges & Ring-fenced Grants 2023-24 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000
2,164	Executive Director							
700	P&S Executive Director	1,622	-1,156	466	-46	-48	-47	-74
	P&S Lost Sales, Fees & Charges Compensation	-	-	-	-	-	-	-
2,864	Subtotal Executive Director	1,622	-1,156	466	-46	-48	-47	-74
	Highways Maintenance							
159	Asst Dir - Highways Maintenance	167	-	167	167	167	167	167
10,036	Highway Maintenance	7,554	-158	7,396	7,578	11,487	11,915	12,358
487	Highways Asset Management	1,003	-507	496	1,491	1,486	1,480	1,472
2,833	Winter Maintenance	3,075	-	3,075	2,883	2,990	3,101	3,216
13,515	Subtotal Highways Maintenance	11,799	-665	11,134	12,119	16,130	16,663	17,213
	Project Delivery							
200	Asst Director - Project Delivery	200	-	200	200	200	200	200
147	Project Delivery	147	-	147	147	147	147	147
7,961	Street Lighting	14,652	-3,989	10,663	9,641	8,062	7,482	7,658
8,308	Subtotal Project Delivery	14,999	-3,989	11,010	9,988	8,409	7,829	8,005
	Transport, Strategy and Policy							
161	Asst Director - Transport, Strategy & Development	168	-	168	168	168	168	168
-155	Traffic Management	3,829	-3,212	617	641	483	321	153
424	Road Safety	885	-459	426	418	529	519	508
22	Transport Strategy and Policy	64	-	64	34	3	-29	-62
	- Highways Development Management	1,712	-1,712	-	-	-	-	-
	- Park & Ride	1,088	-788	300	300	300	300	300
	- Parking Enforcement	7,003	-7,003	-	-	-	-	-
452	Subtotal Transport, Strategy and Policy	14,749	-13,174	1,575	1,561	1,483	1,279	1,067
	Planning, Growth & Environment							
180	Asst Director - Planning, Growth & Environment	185	-	185	185	185	185	185
918	Planning and Sustainable Growth	1,644	-708	936	932	934	928	911
722	Natural and Historic Environment	1,499	-720	779	774	769	764	758
40,986	Waste Management	49,000	-4,119	44,881	46,413	47,144	47,806	49,258
42,806	Subtotal Planning, Growth & Environment	52,328	-5,547	46,781	48,304	49,032	49,683	51,112

Section 3 - B: Place & Sustainability

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

Budget Period: 2023-24 to 2027-28

Net Revised Opening Budget 2022-23 £000	Policy Line	Gross Budget 2023-24 £000	Fees, Charges & Ring-fenced Grants 2023-24 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000
	Regulatory Services							
-818	Registration & Citizenship Services	1,217	-2,039	-822	-822	-822	-822	-822
1,901	Coroners	3,259	-1,179	2,080	2,080	2,117	2,132	2,148
707	Trading Standards	739	-	739	765	792	820	849
2,007	Domestic Abuse and Sexual Violence Service	2,715	-648	2,067	2,053	2,038	2,023	2,007
3,797	Subtotal Regulatory Services	7,930	-3,866	4,064	4,076	4,125	4,153	4,182
	Climate Change & Energy Service							
-303	Energy Projects Director	2,019	-5,848	-3,829	-6,215	-5,099	-3,749	-1,642
118	Energy Programme Manager	311	-186	125	125	125	125	125
-185	Subtotal Climate Change & Energy Service	2,330	-6,034	-3,704	-6,090	-4,974	-3,624	-1,517
71,557	P&S BUDGET TOTAL	105,757	-34,431	71,326	69,912	74,157	75,936	79,988

Section 3 - B: Place & Sustainability

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2023-24

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&S Executive Director	2,164	-93	-	-1,680	98	-23	466
P&S Lost Sales, Fees & Charges Compensation	700	-	-	-	-	-700	-
Subtotal Executive Director	2,864	-93	-	-1,680	98	-723	466
Highways Maintenance							
Asst Dir - Highways Maintenance	159	5	-	-	3	-	167
Highway Maintenance	10,036	1,545	-	-	40	-4,225	7,396
Highways Asset Management	487	9	-	-	-	-	496
Winter Maintenance	2,833	192	-	-	50	-	3,075
Subtotal Highways Maintenance	13,515	1,751	-	-	93	-4,225	11,134
Project Delivery							
Asst Director - Project Delivery	200	-	-	-	-	-	200
Project Delivery	147	-	-	-	-	-	147
Street Lighting	7,961	2,702	-	-	-	-	10,663
Subtotal Project Delivery	8,308	2,702	-	-	-	-	11,010
Transport, Strategy and Policy							
Asst Director - Transport, Strategy & Development	161	3	-	-	4	-	168
Traffic Management	-155	772	-	-	-	-	617
Road Safety	424	49	-	-	-	-47	426
Transport Strategy and Policy	22	42	-	-	-	-	64
Highways Development Management	-	-	-	-	-	-	-
Park & Ride	-	-	-	190	-	110	300
Parking Enforcement	-	-	-	-	-	-	-
Subtotal Transport, Strategy and Policy	452	866	-	190	4	63	1,575

Section 3 - B: Place & Sustainability

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2023-24

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Planning, Growth & Environment							
Asst Director - Planning, Growth & Environment	180	3	-	-	2	-	185
Planning and Sustainable Growth	918	19	-	-	-	-	936
Natural and Historic Environment	722	57	-	-	-	-	779
Waste Management	40,986	3,042	239	573	-	41	44,881
Subtotal Planning, Growth & Environment	42,806	3,121	239	573	2	41	46,781
Regulatory Services							
Registration & Citizenship Services	-818	67	-	-6	-	-65	-822
Coroners	1,901	118	41	80	-60	-	2,080
Trading Standards	707	32	-	-	-	-	739
Domestic Abuse and Sexual Violence Service	2,007	64	-	-4	-	-	2,067
Subtotal Regulatory Services	3,797	281	41	70	-60	-65	4,064
Climate Change & Energy Service							
Energy Projects Director	-303	2	-	411	659	-4,599	-3,829
Energy Programme Manager	118	7	-	-	-	-	125
Subtotal Climate Change & Energy Service	-185	9	-	411	659	-4,599	-3,704
P&S BUDGET TOTAL	71,557	8,637	280	-436	796	-9,508	71,326

Section 3 - B: Place and Sustainability

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
1	OPENING GROSS EXPENDITURE	90,889	105,757	108,797	112,292	113,073	
B/R.1.001	Base Adjustments	31	-	-	-		- Adjustment for permanent changes to base budget from decisions made in 2022-23.
B/R.1.002	Permanent Virements	2,054	-	-	-		- Increase in expenditure budgets (compared to published 2022-27 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2022-23.
B/R.1.003	Base Adjustment - Restructure - People to P&S	7,461	-	-	-		- Base adjustment following the organisational changes, specifically the communities budgets from People Services to Place & Sustainability.
B/R.1.005	Waste PFI grant	-40	-	-	-		- Adjustment to reflect change in PFI Grant
B/R.1.006	Change in expected Bikeability grant	47	-	-	-		- Adjustment to reflect expected grant
1.999	REVISED OPENING GROSS EXPENDITURE	100,442	105,757	108,797	112,292	113,073	
2	INFLATION						
B/R.2.001	Inflation	6,903	2,345	422	378	1,486	The total inflation allocation is calculated based on the different inflation indicator estimates for each budget type – so pay awards, oil, gas, etc all have specific inflationary assumptions applied.
B/R.2.002	Inflation - Highway Services	1,000	-	-	-		- Highways Services specific inflation due to rising materials and labour costs.
B/R.2.003	Signals energy inflation	298	-	-	-		- Allocation to reflect higher than expected inflation in signals in 2022-23
B/R.2.004	2022-23 Staff pay award	831	-	-	-		- Permanent funding for the pay award made in 2022-23
2.999	Subtotal Inflation	9,032	2,345	422	378	1,486	
3	DEMOGRAPHY AND DEMAND						
B/R.3.007	Waste Disposal	239	243	247	249	235	Extra cost of landfilling additional waste produced by an increasing population.
B/R.3.018	Coroner Service	41	43	45	47	49	Demand for Coroner Services is expected to continue to rise due to the increasing population size, and the number of referrals increasing into the service.
3.999	Subtotal Demography and Demand	280	286	292	296	284	
4	PRESSURES						
B/R.4.013	Guided Busway Defects	-1,610	-650	-	-		- The Council is in dispute with the contractor over defects in the busway construction. The original funding was to support repairs to defects and legal costs in support of the Council's legal action against the Contractor. This entry is the planned reversal of part of this funding.

Section 3 - B: Place and Sustainability

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

		Detailed Plans					Outline Plans	
Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description	
B/R.4.014	Waterbeach Waste Facility	-900	580	-	-	-	-	Potential revenue costs from work to conform with odour regulations. Partial reduction in the initial investment made in 2022/23 and permanent increased cost from 2024/25, as already agreed by Committee. One off costs to be met from reserves.
B/R.4.018	Reversal of Increase in National Insurance - Council Staff	-90	-	-	-	-	-	Reversal of impact on P&S of the £998k increase on national insurance for council staff
B/R.4.020	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.
B/R.4.022	Swaffham Prior Community Heat Scheme - operating costs	36	30	-55	34	34	34	The Council is building an energy centre in Swaffham Prior that will use ground source and air source heat pumps to provide heat to people's homes via a heat network. The heat network has been built via a wholly owned Special Purpose Vehicle, which is funded through a mixture of external grant and direct grant from CCC. The network is intended to provide heat to some 300 houses in Swaffham Prior. The electricity for the heat pumps will mainly come from North Angle Solar Farm via a private wire connection. These are the operating costs for project.
B/R.4.023	Babraham Smart Energy Grid - operating costs	49	1	19	22	-37	-37	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.
B/R.4.024	St Ives Smart Energy Grid - operating costs	16	1	13	-13	-13	-13	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.
B/R.4.026	North Angle Solar Farm, Soham - operating costs	310	87	10	11	11	11	The proposal is to construct a 39MW DC / 29.4MW AC solar farm on an area of approximately 200 acres of Rural Estate property in Soham. Members approved the progression of the project from the initial outline business case to the development of an Investment Grade Proposal. These are the operating costs for the project.
B/R.4.027	Coroners staffing	90	24	-	-24	-24	-24	Includes temporary increase in Coroners staffing budget to address backlog of cases which increased during Covid.
B/R.4.028	Increased costs for the Guided Busway	90	-	-	-	-	-	To fund costs including increased business rates and grounds maintenance
B/R.4.029	Guided Busway safety	100	-	-	-	-	-	For Guided Busway safety measures as recommended by a recent HSE report.
B/R.4.030	Waste - POPs	918	-	-	-	-	-	Estimated cost of disposing of persistent organic pollutants.
B/R.4.031	Waste - Short term additional gate fees	555	-555	-	-	-	-	Additional green waste diversion costs.
B/R.4.032	Guided Busway 5 yearly maintenance	-	-	-	-	1,075	1,075	Guided Busway 5 yearly maintenance - this includes work on white lining, resurfacing, anti skid and solar studs.
4.999	Subtotal Pressures	-436	-362	-10	33	1,049		

Section 3 - B: Place and Sustainability

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
5	INVESTMENTS						
B/R.5.104	Investment in Highways Services	-	1,000	-	-		- Investment in Highways Services to increase funding for proactive treatment and maintenance of roads, bridges and footpaths.
B/R.5.110	County Biodiversity Enhancements	40	-	-	-		- Additional funding to develop the actions required for the biodiversity commitments within the Climate Change & Environment Strategy and to ensure the best biodiversity and natural capital benefits are gained from CCC owned public assets.
B/R.5.115	St Ives Smart Energy Grid - Interest Costs	-	306	-4	-4		-4 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.
B/R.5.116	Babraham Smart Energy Grid - Interest Costs	33	376	-5	-4		-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.
B/R.5.117	Stanground Closed Landfill Site - Interest costs	-	-	434	-4		-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.
B/R.5.119	Swaffham Prior Community Heat Scheme - Interest Costs	368	-4	-3	-4		-4 These are the expected borrowing costs associated with the scheme, to be repaid using income from the sale of renewable energy to homeowners and the sale of carbon credits.
B/R.5.120	Trumpington Smart Energy Grid - Interest Costs	-	-	-	200		-3 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.
B/R.5.121	North Angle Solar Farm, Soham - Interest Costs	218	1,166	-15	-14		-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 borrowing costs associated with the scheme to be repaid using income from the sale of energy.
B/R.5.124	Coroners service - reversal of previous temporary investment	-60	-60	-	-		- Reversal of temporary funded posts required to clear backlog of cases
B/R.5.125	CLT restructure changes	107	-	-	-		- CLT restructure changes
B/R.5.130	Weedkilling	40	-40	-	-		- Investment to enable future years savings.
B/R.5.131	Gritting	50	-50	-	-		- Investment to enable future years savings.
5.999	Subtotal Investments	796	2,694	407	170	-35	

Section 3 - B: Place and Sustainability

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
6	SAVINGS						
	H&T						
B/R.6.215	Recycle asphalt, aggregates and gully waste	-20	-	-	-	-	- Savings achieved through recycling and reuse of materials.
B/R.6.216	Capitalisation of Highways Investment	-4,000	-	3,500	-	-	- Short term capitalisation of Highways Investment
B/R.6.218	To move from network wide chemical weedkilling to priority based weed removal by non-chemical means	-125	-	-	-	-	- To move from network wide chemical weedkilling to priority based weed removal by non-chemical means.
B/R.6.219	Risk based review of Winter gritting network and spend	-	-300	-	-	-	- We will undertake a risk-based review of the network covered by Winter gritting to ensure it is optimised and giving value for money.
B/R.6.220	Highways Materials Recycling	-100	-150	-	-	-	- Existing materials to be recycled for Highways work.
B/R.6.221	Street lighting Energy savings	-	-1,473	-1,116	-96	399	Expected savings from LED replacement of street lights
	E&GI, H&T						
B/R.6.222	Vacancy factor	-112	-	-	-	-	- At any given time we expect some posts to be vacant due to recruitment timescales, and as such we will budget for a vacancy factor of around 2%.
6.999	Subtotal Savings	-4,357	-1,923	2,384	-96	399	
	TOTAL GROSS EXPENDITURE	105,757	108,797	112,292	113,073	116,256	
7	FEES, CHARGES & RING-FENCED GRANTS						
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-24,788	-34,431	-38,885	-38,135	-37,137	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
B/R.7.002	Fees and charges inflation	-395	-135	-89	-136	-192	Additional income for increases to fees and charges in line with inflation.
B/R.7.006	Changes to fees, charges & ring-fenced grants	779	-	-	-	-	- Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2022-23.
B/R.7.007	Changes to Fees and Charges - Restructure - People to P&S	-4,876	-	-	-	-	- Accounting for changing organisational structure
	Changes to fees & charges						
B/R.7.102	Review and re-baselining of P&S income	100	150	-	-	-	- Review and re-baselining of P&S income
B/R.7.110	COVID Impact - Registration Service	-65	-	-	-	-	- Reversal of funding to support a reduced level of income in the early part of 2021-22.
B/R.7.121	COVID Impact - Park & Ride	-150	-	-	-	-	- Removal of covid financial support as no longer required.
B/R.7.122	COVID Impact - Guided Busway	-200	-	-	-	-	- Removal of covid financial support as no longer required.
B/R.7.124	COVID Impact - Parking	-300	-	-	-	-	- Removal of covid financial support as no longer required.

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Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
B/R.7.126	COVID Impact - Other	-50	-	-	-	-	Removal of covid financial support as no longer required.
B/R.7.128	St Ives Smart Energy Grid - Income Generation	-133	-5	-6	-6	-6	This is the revenue expected to be generated from the Smart Energy Grid at St Ives Park & Ride site, through the sale of energy to customers.
B/R.7.129	Babraham Smart Energy Grid - Income Generation	-335	-295	28	45	3	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 revenue generation from selling electricity to customers.
B/R.7.131	Stanground Closed Landfill Site - Income Generation	-	-510	-23	-24	-24	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 revenue expected to be generated from the sale of energy and provision of grid services.
B/R.7.132	Swaffham Prior Community Heat Scheme - Income Generation	-274	-35	-120	-121	-121	This is the expected revenue to be generated from the sale of renewable energy to homeowners and the sale of carbon credits.
B/R.7.133	North Angle Solar Farm, Soham - Income Generation	-3,857	-3,624	840	1,229	1,217	The proposal is to construct a 39MW DC / 29.4MW AC solar farm on an area of approximately 200 acres of Rural Estate property in Soham. Members approved the progression of the project from the initial outline business case to the development of an Investment Grade Proposal. This is the revenue expected to be generated from selling electricity to the national grid.
B/R.7.134	Light blue fibre income	-11	-	-	11	-8	Light blue fibre anticipated income.
B/R.7.135	Parking Services income	20	-	-	-	-	Reduction in anticipated parking income.
B/R.7.136	Reduction in Guided Busway operator income	110	-	-	-	-	Rebasing of income to match reduced services including the temporary closure of the southern track.
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.
B/R.7.205	Change in Waste PFI grant	41	-	-	-	-	Adjustment to grant payable
B/R.7.206	Change in Bikeability Grant	-47	-	-	-	-	Adjustment to match expected grant
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-34,431	-38,885	-38,135	-37,137	-36,268	
	TOTAL NET EXPENDITURE	71,326	69,912	74,157	75,936	79,988	

Section 3 - B: Place and Sustainability

Table 3: Revenue - Overview
Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
B/R.8.001	Budget Allocation	-71,326	-69,912	-74,157	-75,936	-79,988	Net spend funded from general grants, business rates and Council Tax.
B/R.8.002	Public Health Grant	-120	-120	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
B/R.8.003	Fees & Charges	-27,537	-31,991	-31,361	-30,363	-29,494	Fees and charges for the provision of services.
B/R.8.004	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944	PFI Grant from DfT for the life of the project.
B/R.8.005	PFI Grant - Waste	-2,570	-2,570	-2,570	-2,570	-2,570	PFI Grant from DEFRA for the life of the project.
B/R.8.007	Bikeability Grant	-260	-260	-260	-260	-260	DfT funding for the Bikeability cycle training programme.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-105,757	-108,797	-112,292	-113,073	-116,256	

Section 3 - B: Place and Sustainability

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
Ongoing	48,473	4,329	5,576	8,134	8,858	12,956	12,956	-4,336
Committed Schemes	463,087	315,902	63,186	38,555	15,650	5,360	5,298	19,136
2023-2024 Starts	47,497	-	7,514	11,099	16,884	4,000	4,000	4,000
TOTAL BUDGET	559,057	320,231	76,276	57,788	41,392	22,316	22,254	18,800

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
B/C.1	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	125	-	25	25	25	25	25	-
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	-
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	4,475	-	895	895	895	895	895	-
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	3,000	-	600	600	600	600	600	-
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	-
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	6,750	-	1,350	1,350	1,350	1,350	1,350	-
B/C.1.020	Bar Hill to Northstowe cycle route	Bar Hill to Longstanton		Committed	1,279	244	1,035	-	-	-	-	-
B/C.1.023	Boxworth to A14 Cycle Route	Boxworth to A14 Cycle Route		2023-24	550	-	550	-	-	-	-	-
B/C.1.024	Dry Drayton to NMU link cycle route	Dry Drayton to NMU link cycle route		Committed	300	109	191	-	-	-	-	-
B/C.1.026	Hilton to Fenstanton Cycle Route	Hilton to Fenstanton Cycle Route		2023-24	500	-	500	-	-	-	-	-
B/C.1.027	Buckden to Hinchingsbrooke cycle route	Buckden to Hinchingsbrooke cycle route funded by National Highways.		2023-24	780	-	780	-	-	-	-	-
B/C.1.050	A14	Improvement of the A14 between Cambridge and Huntingdon. This is a scheme led by the National Highways but in order to secure delivery a local contribution to the total scheme cost, was agreed.		Committed	26,120	3,240	1,040	1,040	1,040	1,040	1,040	17,680
	Total - Integrated Transport				46,604	3,593	7,511	4,455	4,455	4,455	4,455	17,680

Section 3 - B: Place and Sustainability

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
B/C.2	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	37,650	-	9,450	7,050	7,050	7,050	7,050	-
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	1,175	-	235	235	235	235	235	-
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	11,735	-	2,347	2,347	2,347	2,347	2,347	-
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	3,890	-	778	778	778	778	778	-
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	915	-	183	183	183	183	183	-
B/C.2.007	Smarter Travel Management - Real Time Bus Information	Provision of real time passenger information for the bus network.		Ongoing	590	-	118	118	118	118	118	-
	Total - Operating the Network				55,955	-	13,111	10,711	10,711	10,711	10,711	-
B/C.3	Highways & Transport											
B/C.3.002	Footpaths and Pavements	Additional funding for surface treatments, such as footway repairs, and deeper treatments, including resurfacing and reconstruction.		Committed	28,000	8,000	4,000	4,000	4,000	4,000	4,000	-
B/C.3.003	B1050 Shelfords Road	Full reconstruction of the B1050 Shelfords Road between Earith and Willingham.		2023-24	6,800	-	-	-	6,800	-	-	-
B/C.3.004	Pothole Funding	Additional funding for Potholes.		Ongoing	33,324	4,329	8,179	7,829	4,329	4,329	4,329	-
B/C.3.005	Ely Bypass	The project has now been completed and the brand-new bypass opened to traffic on 31 October 2018.		Committed	49,006	48,996	10	-	-	-	-	-

Section 3 - B: Place and Sustainability

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
B/C.3.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	149,791	145,923	3,868	-	-	-	-	-
B/C.3.007	King's Dyke	Scheme to bypass the level crossing at King's Dyke between Whittlesey and Peterborough has long been a problem for people using the A605.		Committed	33,500	32,900	600	-	-	-	-	-
B/C.3.009	Wheatsheaf Crossroads	Scheme to deliver traffic signals at the Wheatsheaf Crossroads, Bluntisham.		Committed	6,795	400	200	6,195	-	-	-	-
B/C.3.010	St Neots Future High Street Fund	St Neots Future High Street Fund		Committed	7,770	940	4,367	2,463	-	-	-	-
B/C.3.011	March Future High Street Fund	March Future High Street Fund		Committed	4,984	413	4,571	-	-	-	-	-
B/C.3.014	St Ives local improvements	Delivery of St Ives local improvement schemes		Committed	2,300	1,000	1,300	-	-	-	-	-
B/C.3.015	A141 and St Ives Improvements Scheme	Funding is being provided by the CPCA to CCC for the delivery of the Outline Business Case to further investigate and develop options for improvements to the A141 in the area of St Ives		Committed	5,805	1,451	2,903	1,451	-	-	-	-
B/C.3.016	A10 Ely to A14 Improvement Scheme	Funding is being provided by the CPCA to CCC for the delivery of the Outline Business Case to further investigate and develop options for improvements to the A10 between Ely and A14.		Committed	3,803	1,268	2,535	-	-	-	-	-
B/C.3.017	A14 De-trunking	Funding allocated to fund the on-going costs of the former parts of the A14.		2023-24	24,750	-	4,750	4,000	4,000	4,000	4,000	4,000
B/C.3.018	Street Lighting LED	Scheme to reduce Street lighting energy costs.		2023-24	13,283	-	100	7,099	6,084	-	-	-
B/C.3.019	Highways materials recycling	Capital investment to achieve savings on material recycling.		Committed	2,500	-	500	2,000	-	-	-	-
Total - Highways & Transport					372,411	245,620	37,883	35,037	25,213	12,329	12,329	4,000
B/C.4	Planning Growth and Environment											
B/C.4.002	Waste – Household Recycling Centre (HRC) Improvements	To deliver Household Recycling Centre (HRC) improvements by acquiring appropriate sites, gaining planning permission, designing and building new or upgraded facilities. New facilities are proposed in the Greater Cambridge area and in March where planning permissions for the existing sites are due to expire. Capital works are required to maintain/upgrade other HRCs in the network as population growth places additional pressure on the existing facilities.		Committed	7,424	1,439	2,180	2,845	960	-	-	-

Section 3 - B: Place and Sustainability

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
B/C.4.003	Waterbeach Waste Treatment Facilities	Amendments to the Waterbeach waste treatment facilities following changes to the Industrial Emissions Directive to reduce emissions to levels which are able to meet the sector specific Best Available Technique conclusions (BATc) and comply with new Environmental Permit conditions issued by the Environment Agency.		Committed	20,367	1,047	19,320	-	-	-	-	-
B/C.4.004	Reallocation and funding of cost cap for Northstowe Phase 1	Reallocation and funding of cost cap for Northstowe Phase 1		2023-24	834	-	834	-	-	-	-	-
	Total - Planning Growth and Environment				28,625	2,486	22,334	2,845	960	-	-	-
B/C.5	Climate Change & Energy Service											
B/C.5.013	Swaffham Prior Community Heat Scheme	A ground breaking scheme enabling the residents of Swaffham Prior to decarbonise their heating and hot water. The project comprises an energy centre located at Goodwin Farm supplying heat via a network of underground pipes that runs through the village connecting to homes and businesses.	B/R.7.132	Committed	10,965	10,965	-	-	-	-	-	-
B/C.5.014	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.	B/R.7.128	Committed	5,486	3,420	2,066	-	-	-	-	-
B/C.5.015	Babraham Smart Energy Grid	The project is to develop a high level assessment, then an Investment Grade Proposal for a renewable energy scheme on the Babraham Park and Ride site. This project at Babraham will look to build on the skills developed in the St Ives project to replicate on other Park and Ride sites. A 2.1 MW solar canopy project is proposed at the HLA stage.	B/R.7.129	Committed	8,840	6,021	2,819	-	-	-	-	-
B/C.5.016	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.	B/R.7.130	Committed	6,970	4	-	3,483	3,483	-	-	-
B/C.5.017	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 2.25MW Solar PV ground mounted array on the site together with a 10MW 2C battery storage system for demand side response.	B/R.7.131	Committed	8,267	465	3,000	4,802	-	-	-	-

Section 3 - B: Place and Sustainability

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
B/C.5.018	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.	TBC	Committed	2,526	15	-	2,511	-	-	-	-
B/C.5.019	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.	B/R.7.133	Committed	28,867	28,440	427	-	-	-	-	-
B/C.5.020	Fordham Renewable Energy Network Demonstrator	Development of an Investment Grade Proposal for a 58 acre solar park at Glebe Farm in Fordham. The scheme aims to assist local businesses in decarbonising their energy supplies while generating a return for the Council and contributing to the aims of the Climate Change and Environment Strategy.		Committed	635	226	409	-	-	-	-	-
B/C.5.021	Decarbonisation Fund	An investment in the decarbonisation of Council owned and occupied buildings (approximately 69 buildings). All Council buildings will be taken off fossil fuels (primarily oil and gas) and will be replaced with low carbon heating solutions such as Air or Ground Source Heat Pumps. This investment is expected to be recouped in full from savings delivered on the Council's energy bills.		Committed	15,000	2,913	1,627	5,230	5,230	-	-	-
B/C.5.023	Oil Dependency Fund	Provision of financial support for oil dependent schools and communities to come off oil and onto renewable sources of energy. The initial investment of £500k will be paid back through business case investments into heat infrastructure.		Committed	500	-	167	167	166	-	-	-
B/C.5.024	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.		Committed	300	70	230	-	-	-	-	-
	Total - Climate Change & Energy Service				88,356	52,539	10,745	16,193	8,879	-	-	-
B/C.6 B/C.6.002	Connecting Cambridgeshire Investment in Connecting Cambridgeshire - Fixed Connectivity	Promoting and facilitating commercial coverage and managing gap funded intervention contract to increase full fibre and Superfast broadband coverage across Cambridgeshire and Peterborough.		Committed	10,875	9,506	879	490	-	-	-	-

Section 3 - B: Place and Sustainability

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
B/C.6.003	Investment in Connecting Cambridgeshire - Mobile Connectivity	Working with government and commercial operators to improve 2G, 4G and 5G coverage across the county.		Committed	1,365	585	630	150	-	-	-	-
B/C.6.004	Investment in Connecting Cambridgeshire - Public Access WiFi	Increasing the provision of free public access Wi-fi in public buildings, community and village halls and in city and town centres across Cambridgeshire and Peterborough.		Committed	605	605	-	-	-	-	-	-
B/C.6.005	Investment in Connecting Cambridgeshire - Smart Work Streams	Using connectivity, advanced data techniques and emerging technologies across a range of work streams in Cambridgeshire and Peterborough to help meet growth and sustainability challenges and support the local economy.		Committed	1,702	1,551	111	40	-	-	-	-
B/C.6.006	Investment in Connecting Cambridgeshire - Programme Delivery	"Keeping Everyone Connected" Covid-19 response and recovery programme supporting businesses and communities to access connectivity and digital technologies. Staff and support costs (including specialist legal, technical and data services) to deliver all elements of the Connecting Cambridgeshire programme.		Committed	5,525	3,746	870	909	-	-	-	-
	Total - Connecting Cambridgeshire				20,072	15,993	2,490	1,589	-	-	-	-
B/C.7	Capital Programme Variation											
B/C.7.001	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	-57,881	-	-19,129	-13,821	-9,597	-5,499	-5,499	-4,336
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	4,915	-	1,331	779	771	320	258	1,456
	Total - Capital Programme Variation				-52,966	-	-17,798	-13,042	-8,826	-5,179	-5,241	-2,880
	TOTAL BUDGET				559,057	320,231	76,276	57,788	41,392	22,316	22,254	18,800

Section 3 - B: Place and Sustainability**Table 4: Capital Programme**

Budget Period: 2023-24 to 2032-33

Funding	Total Funding £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
Government Approved Funding								
Department for Transport	222,838	107,105	26,302	23,882	20,773	20,786	20,786	3,204
Specific Grants	55,279	43,364	8,875	3,040	-	-	-	-
Total - Government Approved Funding	278,117	150,469	35,177	26,922	20,773	20,786	20,786	3,204
Locally Generated Funding								
Agreed Developer Contributions	16,140	14,796	1,044	300	-	-	-	-
Anticipated Developer Contributions	14,828	3,801	3,113	846	808	780	780	4,700
Prudential Borrowing	191,574	107,680	27,121	27,570	17,777	565	503	10,358
Other Contributions	58,398	43,485	9,821	2,150	2,034	185	185	538
Total - Locally Generated Funding	280,940	169,762	41,099	30,866	20,619	1,530	1,468	15,596
TOTAL FUNDING	559,057	320,231	76,276	57,788	41,392	22,316	22,254	18,800

Section 3 - B: Place and Sustainability

Table 5: Capital Programme - Funding

Budget Period: 2023-24 to 2032-33

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	48,473	75,246	-1,726	-2,772	-	-22,275
Committed Schemes	463,087	178,121	32,694	57,191	-	195,081
2023-2024 Starts	47,497	24,750	-	3,979	-	18,768
TOTAL BUDGET	559,057	278,117	30,968	58,398	-	191,574

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
B/C.1	Integrated Transport									
B/C.1.002	Air Quality Monitoring			- Ongoing	125	125	-	-	-	-
B/C.1.009	Major Scheme Development & Delivery			- Ongoing	1,000	1,000	-	-	-	-
B/C.1.011	Local Infrastructure improvements			- Ongoing	4,475	3,475	-	1,000	-	-
B/C.1.012	Safety Schemes			- Ongoing	3,000	3,000	-	-	-	-
B/C.1.015	Strategy and Scheme Development work			- Ongoing	1,725	1,725	-	-	-	-
B/C.1.019	Delivering the Transport Strategy Aims			- Ongoing	6,750	6,750	-	-	-	-
B/C.1.020	Bar Hill to Northstowe cycle route			- Committed	1,279	43	1,236	-	-	-
B/C.1.023	Boxworth to A14 Cycle Route			- 2023-24	550	-	-	550	-	-
B/C.1.024	Dry Drayton to NMU link cycle route			- Committed	300	175	-	125	-	-
B/C.1.026	Hilton to Fenstanton Cycle Route			- 2023-24	500	-	-	500	-	-
B/C.1.027	Buckden to Hinchingsbrooke cycle route			- 2023-24	780	-	-	655	-	125
B/C.1.050	A14			- Committed	26,120	-	-	1,120	-	25,000
	Total - Integrated Transport			-	46,604	16,293	1,236	3,950	-	25,125
B/C.2	Operating the Network									
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths			- Ongoing	37,650	36,150	-	-	-	1,500
B/C.2.002	Rights of Way			- Ongoing	1,175	1,175	-	-	-	-
B/C.2.004	Bridge strengthening			- Ongoing	11,735	11,735	-	-	-	-
B/C.2.005	Traffic Signal Replacement			- Ongoing	3,890	3,890	-	-	-	-
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre			- Ongoing	915	915	-	-	-	-
B/C.2.007	Smarter Travel Management - Real Time Bus Information			- Ongoing	590	590	-	-	-	-
	Total - Operating the Network			-	55,955	54,455	-	-	-	1,500
B/C.3	Highways & Transport									
B/C.3.002	Footpaths and Pavements			- Committed	28,000	28,000	-	-	-	-
B/C.3.003	B1050 Shelfords Road			- 2023-24	6,800	-	-	2,274	-	4,526
B/C.3.004	Pothole Funding			- Ongoing	33,324	25,974	-	-	-	7,350
B/C.3.005	Ely Bypass			- Committed	49,006	22,000	1,000	5,944	-	20,062

Section 3 - B: Place and Sustainability

Table 5: Capital Programme - Funding

Budget Period: 2023-24 to 2032-33

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.3.006	Guided Busway		-	Committed	149,791	94,667	29,486	9,282	-	16,356
B/C.3.007	King's Dyke		-	Committed	33,500	8,000	-	20,201	-	5,299
B/C.3.009	Wheatsheaf Crossroads		-	Committed	6,795	-	500	-	-	6,295
B/C.3.010	St Neots Future High Street Fund		-	Committed	7,770	-	-	7,770	-	-
B/C.3.011	March Future High Street Fund		-	Committed	4,984	-	-	4,984	-	-
B/C.3.014	St Ives local improvements			Committed	2,300	-	-	2,300	-	-
B/C.3.015	A141 and St Ives Improvements Scheme			Committed	5,805	5,805	-	-	-	-
B/C.3.016	A10 Ely to A14 Improvement Scheme			Committed	3,803	3,803	-	-	-	-
B/C.3.017	A14 De-trunking			2023-24	24,750	24,750	-	-	-	-
B/C.3.018	Street Lighting LED			2023-24	13,283	-	-	-	-	13,283
B/C.3.019	Highways materials recycling			Committed	2,500	-	-	-	-	2,500
Total - Highways & Transport			-		372,411	212,999	30,986	52,755	-	75,671
B/C.4	Planning Growth and Environment									
B/C.4.002	Waste – Household Recycling Centre (HRC) Improvements		-	Committed	7,424	-	472	-	-	6,952
B/C.4.003	Waterbeach Waste Treatment Facilities		-	Committed	20,367	-	-	-	-	20,367
B/C.4.004	Reallocation and funding of cost cap for Northstowe Phase 1			2023-24	834	-	-	-	-	834
Total - Planning Growth and Environment			-		28,625	-	472	-	-	28,153
B/C.5	Climate Change & Energy Service									
B/C.5.013	Swaffham Prior Community Heat Scheme	B/R.7.132	-21,598	Committed	10,965	608	-	-	-	10,357
B/C.5.014	Smart Energy Grid Demonstrator scheme at the St Ives Park and Ride	B/R.7.128	-2,892	Committed	5,486	1,844	-	-	-	3,642
B/C.5.015	Babraham Smart Energy Grid	B/R.7.129	-7,575	Committed	8,840	-	-	-	-	8,840
B/C.5.016	Trumpington Smart Energy Grid	B/R.7.130	-7,001	Committed	6,970	-	-	-	-	6,970
B/C.5.017	Stanground Closed Landfill Energy Project	B/R.7.131	-8,898	Committed	8,267	-	-	-	-	8,267
B/C.5.018	Woodston Closed Landfill Energy Project	TBC	-9,222	Committed	2,526	-	-	-	-	2,526
B/C.5.019	North Angle Solar Farm, Soham	B/R.7.133	-39,988	Committed	28,867	-	-	-	-	28,867
B/C.5.020	Fordham Renewable Energy Network Demonstrator		-	Committed	635	-	-	-	-	635
B/C.5.021	Decarbonisation Fund		-	Committed	15,000	869	-	-	-	14,131
B/C.5.023	Oil Dependency Fund		-	Committed	500	-	-	-	-	500
B/C.5.024	Climate Action Fund		-	Committed	300	-	-	-	-	300
Total - Climate Change & Energy Service			-97,174		88,356	3,321	-	-	-	85,035
B/C.6	Connecting Cambridgeshire									
B/C.6.002	Investment in Connecting Cambridgeshire - Fixed Connectivity		-	Committed	10,875	5,975	-	3,200	-	1,700
B/C.6.003	Investment in Connecting Cambridgeshire - Mobile Connectivity		-	Committed	1,365	1,365	-	-	-	-
B/C.6.004	Investment in Connecting Cambridgeshire - Public Access WiFi		-	Committed	605	605	-	-	-	-
B/C.6.005	Investment in Connecting Cambridgeshire - Smart Work Streams		-	Committed	1,702	1,702	-	-	-	-

* The Net Revenue Impact for schemes within the Climate Change & Energy Service currently only relates to the five-year period 2023-24 to 2027-2028

Section 3 - B: Place and Sustainability

Table 5: Capital Programme - Funding

Budget Period: 2023-24 to 2032-33

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.6.006	Investment in Connecting Cambridgeshire - Programme Delivery			- Committed	5,525	2,660	-	2,265	-	600
	Total - Connecting Cambridgeshire			-	20,072	12,307	-	5,465	-	2,300
B/C.7	Capital Programme Variation									
B/C.7.001	Variation Budget			- Ongoing	-57,881	-21,258	-1,726	-3,772	-	-31,125
B/C.7.002	Capitalisation of Interest Costs			- Committed	4,915	-	-	-	-	4,915
	Total - Capital Programme Variation			-	-52,966	-21,258	-1,726	-3,772	-	-26,210
	TOTAL BUDGET				559,057	278,117	30,968	58,398	-	191,574

Section 3 - C: Financing & Resources

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

Budget Period: 2023-24 to 2027-28

Note – Individual service lines do not contain provision for staffing inflation as pay awards have not yet been agreed. Until that point, a staffing inflation allocation is held centrally

Net Revised Opening Budget 2022-23 £000	Policy Line	Gross Budget 2023-24 £000	Fees, Charges & Ring-fenced Grants 2023-24 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000
	Customer & Digital Services							
2,075	Customer Services	2,634	-382	2,252	2,251	2,250	2,249	2,248
10,967	IT & Digital Service	12,863	-753	12,110	13,094	14,199	14,253	14,332
13,042	Subtotal Customer & Digital Services	15,497	-1,135	14,362	15,345	16,449	16,502	16,580
	Finance & Procurement							
359	Service Director of Finance & Procurement	558	-	558	558	558	558	558
1,899	Professional Finance	2,347	-331	2,016	2,013	2,010	2,006	2,003
920	Procurement	911	-41	870	870	870	870	870
149	CCC Finance Operations	257	-103	154	153	153	152	149
2,436	Insurance Fund	2,193	-55	2,138	2,319	2,514	2,725	2,953
75	External Audit	202	-	202	202	202	202	202
1,040	Lead Authority Services	3,831	-2,741	1,090	1,046	2,068	2,073	2,077
6,878	Subtotal Finance & Procurement	10,299	-3,271	7,028	7,161	8,375	8,586	8,812
	Corporate & Miscellaneous							
5,622	Central Services and Organisation-Wide Risks	5,945	-920	5,025	9,100	13,267	17,434	21,601
110	Local Government Subscriptions	110	-	110	110	110	110	110
818	Authority-wide Miscellaneous	1,091	-649	442	442	287	287	287
6,550	Subtotal Corporate & Miscellaneous	7,146	-1,569	5,577	9,652	13,664	17,831	21,998
	Investment Activity							
-3,610	Property Investments	3,817	-8,642	-4,825	-5,162	-5,527	-5,753	-5,979
-571	Shareholder Company Dividends & Fees	-	-574	-574	-574	-574	-574	-574
-6,063	Housing Investment (This Land Company)	2,437	-8,500	-6,063	-6,063	-6,063	-6,063	-6,063
-405	Contract Efficiencies & Other Income	1	-215	-214	-423	-433	-443	-453
-1,050	Collective Investment Funds	-	-1,050	-1,050	-1,050	-1,050	-1,050	-1,050
-222	Renewable Energy Investments	895	-1,134	-239	-256	-256	-256	-256
-11,921	Subtotal Investment Activity	7,150	-20,115	-12,965	-13,528	-13,903	-14,139	-14,375
	Property Services							
6,028	Facilities Management	10,188	-2,087	8,101	7,664	7,368	7,365	7,362
925	Property Services	977	-	977	1,275	1,388	1,463	1,691
210	Property Compliance	403	-66	337	337	337	337	337
-4,502	County Farms	962	-5,928	-4,966	-4,716	-4,681	-4,680	-4,667

Section 3 - C: Financing & Resources

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

Budget Period: 2023-24 to 2027-28

Net Revised Opening Budget 2022-23 £000	Policy Line	Gross Budget 2023-24 £000	Fees, Charges & Ring-fenced Grants 2023-24 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000
830	Strategic Assets	891	-17	874	872	870	868	866
3,491	Subtotal Property Services	13,421	-8,098	5,323	5,432	5,282	5,353	5,589
33,275	Financing Costs Debt Charges and Interest	49,783	-11,520	38,263	44,861	44,095	44,345	43,263
33,275	Subtotal Financing Costs	49,783	-11,520	38,263	44,861	44,095	44,345	43,263
	Greater Cambridge Partnership - City Deal with Greater Cambridge Partnership	1,682	-1,682	-	-	-	-	-
	- Subtotal Greater Cambridge Partnership	1,682	-1,682	-	-	-	-	-
	- UNIDENTIFIED SAVINGS TO BALANCE BUDGET		-	-	-16,372	-33,982	-43,668	-58,746
51,315	F&R BUDGET TOTAL	104,978	-47,390	57,588	52,551	39,980	34,810	23,121

Section 3 - C: Financing & Resources

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2023-24

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							
Customer Services	2,075	177	-	-	-	-	2,252
IT & Digital Service	10,967	463	-	23	727	-70	12,110
Subtotal Customer & Digital Services	13,042	640	-	23	727	-70	14,362
Finance & Procurement							
Service Director of Finance & Procurement	359	3	-	-	196	-	558
Professional Finance	1,899	116	-	-	1	-	2,016
Procurement	920	42	-	-	-92	-	870
CCC Finance Operations	149	5	-	-	-	-	154
Insurance Fund	2,436	107	-	-	-	-405	2,138
External Audit	75	-	-	127	-	-	202
Lead Authority Services	1,040	216	-	-	-	-166	1,090
Subtotal Finance & Procurement	6,878	489	-	127	105	-571	7,028
Corporate & Miscellaneous							
Central Services and Organisation-Wide Risks	5,622	1,823	-	-1,491	910	-1,839	5,025
Local Government Subscriptions	110	-	-	-	-	-	110
Authority-wide Miscellaneous	818	-	-	650	-1,026	-	442
Subtotal Corporate & Miscellaneous	6,550	1,823	-	-841	-116	-1,839	5,577
Investment Activity							
Property Investments	-3,610	3	-	-	-35	-1,183	-4,825
Shareholder Company Dividends & Fees	-571	-3	-	-	-	-	-574
Housing Investment (This Land Company)	-6,063	-	-	-	-	-	-6,063
Contract Efficiencies & Other Income	-405	-9	-	200	-	-	-214
Collective Investment Funds	-1,050	-	-	-	-	-	-1,050
Renewable Energy Investments	-222	-	-	6	-9	-14	-239
Subtotal Investment Activity	-11,921	-9	-	206	-44	-1,197	-12,965
Property Services							
Facilities Management	6,028	2,001	-	72	-	-	8,101
Property Services	925	50	-	-	2	-	977
Property Compliance	210	11	-	116	-	-	337
County Farms	-4,502	69	-	-	-	-533	-4,966
Strategic Assets	830	44	-	-	-	-	874
Subtotal Property Services	3,491	2,175	-	188	2	-533	5,323

Section 3 - C: Financing & Resources

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2023-24

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Financing Costs							
Debt Charges and Interest	33,275	-	-	-	26,563	-21,575	38,263
Subtotal Financing Costs	33,275	-	-	-	26,563	-21,575	38,263
F&R BUDGET TOTAL	51,315	5,118	-	-297	27,237	-25,785	57,588

Section 3 - C: Finance and Resources

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
1	OPENING GROSS EXPENDITURE	62,142	55,195	44,227	32,399	27,419	
C/R.1.002	Base Adjustment - Restructure F&R to S&P	-10,668	-	-	-	-	- Accounting for budget movements needed due to change in organisational structure.
C/R.1.003	Base Adjustments	631	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2022-23.
C/R.1.004	Splitting out PVs following CLT restructure - F&R to S&P	-863	-	-	-	-	- Accounting for structure changes in respect of budget movements in the 2022/23 financial year.
C/R.1.014	Public health funding to support Health related spend	61	-	-	-	-	- Public Health business planning for 2023-24 pulls together outstanding underspends across several service areas. These will have minimal disruption as they are demand led services which are already underspending. In addition, savings are available from contingency and holding funds where the funding is no longer required. Funding from the grant will be applied to other eligible costs across the Council.
C/R.1.015	Base Adjustment relating to Public Health Savings	-220	-30	250	-	-	- Base Adjustment relating to Public Health Savings, which will contribute to costs across the rest of the Council in line with the Public Health Grant conditions.
1.999	REVISED OPENING GROSS EXPENDITURE	51,083	55,165	44,477	32,399	27,419	
2	INFLATION						
C/R.2.001	Inflation	2,449	662	487	574	723	Inflation for Finance & Resources budgets
C/R.2.003	Salary Inflation - All Services	6,347	4,167	4,167	4,167	4,167	Forecast pressure from inflation relating to pay and employment costs. 5% in year 1, and 3.5% thereafter. This is all held centrally until the pay award in each relevant year is confirmed, when it will be allocated to services.
C/R.2.009	2022/23 Staff Pay Award	4,044	-	-	-	-	- Pressure relating to the 2022/23 staff pay award. The pay award was higher than budgeted for in that year, and so catch-up funding is required.
C/R.2.010	Inflation for lead authority service budgets	44	-	-	-	-	- Inflation required for the lead authority service budgets.
C/R.2.011	22-23 Staff pay award for F&R	899	-	-	-	-	- 2022-23 staff pay award posted into 2023-24 as permanent budget.
C/R.2.012	Allocating the 22-23 staff pay award across all services	-8,568	-	-	-	-	- Apportioning the total 2022-23 pay award to all service budgets.
2.999	Subtotal Inflation	5,215	4,829	4,654	4,741	4,890	
3	DEMOGRAPHY AND DEMAND						
3.999	Subtotal Demography and Demand	-	-	-	-	-	

Section 3 - C: Finance and Resources

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
4	PRESSURES						
C/R.4.018	IT - Continued Remote Working	-	-134	-55	-	-	- Costs of data and licenses increased during the pandemic with more staff working remotely. This cost was expected to be temporary.
C/R.4.021	IT - Microsoft Enterprise Agreement	114	241	50	-	-	- Cambridgeshire County Council uses Microsoft software extensively across all services. The Council is licensed to do so under the terms of its Microsoft Enterprise Agreement, which was renewed in 2020 and the cost of the new contract increased. Following the migration to Office 365 and reviewing the strategic requirements of the organisation in areas such as reporting (PowerBI) and automation (Power Apps) additional licences are required at an additional cost.
C/R.4.025	Pandemic risks provision	-600	-	-	-	-	- Planned reversal of temporary funding intended to mitigate against risks during the pandemic.
C/R.4.027	IT - Systems	189	-5	-	-	-	- There are requirements for additional modules in existing systems to meet new requirements and planned projects in services. There may also be a period of dual running of systems in the Education space as services are migrated from one to the other.
C/R.4.028	IT - Telephony	50	-341	-	-	-	- Funding for an increase in telephony costs due to a contract overlap, and then reduce the budget in 2024/25.
C/R.4.029	IT - Hardware & Infrastructure	-380	-	-	-	-	- In order to ensure fit for purpose laptops for staff and members it was anticipated that a significant number of devices would need to be replaced in 2022-23. This budget has been revised to re-establish the ongoing requirement.
C/R.4.030	IT - Shared Health Care Record	50	-	-	-	-	- This is the estimated revenue costs to CCC for funding towards the Cambridgeshire & Peterborough Shared Health Care Record.
C/R.4.034	Renewable Energy - Soham	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/R.4.035	Alconbury Solar Carport - operating costs	-2	2	-3	-	-	- The proposal is to construct a series of four solar canopies over the car park, which will generate electricity that will be used to charge electric vehicles (EVs) on site and that can be used directly by the building to offset the use of grid electricity.
C/R.4.036	External Auditor Fees	127	-	-	-	-	- The annual fee expected to meet statutory external audit costs is due to increase. The Council is opted-into the national commissioning arrangement for audit services, in line with the majority of councils.
C/R.4.037	Pension Fund Contribution Level	-661	-	-	-	-	- The pension fund is currently more than fully funded for its anticipated liabilities, and so the annual contribution the Council makes to it can be slightly reduced. The pension contribution rates and benefits for employees are unchanged.
C/R.4.038	Legionella Compliance	116	-	-	-	-	- This cost relates to the statutory work required for water testing in corporate buildings and resources required for the increasing demands on the service, with a reduction in external work.

Section 3 - C: Finance and Resources

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
C/R.4.039	Increase in National Insurance - Council Staff	-230	-	-	-	-	- Reversal of impact of increase in employers' national insurance payments for staff in Finance & Resources
C/R.4.040	Building Maintenance	74	-	-	-	-	- There is a requirement to increase the budget for maintenance across the estate, to help with the demand for repairs and to remain compliant.
C/R.4.045	Re-baselining of F&R Budgets	850	-	-155	-	-	- Following review of several historic income targets, this adjustment is needed to bring budgets in line with expected income.
4.999	Subtotal Pressures	-297	-231	-163	-	-	
5	INVESTMENTS						
C/R.5.005	Renewable Energy Soham - Interest Costs	-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/R.5.006	Commercial Investments - Interest Costs	-35	-35	-35	-35	-35	-35 The Council is developing a portfolio of commercial property investments. This change is required in order to amend the associated borrowing costs to be repaid using rental income generated from the leases of these properties.
C/R.5.009	ITDS Capital to Revenue Funding	726	1,173	1,076	-	-	- A shift from capital to revenue funding is required for Information Technology & Digital Service (ITDS) programmes over the next 3 financial years, due to the nature of IT services changing to cloud based systems.
C/R.5.011	CLT Structure and Shared Posts Changes	208	-	-	-	-	- The restructure of the extended Corporate Leadership Team and several shared posts was agreed by the Council in 2022/23. The net investment into posts will be funded through the business change reserve for two years until the eventual structure of the council is finalised at which point, if no mitigations, this investment will be required. This is the impact for Finance & Resources.
C/R.5.115	Think Communities - Creating a Unified Approach	-1,028	-	-	-	-	- Planned reversal of the temporary transformation funding put into previous financial years. We are reviewing the long term funding options for this service.
C/R.5.119	Development of an Asset-Based Area Approach to Commissioning and Delivery	2	-92	-	-	-	- Ongoing transformation funded scheme through to 2024/25. Development of a sustainable model of community-based care and support for adults using an Asset-Based Area approach to commissioning and delivery. The project aims to delay demand for long term adult social care and improve outcomes for adults with care and support needs in the community.
C/R.5.120	Governance	10	-	-	-	-	- We are reviewing the level of staffing in the Legal & Governance directorate
C/R.5.121	Investment into Adults & Children's Services Staffing	800	-	-	-	-	- Funding provided to bolster leadership and management roles in Adults and Children's services to ensure focus on delivering services for Cambridgeshire.
5.999	Subtotal Investments	674	1,036	1,041	-35	-35	

Section 3 - C: Finance and Resources

Table 3: Revenue - Overview
Budget Period: 2023-24 to 2027-28

		Detailed Plans	Outline Plans				
Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
6	SAVINGS S&R						
C/R.6.106	Contract Savings	-	-200	-	-	-	- The ability to renegotiate or procure to achieve contractual savings is expected in 2024-25.
C/R.6.108	IT - Education Software	-70	-	-	-	-	- Estimated annual software saving expected from the implementation of the new education system.
C/R.6.109	Council Wide Mileage	-500	-	-	-	-	- Reduction in mileage budgets across the council, reflecting permanently changed travelling patterns.
C/R.6.110	Corporate Vacancy Factor	-400	-	-	-	-	- Whilst effort is made to ensure all critical posts are filled, this is to recognise slippage on staffing budgets that inevitably take place.
C/R.6.111	Public Health Grant Contribution to Overheads	-61	-	-	-	-	- Funded by a ring-fenced grant, the Public Health service makes a contribution to the cost of overheads that support it in the rest of the Council. This contribution is inflated.
C/R.6.113	Insurance re-procurement	-405	-	-	-	-	- Following a successful re-procurement of our Insurance contracts, a reduction in cost is expected from insurance premiums and provisions.
C/R.6.114	Lead Authority Services - Governance	-25	-	-	-	-	- A saving target has been agreed for the Lead Authority Performance and Governance Service.
C/R.6.116	Payment Card Compliance	-19	-	-	-	-	- Efficiencies from improved payment card processes.
6.999	Subtotal Savings	-1,480	-200	-	-	-	
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-	-16,372	-17,610	-9,686	-15,078	
	TOTAL GROSS EXPENDITURE	55,195	44,227	32,399	27,419	17,196	
7	FEES, CHARGES & RING-FENCED GRANTS						
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-34,331	-35,870	-36,537	-36,514	-36,954	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
C/R.7.002	Changes to fees and charges from previous year	-134	-	-	-	-	- Adjustment for permanent changes to income expectation from decisions made in 2022-23.
C/R.7.003	Fees and charges inflation	-97	-35	-28	-110	-54	Uplift in external charges to reflect inflation pressures on the costs of services.
C/R.7.004	2022/23 Staff Award Pay Inflation	-71	-	-	-	-	- Recharges for shared staff are expected to be higher in light of the 2022/23 staff pay award.
C/R.7.005	Changes to Fees and Charges - Restructure F&R to S&P	1,422	-	-	-	-	- Changes to Fees and Charges - Restructure F&R to S&P

Section 3 - C: Finance and Resources

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
	Changes to fees & charges						
C/R.7.104	Alconbury Solar Carport - Income Generation	-	-1	-1	-3	-3	The proposal is to construct a series of four solar canopies over the car park, which will generate electricity that will be used to charge electric vehicles (EVs) on site and that can be used directly by the building to offset the use of grid electricity.
C/R.7.105	Renewable Energy Soham - Income Generation	-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/R.7.111	New rental income - Evolution Business Park	-900	-	-	-	-	Anticipated additional income from a new investment the Council is expected to make.
C/R.7.115	Student Accommodation - Income Generation	-70	-62	-65	-65	-65	Estimated annual rent increase.
C/R.7.116	Leisure Park - Income Generation	-84	-118	-	-	-	Estimated change in annual rent, including two vacant units for part of the year.
C/R.7.117	Supermarket Site - Income Generation	-150	-112	-116	-121	-126	Estimated annual change in rent income
C/R.7.118	Business Park - Income Generation	32	-10	-54	-5	-	Estimated annual change in rent income
C/R.7.119	Independent Living Service: East Cambridgeshire	-	-438	-292	-	-	Rent received from the lease of the new building.
C/R.7.120	County Farms -Agricultural Rent	-46	-129	-132	-136	-136	Increase expected in rental income for the county farms estate.
C/R.7.150	COVID Impact - Leisure Park	-16	-	-	-	-	Cromwell Leisure consists of a cinema and three restaurant units. This is the final recovery amount for the impact on rent received due to COVID.
C/R.7.154	COVID Impact - Commercial Income	-849	-	-	-	-	For the additional income expected across the Commercial Strategy, based on the current funds for investments, we forecast that the 2021-22 & 2022-23 target will be achieved in full by 2023-24.
C/R.7.155	Kingsbridge - Income Generation	5	-	-95	-	-	Estimated annual change in rent income.
C/R.7.156	Biodiversity Net Gain Offset	-487	270	40	-	-	To deliver an innovative Biodiversity Net Gain (BNG) scheme at Lower Valley Farm, Fulbourn, South Cambridgeshire. The annual maintenance is expected to be £15k per annum.
	Changes to ring-fenced grants						
C/R.7.201	Change in Public Health Grant	-80	-19	766	-	-	Change in ring-fenced Public Health grant to reflect expected contribution from Public Health to budget gap, and thereafter the expected removal of the grant ringfence.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-35,870	-36,537	-36,514	-36,954	-37,338	
	TOTAL NET EXPENDITURE	19,325	7,690	-4,115	-9,535	-20,142	

Section 3 - C: Finance and Resources

Table 3: Revenue - Overview
Budget Period: 2023-24 to 2027-28

		Detailed Plans		Outline Plans			
Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
C/R.8.001	Budget Allocation	-18,925	-7,490	4,115	9,535	20,142	Net spend funded from general grants, business rates and Council Tax or reserves.
C/R.8.002	Public Health Grant	-747	-766	-	-	-	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/R.8.003	Fees & Charges	-35,123	-35,771	-36,514	-36,954	-37,338	Fees and charges for the provision of services.
C/R.8.005	Public Health Reserve	-400	-200	-	-	-	Drawn down of public health reserve to fund pressures in service
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-55,195	-44,227	-32,399	-27,419	-17,196	

Section 3 - C: Finance and Resources

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
Ongoing	3,840	1,092	-867	410	685	800	800	920
Committed Schemes	182,075	158,069	8,405	2,026	575	-	-	13,000
2023-2024 Starts	188	10	178	-	-	-	-	-
TOTAL BUDGET	186,103	159,171	7,716	2,436	1,260	800	800	13,920

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
C/C.1	Information Technology											
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.		Committed	4,642	3,770	872	-	-	-	-	-
C/C.1.007	IT Strategy	Implementation of the IT Strategy to support sharing of services across Cambridgeshire and Peterborough. To include: - Operations - Business Systems - Digital Engagement		Committed	5,939	3,339	1,600	1,000	-	-	-	-
C/C.1.008	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	568	106	-	-	-	-	-
C/C.1.010	IT Education System Replacement	This programme gathers the system information workflows across the Education Directorate, including the student journey and the touch points across the teams. With a myriad of systems in use there is a business challenge in maintaining consistent, accurate data, especially within shared data sets. Where the current systems are identified as not fit for purpose in supporting education services, the projects under the Education Systems Programme will then procure and implement the most suitable IT system solution, ensuring that separate reporting for both authorities is preserved.		Committed	2,921	1,832	1,089	-	-	-	-	-
	Total - Information Technology				14,176	9,509	3,667	1,000	-	-	-	-

Section 3 - C: Finance and Resources

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
C/C.2	Investments											
C/C.2.001	Housing schemes	The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. CCC has moved from being not only a seller of sites, but also a developer of sites, through a Housing Company. CCC is continuing to make the best use of its sites with development potential in a co-ordinated and planned manner, developing them for a range of options, generating capital receipts to support site development and also significant revenue and capital income to support services and communities.		Committed	148,720	135,720	-	-	-	-	-	13,000
C/C.2.002	Development Funding	Capital expenditure related to planning applications.		Committed	1,613	563	350	350	350	-	-	-
	Total - Investments				150,333	136,283	350	350	350	-	-	13,000
C/C.3	Property Services											
C/C.3.003	Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,492	1,092	600	600	600	600	600	2,400
C/C.3.004	Condition Survey Works	Condition surveys have reviewed the structural, M&E and internal finishes of corporate buildings. The surveys are reviewed by the Property Services team to determine priority and criticality. Indicative costs are applied to each element of work. The scheme intends to make the necessary repairs to bring buildings back to a decent standard, taking into account statutory requirements, property H&S and compliance.		Committed	2,983	927	2,056	-	-	-	-	-
C/C.4.014	Haviland Way Children's Home	The completion of property works at Haviland Way is required to support the home to comply with the Children's Homes Regulations by making the home safe to live and work in and ensuring that the interior decorations make the service homely and in line with CCC priority outcomes make Haviland Way Children's Home a great place to live.		2023-24	188	10	178	-	-	-	-	-
	Total - Property Services				9,663	2,029	2,834	600	600	600	600	2,400

Section 3 - C: Finance and Resources

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
C/C.4	Strategic Assets											
C/C.4.001	Lower Portland Farm	To replenish the rural portfolio with agricultural land that has the opportunity for diversification in renewable energy projects, commercial and residential development whilst receiving regular income from agricultural land let to tenant farmers. Long Term (10 years) plan to obtain planning permissions for development leading to a significant increase in value across 68 acres of agricultural land.		Committed	3,741	3,516	-	-	225	-	-	-
C/C.4.006	County Farms investment (Viability)	To invest in projects which protect and improve the County Farms Estate's revenue potential, asset value and long term viability.		Ongoing	3,000	-	300	300	300	300	300	1,500
C/C.4.007	Local Plans - representations	Making representations to Local Plans and where appropriate following through to planning applications with a view to adding value to County Farms and other Council land, whilst meeting Council objectives through the use / development of such land.		Ongoing	1,000	-	100	100	100	100	100	500
C/C.4.008	Community Hubs - East Barnwell	Provision of a replacement community centre, children's nursery and library on a site owned by Cambridge City Council in the Abbey ward as part of a regeneration project led by the City Council which includes the existing community centre and library.		Committed	1,259	552	107	600	-	-	-	-
C/C.4.010	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		Committed	5,582	5,542	40	-	-	-	-	-
C/C.4.011	Mill Farmhouse	Demolition of the existing house that has been deemed structurally beyond economical repair and replace with a new dwelling.		Committed	451	113	338	-	-	-	-	-

Section 3 - C: Finance and Resources

Table 5: Capital Programme - Funding

Budget Period: 2023-24 to 2032-33

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing					3,840	-	-	-2,604	72,840	-66,396
Committed Schemes					182,075	-	-	140,191	5,882	36,002
2023-2024 Starts					188	-	-	-	-	188
TOTAL BUDGET					186,103	-	-	137,587	78,722	-30,206

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
C/C.1	Information Technology									
C/C.1.006	Data Centre Relocation		-	Committed	4,642	-	-	-	-	4,642
C/C.1.007	IT Strategy		-	Committed	5,939	-	-	-	-	5,939
C/C.1.008	IT Infrastructure Refresh		-	Committed	674	-	-	-	-	674
C/C.1.010	IT Education System Replacement		-	Committed	2,921	-	-	-	-	2,921
	Total - Information Technology		-		14,176	-	-	-	-	14,176
C/C.2	Investments									
C/C.2.001	Housing schemes		-58,161	Committed	148,720	-	-	140,191	5,851	2,678
C/C.2.002	Development Funding		-	Committed	1,613	-	-	-	-	1,613
	Total - Investments		-58,161		150,333	-	-	140,191	5,851	4,291
C/C.3	Property Services									
C/C.3.003	Building Maintenance		-	Ongoing	6,492	-	-	-	-	6,492
C/C.3.004	Condition Survey Works		-	Committed	2,983	-	-	-	-	2,983
C/C.4.014	Haviland Way Children's Home		-	2023-24	188	-	-	-	-	188
	Total - Property Services		-		9,663	-	-	-	-	9,663
C/C.4	Strategic Assets									
C/C.4.001	Lower Portland Farm		-15,134	Committed	3,741	-	-	-	-	3,741
C/C.4.006	County Farms investment (Viability)		-5,000	Ongoing	3,000	-	-	-	-	3,000
C/C.4.007	Local Plans - representations		-	Ongoing	1,000	-	-	-	-	1,000
C/C.4.008	Community Hubs - East Barnwell		-	Committed	1,259	-	-	-	31	1,228
C/C.4.010	Cambs 2020 Spokes Asset Review		-	Committed	5,582	-	-	-	-	5,582
C/C.4.011	Mill Farmhouse		-	Committed	451	-	-	-	-	451
C/C.4.012	Intensive Therapeutic Support Hub - Hawthorns		-	Committed	3,227	-	-	-	-	3,227
	Total - Strategic Assets		-20,134		18,260	-	-	-	31	18,229

Section 3 - C: Finance and Resources

Table 5: Capital Programme - Funding

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
C/C.6	Capital Programme Variation									
C/C.6.001	Variation Budget			- Ongoing	-6,652	-	-	-2,604	-	-4,048
C/C.6.002	Capitalisation of Interest Costs			- Committed	323	-	-	-	-	323
	Total - Capital Programme Variation			-	-6,329	-	-	-2,604	-	-3,725
C/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	72,840	-72,840
	TOTAL BUDGET				186,103	-	-	137,587	78,722	-30,206

Section 3 - C: Finance and Resources

Table 6: Revenue - Financing Debt Charges Overview
Budget Period: 2023-24 to 2027-28

		Detailed Plans	Outline Plans				
Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
1	OPENING GROSS EXPENDITURE	34,828	49,783	55,927	54,824	53,971	
G/R.1.001	Base Adjustments	-909	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2022-23.
G/R.1.002	Permanent Virements	9,693	-	-	-	-	- Increase in expenditure budgets (compared to published 2022-27 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2022-23.
1.999	REVISED OPENING GROSS EXPENDITURE	43,612	49,783	55,927	54,824	53,971	
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	6,031	6,204	-419	-1,250	-3,665	Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme.
5.999	Subtotal Investments	6,031	6,204	-419	-1,250	-3,665	
6	SAVINGS						
	S&R						
G/R.6.003	MRP: Accountable Body	1,077	-221	-1,101	-	-	- 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.

Section 3 - C: Finance and Resources

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2023-24 to 2027-28

		Detailed Plans	Outline Plans				
Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
G/R.6.004	Capitalisation of interest on borrowing	-937	161	417	397	574	Through a change in the Council's accounting policy in 2017-18, the cost of borrowing within all schemes will be capitalised. This will help to better reflect the cost of assets when they actually become operational.
6.999	Subtotal Savings	140	-60	-684	397	574	
	TOTAL GROSS EXPENDITURE	49,783	55,927	54,824	53,971	50,880	
7	FEES, CHARGES & RING-FENCED GRANTS						
G/R.7.001	Previous year's fees & charges	-784	-11,520	-11,070	-10,737	-9,638	Previous year's fees and charges for the provision of services rolled forward.
G/R.7.003	Changes to brought forward Fees and Charges due to decisions made in 2022-23	-10,736	450	333	1,099	2,005	Expected interest receivable on cash deposits held in money market funds and call accounts.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-11,520	-11,070	-10,737	-9,638	-7,633	
	TOTAL NET EXPENDITURE	38,263	44,857	44,087	44,333	43,247	
FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
G/R.8.101	Budget Allocation	-38,263	-44,857	-44,087	-44,333	-43,247	Net spend funded from general grants, business rates and Council Tax.
G/R.8.102	Fees and Charges	-11,520	-11,070	-10,737	-9,638	-7,633	Fees and charges for the provision of services.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-49,783	-55,927	-54,824	-53,971	-50,880	

Section 3 - C: Strategy & Partnerships

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

Budget Period: 2023-24 to 2027-28

Note – Individual service lines do not contain provision for staffing inflation as pay awards have not yet been agreed. Until that point, a staffing inflation allocation is held centrally

Net Revised Opening Budget 2022-23 £000	Policy Line	Gross Budget 2023-24 £000	Fees, Charges & Ring-fenced Grants 2023-24 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000
	Strategy & Partnerships							
351	Executive Director: Strategy & Partnerships	595	-87	508	508	508	508	508
244	Chief Executive	247	-3	244	244	244	244	244
738	Communication and Information	823	-36	787	781	775	769	763
175	Elections	190	-	190	191	190	192	197
1,865	Human Resources	2,219	-208	2,011	2,008	2,006	2,002	1,996
1,910	Learning & Development	2,279	-259	2,020	2,019	2,018	2,016	2,013
5,283	Subtotal Strategy & Partnerships	6,353	-593	5,760	5,751	5,741	5,731	5,721
	Policy & Communities							
708	Policy, Design and Delivery	881	-162	719	716	2,370	2,367	2,364
1,212	Business Intelligence	1,616	-282	1,334	1,327	1,319	1,311	1,303
149	Emergency Planning	225	-69	156	154	151	148	145
0	Cambridgeshire Skills	2,277	-2,312	-35	-35	-35	-35	-35
377	Archives	419	-19	400	400	400	400	400
112	Cultural Services	371	-252	119	119	119	119	119
-250	Strategic Management - Policy & Communities	134	-225	-91	-86	-80	-74	-68
3,566	Public Library Services	4,698	-833	3,865	3,861	3,862	3,913	3,902
475	Think Communities	775	-24	751	750	749	748	747
390	Youth and Community Services	574	-181	393	393	393	393	393
6,739	Subtotal Policy & Communities	11,970	-4,359	7,611	7,599	9,248	9,290	9,270
	Legal and Governance Services							
104	Strategic Management - Legal & Governance	105	-71	34	34	34	34	34
446	Internal Audit	546	-76	470	469	469	468	466
911	Information Management	1,028	-38	990	1,007	1,026	1,047	1,070
1,349	Democratic Services and Member Services	1,519	-114	1,405	1,438	1,474	1,510	1,545
2,810	Subtotal Legal and Governance Services	3,198	-299	2,899	2,948	3,003	3,059	3,115
		-						
14,832	S&P BUDGET TOTAL	21,521	-5,251	16,270	16,298	17,992	18,080	18,106

Section 3 - C: Strategy & Partnerships

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2023-24

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Strategy & Partnerships							
Executive Director: Strategy & Partnerships	351	13	-	-	524	-380	508
Chief Executive	244	-	-	-	-	-	244
Communication and Information	738	43	-	-	6	-	787
Elections	175	15	-	-	-	-	190
Human Resources	1,865	83	-	58	5	-	2,011
Learning & Development	1,910	110	-	-	-	-	2,020
Subtotal Strategy & Partnerships	5,283	264	-	58	535	-380	5,760
Policy & Communities							
Policy, Design and Delivery	708	104	-	-	-93	-	719
Business Intelligence	1,212	88	-	-	34	-	1,334
Emergency Planning	149	6	-	-	-	-	156
Cambridgeshire Skills	-	-	-	-	-35	-	-35
Archives	377	26	-	-3	-	-	400
Cultural Services	112	8	-	-1	-	-	119
Strategic Management - Policy & Communities	-250	9	-	-	-	150	-91
Public Library Services	3,566	260	-	39	-	-	3,865
Think Communities	475	55	-	-9	230	-	751
Youth and Community Services	390	6	-	-3	-	-	393
Subtotal Policy & Communities	6,739	562	-	23	136	150	7,611
Legal and Governance Services							
Strategic Management - Legal & Governance	104	-	-	-	-70	-	34
Internal Audit	446	24	-	-	-	-	470
Information Management	911	79	-	-	-	-	990
Democratic Services and Member Services	1,349	56	-	-	-	-	1,405
Subtotal Legal and Governance Services	2,810	159	-	-	-70	-	2,899
S&P BUDGET TOTAL	14,832	985	-	81	601	-230	16,270

Section 3 - C: Strategy and Partnerships

Table 3: Revenue - Overview

Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
1	OPENING GROSS EXPENDITURE		21,521	21,579	23,296	23,419	
D/R.1.001	Base Adjustment - Restructure People to S&P	9,645	-	-	-	-	- Re-allocation of budget between departments following organisational structure changes
D/R.1.002	Base Adjustment - Restructure F&R to S&P	10,672	-	-	-	-	- Re-allocation of budget between departments following organisational structure changes
D/R.1.003	Base Adjustment - Splitting out permanent virements - F&R to S&P	841	-	-	-	-	- Accounting for structure changes in respect of budget movements in the 2022/23 financial year.
D/R.1.004	Base Adjustment - Splitting out permanent virements - People to S&P	-1,170	-	-	-	-	- Accounting for structure changes in respect of budget movements in the 2022/23 financial year.
D/R.1.007	Base funding for the teams funded by capital receipts	-	-	1,656	-	-	- We can currently fund some posts from capital receipts if they are undertaking work that results in transformation of services. The rules that enable this are expected to expire in 2025-26 and so these teams will need base budget.
1.999	REVISED OPENING GROSS EXPENDITURE	19,988	21,521	23,235	23,296	23,419	
2	INFLATION						
D/R.2.002	22-23 Staff pay award for S&P	984	-	-	-	-	- 2022-23 staff pay award posted into 2023-24 as permanent budget.
2.999	Subtotal Inflation	1,079	58	61	68	75	
3	DEMOGRAPHY AND DEMAND						
3.999	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
D/R.4.003	Reversal of Increase in National Insurance - Council staff	-31	-	-	-	-	- Reversal of impact of the increase on National Insurance for council staff.
D/R.4.023	Libraries to serve new developments	55	-	-	55	-	- Growth reflecting increased demand in South Cambs from new developments - Cambourne library expansion & providing Northstowe outreach services in 2023-24, and Waterbeach new library estimated to open in 2026-27.
D/R.4.024	Recruitment team staffing	58	-	-	-	-	- Provision for potential cost of uncoupling this service with Peterborough City Council
4.999	Subtotal Pressures	82	-	-	55	-	

Section 3 - C: Strategy and Partnerships

Table 3: Revenue - Overview
Budget Period: 2023-24 to 2027-28

		Detailed Plans	Outline Plans				
Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
5	INVESTMENTS						
D/R.5.001	Investment into Communities	230	-	-	-	-	- Investment into Communities services to give service ongoing budget
D/R.5.002	Senior leadership capacity	372	-	-	-	-	- The restructure of the extended Corporate Leadership Team and several shared posts was agreed by the Council in 2022/23. The net investment into posts will be funded through the business change reserve for two years until the eventual structure of the council is finalised at which point, if no mitigations, this investment will be required. This is the impact for Strategy & Partnerships.
5.999	Subtotal Investments	602	-	-	-	-	
6	SAVINGS						
	S&R						
D/R.6.001	Review of S&P Budgets	-380	-	-	-	-	- Budgets will be reviewed across Strategy & Partnership services to identify sufficient funding for the Communities investment listed at D/R.5.001 and historic saving at D/R.6.002.
	CS&I						
D/R.6.002	Reversal of previous year Communities savings	150	-	-	-	-	- Savings allocated to Communities services in previous business plans have not been able to be fully delivered.
6.999	Subtotal Savings	-230	-	-	-	-	
	TOTAL GROSS EXPENDITURE	21,521	21,579	23,296	23,419	23,494	

Section 3 - C: Strategy and Partnerships

Table 3: Revenue - Overview
Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
7	FEES, CHARGES & RING-FENCED GRANTS						
D/R.7.001	Previous year's fees, charges & ring-fenced grants	-	-5,251	-5,281	-5,304	-5,339	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
D/R.7.002	Fees & Charges Inflation (S&P)	-94	-30	-23	-35	-49	Adjustment for permanent changes to income expectation from decisions made in 2022-23.
D/R.7.003	Changes to Fees and Charges - Restructure F&R to S&P	-1,422	-	-	-	-	- Accounting for adjustment in organisational changes
D/R.7.004	Changes to Fees and Charges - Restructure People to S&P	-3,716	-	-	-	-	- Accounting for adjustment in organisational changes
D/R.7.005	Splitting out permanent virements - F&R to S&P	-19	-	-	-	-	- Accounting for structure changes in respect of budget movements in the 2022/23 financial year.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-5,251	-5,281	-5,304	-5,339	-5,388	
	TOTAL NET EXPENDITURE	16,270	16,298	17,992	18,080	18,106	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
D/R.8.001	Budget Allocation	-16,270	-16,298	-17,992	-18,080	-18,106	Net spend funded from general grants, business rates and Council Tax.
D/R.8.002	Fees and Charges	-5,251	-5,281	-5,304	-5,339	-5,388	Fees & charges for the provision of services
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-21,521	-21,579	-23,296	-23,419	-23,494	

Section 3 - D: Strategy and Partnerships

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
Ongoing	-1,209	-	-870	-338	-1	-	-	-
Committed Schemes	19,239	13,278	4,263	1,691	7	-	-	-
2023-2024 Starts	152	-	152	-	-	-	-	-
TOTAL BUDGET	18,182	13,278	3,545	1,353	6	-	-	-

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
D/C.1	Policy & Communities											
D/C.1.001	Capitalisation of Policy, Design and Delivery Team	Funding the Policy, Design and Delivery Team from capital instead of revenue, by using the flexibility of capital receipts direction.		Committed	12,612	9,248	1,682	1,682	-	-	-	-
D/C.1.004	Community Fund	A £5m fund that will help to deliver a range of community based investments that support the Council's aspiration of "Making Cambridgeshire a great place to live".		Committed	5,000	3,278	1,722	-	-	-	-	-
D/C.1.006	Libraries - Open access & touchdown facilities	The introduction of Open Access (self-service) technology to maximise the use of our library properties supporting the Cambs 2020 hub and spokes approach with staff increasingly operating in localities. Open access will extend the times libraries are open to our communities and enable Council, public sector and partner agency staff, particularly peripatetic staff, to increasingly use libraries as touchdown and meeting sites, in line with the objectives of One Public Estate. This will provide open access in 9 hub libraries and equipment/furnishings to ensure fit for purpose accessible touchdown facilities and digital access across the library network.		Committed	1,172	680	492	-	-	-	-	-
D/C.1.009	EverySpace - Library Improvement Fund	Refurbishment of 3rd floor at Cambridge Central and unused learning centre at March library as a pilot for a new flexible community space as part of the Future Libraries initiative.		Committed	389	72	301	9	7	-	-	-
D/C.1.010	Darwin Green Library	New library provision to meet the community needs and emulates a welcoming central venue for the Darwin Green community.		2023-24	152	-	152	-	-	-	-	-
	Total - Policy & Communities				19,325	13,278	4,349	1,691	7	-	-	-

Section 3 - D: Strategy and Partnerships

Table 4: Capital Programme

Budget Period: 2023-24 to 2032-33

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
D/C.6 D/C.6.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-1,209	-	-870	-338	-1	-	-	-
D/C.6.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	66	-	66	-	-	-	-	-
	Total - Capital Programme Variation				-1,143	-	-804	-338	-1	-	-	-
	TOTAL BUDGET				18,182	13,278	3,545	1,353	6	-	-	-

Funding	Total Funding £000	Previous Years £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Later Years £000
Government Approved Funding								
Specific Grants	221	72	127	16	6	-	-	-
Total - Government Approved Funding	221	72	127	16	6	-	-	-
Locally Generated Funding								
Agreed Developer Contributions	229	-	229	-	-	-	-	-
Prudential Borrowing	5,794	3,958	1,836	-	-	-	-	-
Prudential Borrowing (Repayable)	-	-	10	-10	-	-	-	-
Ring-Fenced Capital Receipts	11,938	9,248	1,343	1,347	-	-	-	-
Total - Locally Generated Funding	17,961	13,206	3,418	1,337	-	-	-	-
TOTAL FUNDING	18,182	13,278	3,545	1,353	6	-	-	-

Section 3 - D: Strategy and Partnerships

Table 5: Capital Programme - Funding

Budget Period: 2023-24 to 2032-33

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing					-1,209	-39	-52	-	-674	-444
Committed Schemes					19,239	260	129	-	12,612	6,238
2023-2024 Starts					152	-	152	-	-	-
TOTAL BUDGET					18,182	221	229	-	11,938	5,794

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
D/C.1	Policy & Communities									
D/C.1.001	Capitalisation of Policy, Design and Delivery Team			- Committed	12,612	-	-	-	12,612	-
D/C.1.004	Community Fund			Committed	5,000	-	-	-	-	5,000
D/C.1.006	Libraries - Open access & touchdown facilities			- Committed	1,172	-	-	-	-	1,172
D/C.1.009	EverySpace - Library Improvement Fund			Committed	389	260	129	-	-	-
D/C.1.010	Darwin Green Library			2023-24	152	-	152	-	-	-
	Total - Policy & Communities			-	19,325	260	281	-	12,612	6,172
D/C.6	Capital Programme Variation									
D/C.6.001	Variation Budget			Ongoing	-1,209	-39	-52	-	-674	-444
D/C.6.002	Capitalisation of Interest Costs			Committed	66	-	-	-	-	66
	Total - Capital Programme Variation			-	-1,143	-39	-52	-	-674	-378
	TOTAL BUDGET				18,182	221	229	-	11,938	5,794

Section 3 - D: Public Health

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

Budget Period: 2023-24 to 2027-28

Note – Individual service lines do not contain provision for staffing inflation as pay awards have not yet been agreed. Until that point, a staffing inflation allocation is held centrally

Net Revised Opening Budget 2022-23 £000	Policy Line	Gross Budget 2023-24 £000	Fees, Charges & Ring-fenced Grants 2023-24 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000
7,621	Children Health							
1,705	Children 0-5 PH Programme	10,875	-3,254	7,621	7,621	7,621	7,621	7,621
341	Children 5-19 PH Programme - Non Prescribed	2,468	-763	1,705	1,705	1,705	1,705	1,705
	Children Mental Health	341	-	341	341	341	341	341
9,667	Subtotal Children Health	13,684	-4,017	9,667	9,667	9,667	9,667	9,667
	Drugs & Alcohol							
5,393	Drug & Alcohol Misuse	5,680	-297	5,383	5,383	5,383	5,383	5,383
5,393	Subtotal Drugs & Alcohol	5,680	-297	5,383	5,383	5,383	5,383	5,383
	Sexual Health & Contraception							
3,677	SH STI testing & treatment - Prescribed	5,347	-1,671	3,676	3,676	3,676	3,676	3,676
1,096	SH Contraception - Prescribed	1,086	-	1,086	1,086	1,086	1,086	1,086
367	SH Services Advice Prevention/Promotion - Non-Prescribed	397	-30	367	367	367	367	367
5,140	Subtotal Sexual Health & Contraception	6,830	-1,701	5,129	5,129	5,129	5,129	5,129
	Behaviour Change / Preventing Long Term Conditions							
2,372	Integrated Lifestyle Services	2,995	-793	2,202	2,202	2,202	2,202	2,202
411	Other Health Improvement	470	-69	401	401	401	401	401
666	Smoking Cessation GP & Pharmacy	666	-	666	666	666	666	666
704	NHS Health Checks Programme - Prescribed	704	-	704	704	704	704	704
4,153	Subtotal Behaviour Change / Preventing Long Term Conditions	4,835	-862	3,973	3,973	3,973	3,973	3,973
	Falls Prevention							
87	Falls Prevention	87	-	87	87	87	87	87
87	Subtotal Falls Prevention	87	-	87	87	87	87	87
	General Prevention Activities							
1	General Prevention, Traveller Health	1	-	1	1	1	1	1
1	Subtotal General Prevention Activities	1	-	1	1	1	1	1

Section 3 - D: Public Health

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

Budget Period: 2023-24 to 2027-28

Net Revised Opening Budget 2022-23 £000	Policy Line	Gross Budget 2023-24 £000	Fees, Charges & Ring-fenced Grants 2023-24 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000
257	Adult Mental Health & Community Safety Adult Mental Health & Community Safety	257	-	257	257	257	257	257
257	Subtotal Adult Mental Health & Community Safety	257	-	257	257	257	257	257
0	Public Health Directorate Public Health Strategic Management	-	-	-	-	-	-	-
-24698	Public Health Directorate Staffing and Running Costs	3,114	-27,611	-24,497	-24,497	-24,497	-24,497	-24,497
0	Enduring Transmission Grant	-	-	-	-	-	-	-
0	Contain Outbreak Management Fund	-	-	-	-	-	-	-
0	Community Testing Grant	-	-	-	-	-	-	-
0		-	-	-	-	-	-	-
0		-	-	-	-	-	-	-
-24698	Subtotal Public Health Directorate	3,114	-27,611	-24,497	-24,497	-24,497	-24,497	-24,497
	Future Years Inflation	-	-	-	-	-	-	-
		-	-	-	-	-	-	-
-	PUBLIC HEALTH TOTAL	34,488	-34,488	-	-	-	-	-

Section 3 - D: Public Health

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2023-24

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	7,621	-	-	-	-	-	7,621
Children 5-19 PH Programme - Non Prescribed	1,705	-	-	-	-	-	1,705
Children Mental Health	341	-	-	-	-	-	341
Subtotal Children Health	9,667	-	-	-	-	-	9,667
Drugs & Alcohol							
Drug & Alcohol Misuse	5,393	-	-	-	-	-10	5,383
Subtotal Drugs & Alcohol	5,393	-	-	-	-	-10	5,383
Sexual Health & Contraception							
SH STI testing & treatment - Prescribed	3,677	-	-	-	-	-1	3,676
SH Contraception - Prescribed	1,096	-	-	-	-	-10	1,086
SH Services Advice Prevention/Promotion - Non-Prescribed	367	-	-	-	-	-	367
Subtotal Sexual Health & Contraception	5,140	-	-	-	-	-11	5,129
Behaviour Change / Preventing Long Term Conditions							
Integrated Lifestyle Services	2,372	-	-	-	-	-170	2,202
Other Health Improvement	411	-	-	-	-	-10	401
Smoking Cessation GP & Pharmacy	666	-	-	-	-	-	666
NHS Health Checks Programme - Prescribed	704	-	-	-	-	-	704
Subtotal Behaviour Change / Preventing Long Term Conditions	4,153	-	-	-	-	-180	3,973
Falls Prevention							
Falls Prevention	87	-	-	-	-	-	87
Subtotal Falls Prevention	87	-	-	-	-	-	87
General Prevention Activities							
General Prevention, Traveller Health	1	-	-	-	-	-	1
Subtotal General Prevention Activities	1	-	-	-	-	-	1
Adult Mental Health & Community Safety							
Adult Mental Health & Community Safety	257	-	-	-	-	-	257
Subtotal Adult Mental Health & Community Safety	257	-	-	-	-	-	257

Budget Period: 2023-24

[illegible]

Section 3 - E: Public Health

Table 3: Revenue - Overview
Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
1	OPENING GROSS EXPENDITURE	31,843	34,488	34,458	34,458	34,458	
E/R.1.001	Base Adjustments	1,396	-	-	-	-	- Adjustment for an increase in the Public Health Grant announced in Feb 2022.
E/R.1.002	Public Health Grant - Base Adjustment	775	-	-	-	-	- Base adjustment for Public Health grant increase for 2022/23 announced subsequent to the publication of the 2022-2027 Business Plan
E/R.1.002	Permanent Virements	755	-	-	-	-	- Increase in expenditure budgets (compared to published 2022-27 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2022-27.
1.999	REVISED OPENING GROSS EXPENDITURE	34,769	34,488	34,458	34,458	34,458	
2	INFLATION						
2.999	Subtotal Inflation	-	-	-	-	-	
3	DEMOGRAPHY AND DEMAND						
3.999	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
4.999	Subtotal Pressures	-	-	-	-	-	
5	INVESTMENTS						
5.999	Subtotal Investments	-	-	-	-	-	
6	SAVINGS A&H						
E/R.6.034	Public Health savings	-201	-30	-	-	-	- Public Health business planning for 2023-24 pulls together outstanding underspends and options for savings across several service areas. These will have minimal disruption as they are largely from services which are already underspending as a result of savings already made.
E/R.6.036	Vacancy factor for Public Health staffing	-80	-	-	-	-	- As with other areas of the Council there are normally some vacant posts within the Public Health Directorate as a result of staff turnover and whilst recruitment processes are underway. This creates a small underspend in staffing budgets on an annual basis.
6.999	Subtotal Savings	-281	-30	-	-	-	

Section 3 - E: Public Health

Table 3: Revenue - Overview
Budget Period: 2023-24 to 2027-28

Detailed Plans	Outline Plans
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Ref	Title	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	Description
	TOTAL GROSS EXPENDITURE	34,488	34,458	34,458	34,458	34,458	
7	FEES, CHARGES & RING-FENCED GRANTS						
E/R.7.001	Previous year's fees, charges, other income & ring-fenced grants	-31,798	-34,488	-34,458	-7,423	-7,423	Fees and charges expected to be received for services provided and Public Health ring-fenced grant from Government.
E/R.7.002	Changes to fees & charges (previous year)	-2,196	-	-	-	-	- Permanent changes to income from fees, charges & ring-fenced grants as a result of decisions made in 2022-23.
	Changes to fees & charges						
E/R.7.200	Previous year's Public Health Grant increase	-775	-	-	-	-	- Due to late announcement of the Public Health Grant uplift, the 2022-27 business plan did not include a budget adjustment for it. This line corrects the starting point for 2023-24.
E/R.7.201	Change in spend funded by Public Health Grant	-	-	27,035	-	-	- The Public Health grant total for 2023-24 has not yet been announced but it is assumed that the Public Health Grant will fully fund inflation within the Public Health services. Further, it is assumed that the Public Health grant ring-fence will remain in place until 2024-25 but be removed thereafter.
E/R.7.203	Public Health Funding to support Health related spend across the Council	281	30	-	-	-	- Increase in Memorandum of Understanding between Public Health and other parts of the Council for provision of Health focussed services.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-34,488	-34,458	-7,423	-7,423	-7,423	
	TOTAL NET EXPENDITURE	-	-	27,035	27,035	27,035	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
E/R.8.001	Budget Allocation	-	-	-26,990	-26,990	-26,990	Net spend funded from general grants, business rates and Council Tax or reserves.
E/R.8.101	Public Health Grant	-27,020	-26,990	-	-	-	- Direct expenditure funded from Public Health grant. As the ring-fence is assumed to be removed in 2025-26, the grant will be treated corporately and replaced with budget allocation for Public Health services.
E/R.8.102	Fees, Charges and Other Income	-7,468	-7,468	-7,468	-7,468	-7,468	Income generation (various sources).
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-34,488	-34,458	-34,458	-34,458	-34,458	