

Section 4 - C: Corporate and Managed Services

October Committee

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	20,041	15,619	13,137	7,771	-193		
C/R.1.001	Base Adjustments	-2,679	-	-	-	-		Adjustment for permanent changes to base budget from decisions made in 2016-17.
1.999	REVISED OPENING GROSS EXPENDITURE	17,362	15,619	13,137	7,771	-193		
2 C/R.2.001	INFLATION Inflation	242	254	283	351	389		Some County Council services have higher rates of inflation than the national level. For example, this is due to factors such as increasing running costs of Council properties. This overall figure comes from an assessment of likely inflation in all Corporate services. Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
2.999	Subtotal Inflation	242	254	283	351	389		
3 C/R.3.001	DEMOGRAPHY AND DEMAND Customer Services Demography	23	24	25	25	25		Increases in the number of older people in Cambridgeshire may see calls to our Contact Centre rise. This is above and beyond the 1.4% population growth that is accounted for Corporately and features later on in this table - see C/R4.007
3.999	Subtotal Demography and Demand	23	24	25	25	25		
4 C/R.4.005	PRESSURES Apprenticeship Levy	500	-	-	-	-		From April 2017, large employers, including the Council, will be required to pay a levy of 0.5% of their salary budget. This will provide Central Government with a pool of money to support apprenticeship schemes nationwide. This is the forecast cost for our Council.
C/R.4.006	Elections	-	-	-	-	-		Full County Council elections are held every four years across the whole country and are due again for this Council in May 2017. This figure (to be confirmed) is based on expected costs for 2017, and we will be rolling those costs forward on an annual basis to pay for the next elections in 2021.

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C/R.4.007	Demography	3,405	3,389	3,469	3,535	3,589		Cambridgeshire is the fastest growing county in the country, which means there is more demand for services. This figure reflects the financial impact of the predicted 1.4% population growth on service provision across the Council. Funding will be taken from this centrally held budget as and when services demonstrate there has been an impact on them due to population growth, which cannot be contained within their existing revenue budget.
C/R.4.008	Contract mitigation	-	1,500	500	-	-		The Transformation Programme includes some significant savings through contract renegotiation across the Council. These savings represent best case scenarios and as such a mitigating pressure has been included.
C/R.4.009	Professional and Management Pay Structure	19	-	-	-	-		The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
C/R.4.010	Impact of National Living Wage (NLW) on CCC Employee Costs	-	-	1	4	4		The cost impact of the introduction of the National Living Wage (NLW) on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.
C/R.4.905	Increased Revenue Costs for Wide Area Network (WAN) Upgrades	63	-	-	-	-		To allow the public and staff to benefit from using smart technology, a number of Council sites require an increase in bandwidth to cope with the extra usage. This is part of the Council's drive to achieve greater efficiency through using technology.
C/R.4.906	Increased Revenue Costs for Wide Area Network (WAN) Upgrades in Libraries	123	-	-	-	-		To allow the public and staff to benefit from using smart technology, a number of library sites require an increase in bandwidth to cope with the extra usage. This is part of the Council's drive to achieve greater efficiency through using technology.
C/R.4.907	Corporate Office IT Assets	300	-	-	-	-	Commissioning	Due to the success of the Council's laptop rollout programme, the number of desktop PCs in scope for refresh has fallen. However not all areas are suitable for the use of laptops and desktop PCs in these areas will need to be updated in order to support the use of Windows 10 as the standard operating system for CCC. This funding will fund the ongoing purchase of new IT assets supporting the modernisation and transformation of the IT estate within CCC.
4.999	Subtotal Pressures	4,410	4,889	3,970	3,539	3,593		

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5	INVESTMENTS							
C/R.5.101	Project Support - Community Hubs	51	-29	-22	-	-	Assets, estates & facilities mgmt.	Transformation Fund investment for project support to explore the introduction of Community Hubs. This initiative potentially brings services, organisations and property together to better serve local needs while making savings through efficiencies. As it is in the early stage of development, savings have not yet been identified - but will be as a result of this investment in project resource.
C/R.5.102	Total Transport	37	-	-10	-27	-	Commissioning	Transformation Fund investment relating to proposal C/R.6.110. With a predicted saving of £450k. Total Transport is a project looking at delivering school transport in a better and more efficient way.
C/R.5.201	Transformation of Road Safety Services	35	-	-35	-	-	Commissioning	Transformation Fund investment relating to proposal B/R.6.212 saving £200k.
C/R.5.202	Move to full cost recovery for non-statutory highway works	50	-50	-	-	-	Commissioning	Transformation Fund investment relating to proposal B/R.6.213 which gives an expected saving of £200k per year from 2018/19. This project will ensure that the Council recovers all costs associated with additional non-statutory highway works.
C/R.5.301	Specialist Adult and Autism Support to increase independence	50	-50	-	-	-	Adults' services	Transformation Fund investment relating to proposal A/R.6.113 which will save £122k per year from 2018/19. This project will involve working with service users to develop skills as well as access to training and employment opportunities to increase independence. This in turn will reduce the need for social care support.
C/R.5.302	Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care	186	-186	-	-	-	Adults' services	Transformation Fund investment relating to proposal A/R.6.116 saving £214k per year from 2017/18. We will identify appropriate equipment and smart technology to help people with disabilities be safe and live more independently. This will reduce the need for support for when people wake in the night.
C/R.5.303	Using assistive technology to support older people to remain independent in their own homes (approved)	110	-60	-50	-	-	Adults' services	Transformation Fund investment relating to proposal A/R.6.145 saving £597k per year from 2018/19. Investing in smart technology to help service users stay in their homes, independently, for longer. In this way we can reduce care spending overall while ensuring we make provision for those who cannot remain independent in their own homes.
C/R.5.304	Piloting a transformed model of Social Care - Applying Buurtzorg Principles	536	-536	-	-	-	Workforce planning & development	Transformation Fund investment to pilot a new and very different model of social care informed by innovative practice in different areas, including the successful Buurtzorg model developed in Holland. This would explore the benefits of practitioner led care in small local teams to meet individual needs.
C/R.5.305	Older Peoples Development Progrmme & Enhanced Occupational Therapy Support to reduce the need for extra care	195	-	-195	-	-	Adults' services	Transformation Fund investment relating to proposal A/R.6.165 saving £252k per year from 2017/18. based on an existing successful pilot scheme this would use Occupational Therapy to reduce the need for extra care.

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C/R.5.306	Direct Payments - Centralised Support	87	-87	-	-	-	- Finance & budget review	Transformation Fund investment relating to proposal A/R.6.101 saving £395k per year from 2017/18. This will ensure that budget allocations are proportionate to the needs of the user, and any underspends are recovered.
C/R.5.307	Care Plan Review Capacity - Learning Disabilities	346	-346	-	-	-	- Commissioning	Transformation Fund investment relating to proposal A/R.6.114 saving at least £2.3million in 2017/18 and additional substantial savings in subsequent years. This will focus on helping individuals to be independent and resilient through the Transforming Lives initiative. In the short term this may include more intensive support in order to reduce reliance on social care support in the future.
C/R.5.308	Care Plan Review Capacity - Physical Disabilities	109	-109	-	-	-	- Commissioning	Transformation Fund investment relating to proposal A/R.6.111 saving £791k in 2017/18 with a total saving of nearly £2.2million per year from 2020/21 onwards. The focus will be helping people lead independent lives through the Transforming Lives programme.
C/R.5.401	Enhanced intervention service for children with disabilities	120	-	-120	-	-	- Commissioning	Transformation Fund investment relating to proposal A/R.6.217 saving £696k from 2018/19 onwards per year. This will reduce the number of children with disabilities in out of county residential homes, to enable them to safely live with their family and access education in their local area.
C/R.5.402	Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements	148	-37	-111	-	-	- Commissioning	Transformation Fund investment relating to proposal A/R.6.219 saving £611k per year from 2018/19 onwards. Change the referral criteria for systemic family meetings to take place with families at an earlier stage; at the point just before beginning a child protection plan. This would enable the Council to work with a larger group of 390 children at Child Protection Level, rather than 240 at Court Proceedings Level.
C/R.5.403	Link workers within Adult Mental Health Services	84	-21	-63	-	-	- Commissioning	Transformation Fund investment relating to proposal A/R.6.221 saving £480k per year from 2018/19. To keep families together wherever possible we will embed a Think Family approach in adult mental health services and increase access to preventative and early help services.
C/R.5.953	City Deal Revenue Costs	77	132	159	-	-	- Finance & budget review	City Deal revenue costs funded by the growth in New Homes Bonus.
5.999	Subtotal Investments	2,221	-1,379	-447	-27	-		
6	SAVINGS							
	GPC							
C/R.6.102	Organisational Structure Review [EI]	-2,000	-2,000	-	-	-	- Workforce planning & development	Ensuring that the Council's structures are as efficient and effective as possible, to meet the needs of our communities. This is part of an ongoing programme of organisational redesign.

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C/R.6.103	Courier Contract	-35	-	-	-	-	Commissioning	A more efficient Council-wide postage service, has generated savings against courier costs.
C/R.6.104	Citizen First, Digital First - Repayment of financing costs	-56	-510	-3	-3	-3	Customer & communities	Investment in a range of technology solutions that will enable us to ensure that our digital presence is engaging and easy to use, to integrate our various existing IT systems, and enable the delivery of the Citizen First, Digital First strategy. This saving will repay the debt charges resulting from borrowing.
C/R.6.105	Citizen First, Digital First - Surplus to repayment of financing costs	-331	149	-115	-7	3	Customer & communities	Additional savings to C/R.6.104, after repayment of the debt charges resulting from borrowing to invest and enable the delivery of the Citizen First, Digital First strategy.
C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-10	-10	-	Finance & budget review	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.
C/R.6.110	Total Transport	-103	-150	-150	-47	-	Commissioning	This is a specific project to use new technology that will inform the commissioning of home to school transport. Better data will enable proposals to come forward for more efficient commissioning of transport, that take into account local circumstances.
C/R.6.999	Cross Committee Unidentified Savings	-	-	-	-	-		Savings to be identified during future years' Business Planning processes.
6.999	Subtotal Savings	-2,535	-2,521	-278	-67	-		
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-6,104	-3,749	-8,919	-11,785	-11,268		
	TOTAL GROSS EXPENDITURE	15,619	13,137	7,771	-193	-7,454		
7	FEES, CHARGES & RING-FENCED GRANTS							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-6,647	-6,650	-6,451	-6,453	-6,455		Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
C/R.7.002	Increase in fees, charges & ring-fenced grants	-	-	-	-	-	Finance & budget review	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2016-17.
C/R.7.003	Fees and charges inflation	-3	-2	-2	-2	-2	Finance & budget review	Uplift in external charges to reflect inflation pressures on the costs of services.
C/R.7.201	Changes to fees & charges Change in Public Health Grant	-	201	-	-	-		Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2018-19 due to removal of ring-fence.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-6,650	-6,451	-6,453	-6,455	-6,457		
	TOTAL NET EXPENDITURE	8,969	6,686	1,318	-6,648	-13,911		

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FUNDING SOURCES

8	FUNDING OF GROSS EXPENDITURE							
C/R.8.001	Budget Allocation	-8,969	-6,686	-1,318	6,648	13,911		Net spend funded from general grants, business rates and Council Tax. 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. Fees and charges for the provision of services.
C/R.8.002	Public Health Grant	-201	-	-	-	-		
C/R.8.003	Fees & Charges	-6,449	-6,451	-6,453	-6,455	-6,457		
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-15,619	-13,137	-7,771	193	7,454		

MEMORANDUM: SAVINGS / INCREASED INCOME

Savings	-2,535	-2,521	-278	-67	-
Unidentified savings to balance budget	-6,104	-3,749	-8,919	-11,785	-11,268
Changes to fees & charges	-	-	-	-	-
TOTAL SAVINGS / INCREASED INCOME	-8,639	-6,270	-9,197	-11,852	-11,268