

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
1	OPENING GROSS EXPENDITURE	24,029	5,258	-6,200	-12,149	-19,995		
C/R.1.001	Base Adjustments	-383	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2018-19.	GPC
C/R.1.006	Base Adjustment - Re-Phasing of Adults 17-18 Transformation Funding	3,000	-	-	-	-	- As per submission to GPC the funding allocated as part of the 2017-18 business planning process is to be re-phased with £3m spent in 2018-19 rather than 2017-18	GPC
1.999	REVISED OPENING GROSS EXPENDITURE	26,646	5,258	-6,200	-12,149	-19,995		
2	INFLATION							
C/R.2.001	Inflation	97	94	94	94	94	Some services have higher rates of inflation than the national level. For example, this is due to factors such as increasing running costs of Council properties. This overall figure comes from an assessment of likely inflation in all Corporate services. Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	GPC
C/R.2.002	Inflation - Additional pension contributions	378	-	-	-	-	- Increase in pensions inflation required to fund the lump sum element of LGPS contributions	GPC
2.999	Subtotal Inflation	475	94	94	94	94		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
C/R.4.009	Disaster Recovery facility for critical business systems	41	-	-	-	-	- Implementation of a second technology platform, in LGSS's Angel Street data centre, able to deliver core and critical IT services in the event of disaster or disruption to the Shire Hall data centre.	GPC
C/R.4.010	Impact of Local Government Pay offer on CCC Employee Costs	430	4	4	-	-	- The cost impact of the 2019/20 local government pay offer which covers all CCC staff below Professional band.	GPC
C/R.4.012	Microsoft Licensing Costs	240	-	-	-	-	- Microsoft have announced major changes to their licensing arrangement with Crown Commercial Services. As a result services need to be remodelled to adopt Cloud-based licensing. This brings an estimated 25% increase in cost.	GPC
C/R.4.014	De-capitalisation of rolling laptop refresh	1,100	-	-	-	-	- After review of the capital business case it was identified that there was no financial benefit to the continued capitalisation of the rolling laptop refresh.	GPC
C/R.4.015	Citizen First Digital First - underachievement of planned savings	182	-	-	-	-	- An underachievement of £182k is forecast against the Citizen First, Digital First savings target. This is due to a change in the scope of the Citizen First, Digital First project and the need to find a more effective mechanism to facilitate automation savings to be achieved in other service areas across the Council.	GPC

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

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C/R.5.016	Family Group Conferencing	250	-	-	-	-	- Family Group Conferencing was removed from the budget as part of phase 1 the Children's Change Programme in 2017. The plan was that social workers and clinicians within the units would ensure that appropriate family group meetings would take place in line with the systemic model of practice that is embedded in Cambridgeshire and that this approach would compensate for the loss of a standalone Family Group Conferencing Service. It is, however, clear that these intended family meetings are not taking place. This is important because where family meetings are run effectively, extended families can become involved in ensuring that there is a family plan that safeguards the child after a period when they have been subject to a child protection plan. Contingency arrangements including whether there are relatives who could offer a permanent home to the child concerned can also be addressed, and family members ruled in or out of the process. This can avoid care proceedings altogether, reducing legal costs and avoids late presentation at court of potential extended family members who have not been assessed prior to proceedings. It is estimated that re-instating the Family Group Conferencing Service will cost an additional £250K per annum. Links to Children's Services Later Years Savings Targets (A/R.6.255).	GPC
C/R.5.017	Commissioning and brokerage capability (Adults&CYP)	499	-	-	-	-	- Links to Children's Services Later Years Savings Target (A/R.6.255).	GPC
C/R.5.018	Adults Positive Challenge	1,500	-	-1,500	-	-	- The Adult Positive Challenge Programme is focused on delivering demand management opportunities throughout the service, seeking to maximise independence and support outcomes through each client conversation. Links to Adults Positive Challenge savings programme A/R.6.176.	GPC
C/R.5.319	Remove Adults Services investment holding figure	-3,000	-	-	-	-	- This proposal has now been replaced by proposal C/R.5.018 now that the Adults Positive Challenge programme has been specified in more detail.	GPC
C/R.5.900	Reversal of 17-18 Transformation Fund Investments	-1,608	-38	-	-	-	- Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2017-18.	GPC
C/R.5.901	Reversal of 18-19 Transformation Fund Investments	-2,840	-50	-	-	-	- Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2018-19. It is anticipated that further transformation funds will come through for funding in 2019-20.	GPC
C/R.5.953	Greater Cambridge Partnership's Revenue Costs	-49	-96	-84	95	-	- The Council's contribution to the Greater Cambridge Partnership's revenue costs funded by the growth in New Homes Bonus, revised following a reduction in the number of payment years.	GPC
5.999	Subtotal Investments	-4,767	-356	-1,698	95	-		
6	SAVINGS							
C/R.6.101	Sharing with other Councils	-500	-	-	-	-	- A joint working agreement is now in place with Peterborough City Council along with a growing number of shared posts.	C&P
C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-	-	-	- Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.	GPC
6.999	Subtotal Savings	-510	-10	-	-	-		

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	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-19,267	-11,190	-4,349	-8,035	-5,144		
	TOTAL GROSS EXPENDITURE	5,258	-6,200	-12,149	-19,995	-25,045		
7	FEES, CHARGES & RING-FENCED GRANTS							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-5,696	-4,904	-4,703	-4,703	-4,703	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	GPC
C/R.7.002	Changes to fees, charges & ring-fenced grants	992	-	-	-	-	- Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2018-19.	GPC
C/R.7.101	Changes to fees & charges BP 19/20 - Council Tax: Increasing Contributions	-200	-	-	-	-	We will seek to work with Cambridgeshire District Councils to identify the best possible activities to drive up increased payment of Council Tax in Cambridgeshire. Based upon these discussions, we will procure support to undertake a process of identifying residents who are incorrectly paying less Council Tax than they should be, notify them and bill them appropriately, bringing in additional revenue. We may also seek to support arrangements to enable people who are genuinely unable to pay their Council Tax by offering more flexible payment terms. Based upon previous work in this area, there is a reasonable likelihood that this activity could be commissioned on a no-win-no-fee basis, with the Local Authority only having to pay if the work undertaken is successful.	GPC
C/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-	201	-	-	-	- Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2019-20 due to removal of ring-fence.	GPC
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-4,904	-4,703	-4,703	-4,703	-4,703		
	TOTAL NET EXPENDITURE	354	-10,903	-16,852	-24,698	-29,748		

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
C/R.8.001	Budget Allocation	-354	10,903	16,852	24,698	29,748	Net spend funded from general grants, business rates and Council Tax.
C/R.8.002	Public Health Grant	-201	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
C/R.8.003	Fees & Charges	-4,703	-4,703	-4,703	-4,703	-4,703	Fees and charges for the provision of services.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-5,258	6,200	12,149	19,995	25,045	