Cambridgeshire County Council

Business Cases

Children & Young People Services - Business Case Summaries

Activity Title:	Cambridgeshire Music		
BP Reference No:	A/R.7.110		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 0
Business lead / sponsor:	Matthew Gunn Fran Cox		
Document prepared by:	Matthew Gunn		
Financial Summary:	Additional income of £25k per year		
Financials signed off by:	Martin Wade		
Date:	05.09.2022	**Version**	1.0

1. Driver / reason for the activity

Cambridgeshire County Council has a significant gap to close in its budget for 2023-24 requiring support from teams to generate additional income or savings.

2. Proposed activity or intervention(s)

Cambridgeshire Music is tasked to generate a 25k surplus in its budget towards the Council's 2023-24 target to help reduce the gap.

Cambridgeshire Music operates on a full cost recovery basis using a zero-balance budget model, as it is not a commercial trading unit (music education hubs/services are supported by grant funding and earned income on a 50/50 (approximately) basis and therefore exists as a not-for-profit enterprise, with the expectation by investors that significant surpluses are reinvested for growth and development).

As part of prudent budget modelling the service operates a contingency for in-year fluctuations to ensure that year-end targets are met. This is particularly because the academic year nature of chargeable education work can mean that out-turn is difficult to predict accurately until at least October each year. Activities carried out with settings and families can change over the summer depending on socio-economic conditions -e.g., cost of living rises.

In most years Cambridgeshire Music works to achieve a £25k surplus (which is an acceptable level of return within the parameters of grant funding by investors (Dfe/Arts Council of England). The current year 2022-23 is a transition year to new operations and the service may have additional pressures which have currently been budgeted for through the use of remaining set-aside reserve for the new building development.

In order to achieve the additional £25k towards the Council's budget gap, and with more guarantee of achieving it, the service proposes to increase the contingency budget for 2023-24 by an additional £25k. This will make it easier to operate to achieve the annual intended £25k surplus, as well as the additional return for the Council, whilst ensuring that the full cost recovery and zero budget model basis expected by investors is maintained as in previous years.

This is the simplest solution, alternatives that were considered:

- Formalising an annual surplus target.
  This would change the category of trading unit previously approved by committee (through their outcomes focussed review process) from non-commercial to a commercial approach. The non-commercial categorisation is due to the grant funded and reinvestment expectations outlined above. In the future, it may be more appropriate to consider "supported" trading unit categories in order to achieve Council objectives to support children in challenging circumstances.

- Creating a new cost in the service budget associated with premises use.
  It is expected that work with council property in the future will lead to an agreement for a cost and level of building maintenance covered by a central budget. Until this is agreed the service will continue to manage all building costs.

We recommend the increase in contingency and forecasting for the £25k surplus is initially most efficient for the 2023-24 budget while the service develops new opportunities and activities at the Centre. This will allow the service to model the potential mix of surplus and reinvestment to determine if an ongoing level of return will be possible in subsequent years at a similar level. This will be reviewed after the first year of new provision, starting from September 2022.

This proposal also means that no additional service resources and therefore costs will need to be provided and the management of the additional set-aside funds is already part of the advisory support from finance, just at a higher level.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

The positive impacts will be that this contributes to the council's overarching savings targets. The negative impact would be there may be less provision which would affect all users. We will manage this by adjusting programme and budget planning for next year. It may not be possible to mitigate all negative effects. Additional fundraising to support targeted work may be possible, however there will be a lead-in time before it can be applied.

4. Financial Impact for Business Plan 2023-2028

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income			-25				
Investment							
Pressure							
Total			**-25**				

Activity Title:	Cambridgeshire ICT		
BP Reference No:	A/R.7.111		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 1
Business lead / sponsor:	John Chapman ICT Service Manager Fran Cox Assistant Director		
Document prepared by:	Richard Brock		
Financial summary:	£100k additional income target		
Financials signed off by:	Martin Wade		
Date:	31/08/22	**Version**	V1.2

1. Driver / reason for the activity

The ICT Service is a charging service within the Education Directorate that provides a range of ICT services (Information and Communication Technologies) to schools in Cambridgeshire and neighbouring counties. The service is self-funding and delivers a budget over-recovery of £200,000 each year.

In the context of the financial pressures the council is under, the service is seeking to generate an additional £100k over-recovery in 2023/24. This can only be achieved by selling our services to schools and multi-academy trusts (MATs) outside of Cambridgeshire, providing they are scalable and deliverable remotely.

2. Proposed activity or intervention(s)

We have identified two services that could be marketed to schools and multi-academy trusts nationwide and one service that can be marketed to Local Authorities (the promotion of which has already begun). All three services currently exist and are being delivered successfully locally.

We intend to develop targeted marketing campaigns to promote and raise awareness of these services.

The service has limited capacity to grow these services based on current resource. We already operate on a commercial, self-funding basis and our proposal is to win new contracts and fund additional staff resource required to deliver these contracts directly from this income.

The three services we intend to grow are:

School Data Protection Officer (DPO) Service
This service is currently taken by 212 schools across the East of England and generates revenue of £163,000 per annum. The average revenue per school is £769; Maintained school fee is £850 and MATs benefit from a 40% discount, equivalent to £510 per school.
Equivalent services from other councils are significantly more expensive:

Lincolnshire County Council	£950
Herts4Learning	£1,170
Essex County Council	£1,500
Camden Borough Council	£2,000

DPO Service Growth Opportunity
Current market penetration is approximately 1%
Doubling our penetration to 2% would deliver additional revenue of £163,000 but would require additional staff. Approximate cost of additional staff required would be £75,000.
Incremental over-recovery potential growth of £88,000

Management Information System (MIS) Support
All schools are required to use a Management Information System to record attendance and assessment data and for use in the production of mandatory reporting. The supplier ESS (formerly Capita) controversially locked all UK schools into a three-year contract for SIMS (Schools Information Management System) earlier this year, which included support services. This means that there is very little opportunity to grow our SIMS support service until 2025. We plan to heavily promote our SIMS support services to schools and MATS throughout 2024.

We recently gained accreditation to support the Bromcom MIS and are in discussions to become one of a small number of regional support hubs, supporting schools beyond Cambridgeshire. Bromcom have doubled their MIS market share in the last three years and have ambitious growth plans but limited capacity to support their system.
The typical revenue is £900 for Primary schools and £2,400 for Secondary schools (assuming they take both MIS and Finance packages).

Bromcom Support Growth Opportunity
100 Schools (80 Primary/20 Secondary) equates to £120,000 additional revenue but would require additional staff. Approximate cost of additional staff £70,000.
Incremental over-recovery potential growth of £50,000

Prejudice Reporting for Education (PRfE)
PRfE is an online reporting tool that allows schools within a local authority to log prejudice-related incidents. Local authorities have complete oversight of all incidents

recorded across all schools and can analyse the data at local authority, district, and individual school level. Our brochure for PRfE aimed at Local Authorities (LAs) can be seen here https://prfe.education/introduction/
There are 152 Local Authorities in England with responsibility for Education. Peterborough and Cambridgeshire are already using PRfE, leaving a total market opportunity of 150.
The annual subscription fee for LAs is £7,980. The total market opportunity is just under £1.2m.

PRfE Growth Opportunity
10% of the total market opportunity represents 15 Local Authorities and equates to additional revenue of £119,700, but likely to require additional staff at a cost of £37,000.

Incremental over-recovery potential growth of £82,700
In order to realise the potential of PRfE we would need support and guidance as to who we should target within other local authorities, utilising existing networks, contacts and appropriate forums. Promotional activities undertaken so far include developing a strong social media presence on LinkedIn and Facebook, featuring in the Innovation Zone and Exhibition at the LGA Conference in June and we are about to mailshot every LA with a hardcopy brochure. PRfE has also been accepted as a member of the Anti-Bullying Alliance.

In addition, based on feedback at the LGA Conference, the biggest potential obstacle to LAs adopting the system is the fear that schools will refuse to participate and log their incidents. While a large number of schools in Cambridgeshire and Peterborough have begun using the system, there are still a significant number who have yet to engage. We will be working with Safeguarding /PSHE colleagues to promote engagement – the learnings from which will help address concerns from LAs. Some support around this would be appreciated. Note we already had an initial meeting with safeguarding teams early September.

School Data Protection Officer (DPO) Service: Incremental over-recovery potential growth of £88,000

Management Information System (MIS) Support: Incremental over-recovery potential growth of £50,000

Prejudice Reporting for Education (PRfE)
Incremental over-recovery potential growth of £82,700

Total *potential* incremental over-recovery: £220,700

RISK

A significant contribution to The ICT Service income is derived from management and delivery of EastNet for schools across Cambridgeshire. EastNet is the full fibre internet connectivity solution for schools which also includes safeguarding and cybersecurity. Prior to 2020, the cost of broadband provision for schools in Cambridgeshire was fully subsidised by centrally retained funding from the DfE (part of the Central Schools Services Block). In 2020/21 the subsidy reduced to 80% and for the first-time schools were asked to contribute to the full cost for their EastNet connection. Since then, the subsidy has reduced further each year and from April 2023 the subsidy will be removed completely (one year earlier than expected). In real terms this will add a £2,000 cost to primary schools and £3,500 cost to secondary schools when compared with their 2022/23 EastNet fee. The removal of the EastNet subsidy may have a significant detrimental impact on the service's whole business model in the event that a significant number of schools choose to source a cheaper, alternative solution.

In addition, approximately 40% of The ICT Service income is derived from reselling ICT equipment to schools, such as laptops, servers and network infrastructure. In the last few months schools have noticeably reduced their expenditure on ICT equipment in light of the adverse financial situation relating to inflation, energy pricing and staff salaries.

The success of this proposal is likely to be impacted by this, therefore it is proposed that the increased £100k income is an estimated target for 23/24, where the service is able to test the market with a view to formalise the £100k additional income target from 24/25.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

This proposal is to grow our customer base by providing some of our existing services to a wider market. The proposal will affect the staff within our Helpline and Data Protection teams as they will be fulfilling the new contracts; we will recruit additional staff to support the new contracts and therefore limit any material impact on our existing customer base. Our customers are the schools, rather than the individuals, therefore we do not foresee any impact to the protected characteristics of individuals and any adverse impact on socio-economic inequalities.

4. Financial Impact for Business Plan 2023-2028

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income			-100				
Investment							
Pressure							
Total			**-100**				

For pressures / investments only, please provide further details regarding:
What is the service's forecast outturn for the current financial year? £200,000 over recovery for 22/23
What financial mitigations have been considered? Following a restructure in 2018, there is no scope to reduce headcount costs without impeding the service's ability to deliver existing contracts
What other funding sources have been explored? We have investigated grant funding for PRfE but no appropriate grants currently exist that are available to Councils
Could you meet the costs from your own budget? We intend to meet the cost of additional staff entirely from incremental income generated from new contracts won from customers outside of Cambridgeshire.

Activity Title:	Realign schools partnership and improvement service			
BP Reference No:	A/R.6.254			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 1	
Business lead / sponsor:	Jon Lewis Director of Education			
Document prepared by:	Carley Holliman Assistant Director – Schools and Setting Improvement			
Financial Summary:	£85k permanent saving			
Financials signed off by:	Martin Wade			
Date:	21/10/22		**Version**	1.0

1. Driver / reason for the activity

The role of the school improvement team has narrowed due to the enhanced role of the Teaching Hub and government academy agenda. Due to the resignation of some team members this is an opportunity to review the structure and realign the work of the team to our statutory duties.

One key area of focus is the remit of the Early Career Teacher (ECT) authorising body which will be delivered by the Teaching Hub from September 2023. This results in a loss of income and a post which needs to be deleted.

2. Proposed activity or intervention(s)

Review the structure within the team and consider how to utilise expertise more effectively, and not replace vacant posts.

Work with the Teaching Hub to TUPE over the ECT adviser position for September 2023.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

Services will not cease to be offered to early careers teachers, but they will be offered differently via the Teaching Hub. Services will continue to be monitored following the change, monitoring equality considerations throughout.

There are no known negative or positive impact to any protected characteristics.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving			-85				
Income							
Investment							
Pressure							
Total			**-85**				

Activity Title:	Review of non-statutory services (Cambridgeshire)		
BP Reference No:	A/R.6.255		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 1	Financial Score 1
Business lead / sponsor:	Toni Bailey Assistant Director – SEND and Inclusion		
Document prepared by:	Toni Bailey		
Financial Summary:	£75k permanent saving		
Financials signed off by:	Martin Wade		
Date:	20/10/2022	**Version**	1.0

1. Driver / reason for the activity

The Special Educational Needs and Disability (SEND) service has to find efficiency savings and will undertake a review of non-statutory functions, particularly where these functions can be delivered through other services/options, whilst continuing to ensure we follow guidance from the Department for Education (DfE) to limit any potential impact.

An initial estimated saving relating to non-statutory functions is £75,475K, depending on a full review and consultation with staff.

2. Proposed activity or intervention(s)

To review the non-statutory service, fully consulting with all staff.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

A full consultation process, including equality considerations will take place if the business case is approved.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving			-75				
Income							
Investment							
Pressure							
Total			**-75**				

Activity Title:	Family Safeguarding Team restructure			
BP Reference No:	A/R.6.256			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 1	
Business lead / sponsor:	Nicola Curley			
Document prepared by:	Samantha Howlett			
Financial Summary:	£352k Permanent saving			
Financials signed off by:	Martin Wade			
Date:	20/10/2022	**Version**	1.0	

1. Driver / reason for the activity

Cambridgeshire Children's Social Care were awarded Trailblazer Status from the Department for Education (DfE) to launch 'Family Safeguarding' as the model of intervention to support children and families. The model went live in February 2020 shortly before the onset of the pandemic and lockdown.

Prior to the launch, the teams were structured to meet the demand of need within Cambridgeshire.

Since implementation of the model, we have sustained a number of Social Work vacancies. We have not been able to recruit to these posts due to the market climate being complicated by the pandemic. A focus visit from Ofsted in March 2022 highlighted high caseloads and limited numbers of staff in some areas to respond to the needs of the families, but this was not connected to the number of available posts.

We have worked hard to embed the model in Cambridgeshire. This has resulted in a reduction of the number of children subject to Child Protection planning in Cambridgeshire and a reduction in the number of children being placed into the care of the Local Authority. There is scrutiny around decision-making to ensure the right children are receiving the right service at the right time.

Therefore, these existing vacancies are no longer required.

2. Proposed activity or intervention(s)

A review of the existing Social Work vacancies concludes that the Family Safeguarding model can reduce the current team structure by eight Social Workers (these are current vacancies) equating to a saving of £352k.

The review considered the current average case load per worker as well as scrutiny of threshold from the Assessment Service to ensure the right children receive the right service at the right time. Referrals from the Assessment Service to Family Safeguarding have remained consistent.

Predicated on consistent demand at this point in the system, the Family Safeguarding team is confident we can operate a service to meet the needs of children and families.

The team structure will remain the same; 1 x Team Manager, 1 x Senior Practitioner, Social Workers and Child Practitioners (alternatively qualified workers) with the saving coming from existing vacancies across Cambridgeshire.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

There is no change in impact. The saving comes from vacant posts, and we are fully delivering the service without these in place.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving			-352				
Income							
Investment							
Pressure							
Total			**-352**				

Activity Title:	Special Guardianship Orders		
BP Reference No:	A/R.6.257		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 1
Business lead / sponsor:	Nicola Curley		
Document prepared by:	Fiona Van den Hout		
Financial Summary:	£150k permanent saving		
Financials signed off by:	Jenny Dowling		
Date:	25/10/2022	**Version**	1.0

1. Driver / reason for the activity

The Local Authority has continued to see a reduction in care proceedings following the 2019 restructure and implementation of the Family Safeguarding model. Whilst this reduction is primarily responsible for the continued underspend in the budget related to the payment of allowances, the Local Authority has also introduced a Special Guardianship Allowance Policy which applies clear parameters regarding the length of, as well as the amount of, post order financial contributions the Council will pay to Special Guardians in line with the Special Guardianship Regulations. As part of implementing its policy, the Council also adopted the Department for Education (DfE) financial means test tool in April 2022, which is used to calculate annually reviewed allowances, which has also resulted in a reduction of expenditure.

The service is set to deliver the savings required for 2022 – 23 (250k) and proposes that a further saving of £150k for 2023-24 is achievable with minimal risk to the budget and no risk to users of the service.

2. Proposed activity or intervention(s)

This is a demand-led budget; underspends have arisen because we have been successful in reducing the number of children coming into care following the extensive restructure of the service in 2018/19. This reduction has continued through the use of our Family Safeguarding model (launched in March 2020), which enables more children to safely remain in the care of their birth parents.

The reduction in the numbers of children subject to care proceedings is expected to be permanent. Should this not be the case, the number of Special Guardianship Order arrangements would be likely to increase, placing pressure on the associated allowance budgets. In addition, the current Independent Review of Children's

Services (https://childrenssocialcare.blog.gov.uk/category/independent-review-of-childrens-social-care) and the Kinship Care Bill currently in its second reading in the House of Commons, has raised the profile of Kinship Care (which includes Special Guardianship carers) and recognises such arrangements as good outcomes for children. Both recommend that these arrangements require a greater level of support, including financial, which may place pressure on allowances budgets in the future.

The Family Safeguarding approach involves the secondment of adult-facing practitioners into the children's social work teams who work with children in need and children in need of protection. These adult-facing practitioners work with the parents to enable them to address the issues that they are facing, and which are impacting on their ability to provide safe, stable, and loving homes.

Our statutory duties include providing services and support to families to reduce the likelihood of children needing to come into care. The evidence base for the effectiveness of the Family Safeguarding model has grown since it was initially developed in Hertfordshire in 2016/17, and then piloted in four other local authorities including Peterborough.

Special Guardianship Order arrangements where carers are entitled to a financial allowance almost always arise as a result of care proceedings; the reduction in care proceedings is the primary reason for the reduced demand on the Special Guardianship Order allowance budget.

Similar reductions have been seen across many of our statistical local authority neighbours.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

Special Guardianship Order allowance budgets are demand-led, and payments of allowances are dictated by statutory guidance. There is no discretion in relation to who does or does not qualify for a Special Guardianship Order allowance.

4. Financial Impact on Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving			-150				
Income							
Investment							
Pressure							
Total			**-150**				

Activity Title:	Children in Care Placements		
BP Reference No:	A/R.6.255		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 4
Business lead / sponsor:	Nicola Curley		
Document prepared by:	Helene Carr – Head of Service Children's Commissioning		
Financial Summary:	£1,000k permanent saving		
Financials signed off by:	Martin Wade		
Date:	24/10/2022	**Version**	1.0

1. Driver / reason for the activity

Placement budgets for meeting the cost of externally provided placements for children and young people in care are adjusted annually to allow for both demand growth and the impact of inflation. These changes are built into the budget. After taking these changes into account, it is possible to deliver a saving of £1m.

2. Proposed activity or intervention(s)

Children and young people in care access a variety of different types of care placements according to their assessed needs and their age. These placements include:

- In-house foster care
- Kinship care, where children in care are placed with relatives or others who know the child well, who are approved as foster carers for the specific child or children only
- Foster care provided by an Independent Fostering Agency
- Residential care
- Supported accommodation, which is available for young people aged 16 and 17.

In line with current trends, we have re-baselined the budgets associated with all placements for children and young people in care, while 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, this work indicates the continued slow reduction in overall numbers and the impact of greater placement stability over the current financial year.

Plans for 2023/4 include:

- the launch of the Residential Services Strategy aimed at increasing in area provision and opportunities for local authority owned provision
- the full implementation of the 'Gateway to Fostering' pilot aimed at securing move on foster placements for children and young people identified through the care planning process as being ready to move on from residential provision; and
- the High Acuity pilot, supported through the Dynamic Purchasing System, where foster care providers will bid to offer high needs foster placements supported by local authority resources [e.g., the Clinical Offer, support via the Intensive Therapeutic Short Break offer etc], when the local authority has no readily available options locally or nationally and supports avoiding spot purchasing bespoke high-cost unregistered placements.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

There is no change to service delivery and children and young people in care will continue to be placed in placements that are in line with their age and assessed needs.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving			-1,000				
Income							
Investment							
Pressure							
Total			**-1,000**				

Activity Title:	Teachers Pensions		
BP Reference No:	A/R.6.253		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 1
Business lead / sponsor:	Jonathan Lewis Service Director – Education		
Document prepared by:	Kerry Newson		
Financial Summary:	£150k permanent saving		
Financials signed off by:	Martin Wade		
Date:	01/11/2022	**Version**	1

1. Driver / reason for the activity

CCC (Cambridgeshire County Council) has been responsible for historical pension costs for teachers that were employed by CCC and retired pre-1998.

Over the years the number of individuals, or their widow in receipt of pension payments, has reduced resulting in a £150,000 saving.

Teachers' pensions are however increased in line with CPI inflation every April, based on the CPI rate for the previous September. The savings found will partly offset the expected CPI inflation requirement of 10.1% for 2023/24.

2. Proposed activity or intervention(s)

There are no interventions that can be undertaken by CCC to impact on the drivers in section 1.

4. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? N/A

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

An EqIA is not required for this business case as there are no changes taking place. Confirmation of statutory responsibilities to pay teacher pension costs.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving			-150				
Income							
Investment							
Pressure							
Total			**-150**				

Activity Title:	Children's Residential short breaks - Harmonisation of terms and conditions and in-year pressures		
BP Reference no:	A/R.4.024		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social score 0	Environment score 0	Financial score -2
Business lead / sponsor:	Sasha Long, Head of Service, and Tracy Gurney, Assistant Director.		
Document prepared by:	Sasha Long; Head of Service.		
Financial summary:	£311k of permanent investment		
Financial signed off by:	Martin Wade		
Date:	28/06/22	Version	1

1. Driver / reason for the activity

Cambridgeshire County Council (CCC) offers a range of short breaks services for disabled children and young people with complex needs, which includes the delivery of residential overnight short breaks through three Ofsted registered children's homes across Cambridgeshire: Haviland Way (delivering shared care and short breaks), Woodland Lodge (delivering full time care, shared care and short breaks), and London Road (delivering full time care and shared care). These services provide essential short breaks to parent carers of disabled children and young people aged 8-18 years who would otherwise be at significant risk of family breakdown or placement in an out-of-county residential setting. These essential short breaks enable the parent carers to retain their resilience, alleviate their exhaustion and to be supported to keep the children and young people living at home as long as possible. In addition to this, the short breaks provide the children and young people with the opportunity to develop their independence, promote and support their physical and emotional health, build relationships and enjoy new experiences.

The three residential children's homes were previously commissioned via a block contract with an external provider. However, there were a range of issues in relation to this arrangement, including the lack of choice for families and the need for the council to have more flexibility with the budget moving forwards to enable dynamic service delivery changes. Following extensive public consultation, the decision was made to bring these services in-house in September 2020. This proposal was heard at the Children and Young People Committee (Jan 2020 and July 2020) who approved the plan, followed by the Commercial and Investments Committee (September 2020).

Despite the many benefits of this move, it was acknowledged from the offset that the in-sourcing would present significant financial challenges, as acknowledged within the committee business case. The contract, with a value of £2,473,525, had been awarded in October 2015 for four years and it was acknowledged the service would cost the same, if not more, to provide in-house. Through the in-sourcing process, additional cost pressures were identified in relation to the significant cost to the service from LGPS pension contributions once staff transferred (TUPEd) over to CCC, and property costs required in order to bring the buildings up to standard. A cost pressure was therefore acknowledged in advance of the decision to bring these services in-house, with the business case to the committees consistently forecasting an anticipated £300,000 business pressure.

The service was originally directed not to harmonise the staff pay (and on-costs) as this would not be cost effective, so the original budget was based on maintaining all staff wages at their previous pay scales / TUPE costs. However, following the TUPE of staff to CCC, some staff immediately opted to resign from their posts and to re-apply for vacant posts as these posts offered better rates of pay and terms and conditions. This created an increased staffing cost in the initial year of service delivery, and also entitled these staff to pay enhancements that were not relevant when the staff were employed by the external provider. This resulted in the total cost pressure of £400,000 for the financial year 2021/22 (which included the originally forecasted £300K business pressure). This was covered in the 2021 business planning (BP Reference: A/R.4.039.)

Since then, more staff have opted to resign / re-apply to vacant posts, creating an ongoing in-year budget pressure. We have also recently received updated HR advice and significant challenge from the Union, both of whom are recommending full harmonisation of all staff.

2. Proposed activity or intervention(s)

To harmonise all of the remaining children's home staff onto CCC's terms and conditions, and pay enhancements (e.g., additional pay for night shifts, bank holidays etc.) This will result in a £253,993 in-year pressure (covering the cost to harmonise all remaining staff over to CCC pay / enhancements, plus the cost of budgeting for all existing vacancies to be covered by CCC costs), followed by a permanent investment of £311,280 per year, to enable all staff to remain on CCC terms, conditions and enhancements.

2.1. Why

The residential short breaks children's homes provide essential services to some of the most vulnerable disabled children and young people across Cambridgeshire. The homes provide a combination of short breaks, shared care and full-time care to children and young people aged 8-18 years, who would otherwise be at significant risk of family breakdown and potentially requiring placements in out-of-county provisions. The homes are open 365 days per year and are regulated by Ofsted. Maintaining a stable, skilled and experienced staffing team is essential to the ongoing running of the service and a mandatory part of the statutory regulations. Without this we would be unable to deliver care or to meet the needs of this vulnerable cohort of children, young people and families.

The issue of harmonisation has been raised via the Union and is supported by our Human Resources service. The vast majority of the staff are in support of being assimilated over to CCC terms and conditions as these are more favourable.

2.2. Impact of not doing

Business continuity / service delivery may be impacted: We need to establish a stable, skilled and experienced staffing team in order to be able to consistently deliver a high-quality service to the vulnerable disabled children and young people accessing short breaks, shared care and full-time care through these provisions. Without these children's homes being operational and consistently available, there is a considerable risk of an increased number of children and young people becoming Children in Care, and potentially needing externally commissioned out-of-county residential placements.
Given the position of the local market currently and the increased competition amongst providers to recruit staff, there is a risk that if harmonisation is not offered, the staff could leave in favour of posts offering higher pay / enhancements.

Impact to children and young people's quality of life: We want to support these children and young people to thrive in their local communities, by enabling them to continue attending their local schools alongside their friends, maintaining strong family relationships and accessing their local health services. We strongly believe that disabled children and young people have a right to be accepted as an integral aspect of any local community, enhancing the community's inclusive sense of identity, providing a valuable contribution to community enterprises, and eventually joining the workforce.

Safeguarding impact: The three children's homes require a highly skilled staffing team who are experienced in safely managing challenging behaviour and can therefore protect the children, and those residents / staff around them, from injury. The service has seen a significant increase in the complexity of children and young people being referred to the provisions, and the majority of them require a 2:1 staffing ratio in order to keep everyone safe due to their extensive challenging behaviours. It is therefore essential that we have adequate staffing numbers to meet these needs, as well as the ability to retain experienced / skilled staff within the service.

Cost effective impact: The average placement cost for a single disabled child or young person with complex needs placed out-of-county is around £250,000 per year. We currently support 14 children at Haviland Way, two full-time / permanent children at London Road, and 21 children at Woodland Lodge.

Recruitment / Retention / Staff wellbeing impact: For staff to feel valued and that their hard work is recognised, we need to be able to offer a fair, commensurate pay scale. At present, new starters (automatically placed on CCC contracts) are paid at a higher level than the TUPE staff, with additional benefits such as the enhancements making their terms and conditions considerably more attractive. This does not support staff retention and does not encourage staff to invest in their roles / the delivery of the service.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

By agreeing this proposal, the council will be supporting essential services for children and young people with disabilities (and their families) and enabling them to access their community / maintain their right to family life by supporting them to remain residing in their local areas.

Not to carry out / allow other specified kinds of discrimination against these groups, including discrimination by association and failing to make reasonable adjustments for disabled people - Without agreeing this proposal, there is a considerable risk to the council's ability to continue delivering these essential services, as our staffing levels may reduce to such an extent that it is no longer safe or feasible for the service to remain open. This would negatively impact against the children, young people and families who rely on this essential support.

Advance equality of opportunity between people who share a protected characteristic and those who do not - This proposal will allow equality of pay to staff working within the care sector.

Foster good relations between people who share a protected characteristic and those who do not - This proposal will allow staff to feel as though their hard work is recognised and they are receiving the same pay and benefits as new members of staff who are automatically inducted on CCC terms and conditions.

Positive impact from being able to continue delivering an essential respite service to disabled children, young people and their families. Offering all staff members the opportunity to be harmonised to CCC terms and conditions, resulting in pay equality, access to enhancements, and recognition of their skills / experience.

The only negative impact related to this proposal is the cost to the council to harmonise all staff. However, by enabling these essential services to remain fully staffed and operational, the council will support the prevention of family breakdown and avoid the costs associated with children and young people being placed out of county. This is an investment in an essential service which will support staff recruitment and retention. By enabling these services to continue functioning, the council will support children and young people to continue residing within their local areas / with their families and avoid the need for more costly out-of-county placements.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income							
Investment	Permanent		311				
Pressure	One off	254					
Total		254	**311**				

For pressures / investments only, please provide further details regarding:
What is the service's forecast outturn for the current financial year? Without this pressure funding, there will be a £253,993 pressure at the end of the current financial year.
What financial mitigations have been considered? We have: • Reviewed the staffing structure across the children's homes, making efficiencies where possible, and restructured the business support model. This has achieved savings of £84,698 which have been taken into account when calculating the remaining pressure, above. • Considered reducing the number of available beds in each of the children's homes, therefore reducing the number of staff required. However, this would have a significant impact upon families, would risk family breakdown / children having to move to out-of-county placements and would be in breach of their human rights to family life. • Considered moving to an alternative service delivery model, where we replace the residential overnight short breaks with alternative overnight

options (such as Direct Payments where a PA supports the child within their own home.) However, the unprecedented impact of the COVID-19 pandemic and Brexit have significantly depleted the PA workforce and whilst this is a model that we hope to be able to move towards in the future, this is not a realistic option at the current time. • Considered not harmonising all staff and to keep them on their existing terms and conditions. However, in addition to the impact upon staff retention and recruitment (as outlined above), the staff have demonstrated that they are willing to resign from their existing roles and to re-apply for resultant vacancies offering the more attractive CCC terms and conditions. In not harmonising all staff, we are creating additional work for the council through greater recruitment activity and in any case are not achieving any savings in the longer term (as staff will move over regardless and the financial impact of this would still need to be met).
What other funding sources have been explored? We explored the option of using vacancy savings from across Children's Services as a potential alternative funding source. However, once the recruitment of social workers improves, this will not be a stable source of funding going forward.
Could you meet the costs from your own budget? No. The original budget was built on the understanding that we would not be harmonising all staff over to CCC terms, conditions and enhancements. This new direction has caused additional pressures which cannot be met within the existing budget.

Activity Title:	Passenger Transport – additional inflationary request 23/24		
Reference No:	A/R.3.010, A/R.2.004, A/R.4.026, A/R.4.027, A/R.6.268		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score -5
Business lead / sponsor:	Fran Cox Assistant Director Education		
Document prepared by:	Fran Cox		
Financial Summary:	£2.1m pressures funding from 23/24		
Financials signed off by:	Martin Wade		
Date:	21/12/22	**Version**	1

1. Driver / reason for the activity

Current Context

It is well recognised that Children's and Adults transport services in Cambridgeshire are under a huge amount of pressure. The reasons for this are multiple and listed briefly below;

- Rising numbers and increasing complexity of SEND pupils
- Rising numbers of social care clients who need to be transported to multiple locations in one day
- Increasing cost of transportation
- Decreasing marketplace in terms of drivers and taxi operators
- Changes in education legislation around school operating hours, necessitating changes in routes and leading to increased contract costs.

This academic year has continued to prove extremely difficult. Both SEN (Special Educational Need) and mainstream operations have been severely impacted by the national lack of suppliers, taxi drivers and bus drivers. There continues to be a decline in new entrants to the procurement systems and a shift of professional taxi and bus drivers moving to other better paid jobs. For example, PCV (passenger carrying vehicle) drivers have moved into HGV (heavy goods vehicle) roles and taxi drivers have found better and higher paid employment in the growing delivery industry. The NHS is supporting their ambulance crisis and car collection service by offering low risk work to taxi providers. Taxis and bus companies are also being offered lucrative work impacted by rail strikes and postal strikes.

The situation is not likely to improve and taxi drivers are now realising they can name their price as they see council contracts constantly coming back out for tender. CCC has had 200 contracts handed back since August 2022. Usually there would only be a handful of hand backs at any one time.

Current financial outturn forecast

Whilst activity is already underway to mitigate the inflationary pressures the service area faces; the current forecasts are showing the impact in-year.

Analysis of the data in relation to demand and inflation shows an interesting picture in Cambridgeshire suggesting some of the activity around SEND (Special Educational Needs and Disability) growth is already starting to take effect. Considering the SEND route data below, it is clear that whilst the overall number of SEND routes have reduced the Special School routes, the most complex and costly routes requiring specialist vehicles and skilled passenger assistants have increased by 70 since last year.

Entitlement Code	Main/SEND	2022	2021	Difference
ASC - After School Club	SEND	**33**	**54**	-21
EOT - EOTAS	SEND	**49**	**44**	5
ITT - Independent Travel Trained	SEND	**6**	**0**	6
OTH - Other - see notes	SEND	**2**	**3**	-1
OLA - paid by Other Local Authority	SEND	**2**	**3**	-1
PSBE - Post-16 SEN Benefit	SEND	**222**	**276**	-54
PSPR - Post-16 SEN Payer	SEND	**247**	**255**	-8
SPEC - Special needs	SEND	**1314**	**1244**	70
		1875	1879	-4

Alongside this growth there is a clear impact of inflationary pressures on contract costs which has led to a 37% rise in the cost per pupil per day in the SEND cohort.

Following the retender of 330 SEN routes for September 2022, average contract costs have gone up by 18.5% from 2021.

There has also been a 261 increase in the numbers of mainstream children entitled to transport from September 21 to September 22. This is largely due to growth in the county generally, but also due to an unexpected migration impact (Ukrainian guests but also other international migration) to certain areas of the county. Whilst there has been a rise in costs per pupil per day for mainstream transport this has not been so significant at 13%.

In addition, the lack of bus operators and drivers has resulted in one school needing to be covered with five taxis, as a 53-seater bus could not be procured, despite multiple tenders and market testing.

The lack of places continues to generate extra taxi provision. This has been higher in the Cambridge South area, where refugees are taking up places that had already been forecasted for, resulting in pupils being transported further afield.

Children in care delivery has seen a marked increase in the numbers of children and young people being transported to both contact (9 children in September 2021, 27 children in September 2022).

The pressures on the passenger transport budgets (as of December 2022) are listed below:

Children in care transport: £300k pressure

Mainstream transport: £0.715m pressure

Special transport: £2.13m pressure

TOTAL Passenger Transport pressure: **£3.145m**

2. Proposed activity or intervention(s)

2023/24 Additional Inflation Investment

Based on the in-year pressures, we have calculated a revised inflation / demand request for funding for 23/24, in an attempt to reflect as a starting point a more realistic position.

The budget requirement for 23/24 has been revisited based on current commitments, revised inflation forecasts, updated pupil number forecasts and net of rephased savings.

This results in a **£2.1m additional requirement** over and above what is included in the current business plan figures presented in November (across mainstream, special and children in care), and circa £4.9m (17%) over and above the current 22/23 available budget (£1.8m / 6% over current forecast 22/23 spend).

These proposed revised figures still come with large caveats, given the current volatility of the market and continuing driver shortage, but represent a more realistic starting point based on current spend.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

- No identified negative impact to protected groups

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income							
Investment							
Pressure	Permanent		2,100				
Total			**2,100**				

For pressures / investments only, please provide further details regarding:
What is the service's forecast outturn for the current financial year? Children in care transport: +£0.3m Mainstream transport: +£0.715m Special transport: +£2.13m TOTAL Passenger Transport pressure: **£3.145m**
What financial mitigations have been considered? The transport transformation strategy is being implemented with a view to mitigate as much of the inflationary increase as possible. Savings plan in place.
What other funding sources have been explored? N/A - council's statutory duty and the council must fund
Could you meet the costs from your own budget? No

Activity Title:	Educational Psychologists – additional staffing (SEND District Team)			
Reference No:	A/R.4.025			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 4	Environment Score 0		Financial Score -1
Business lead / sponsor:	Kirsten Branigan, Principal Educational Psychologist			
Document prepared by:	Jenny Dowling, Finance Business Partner			
Financial Summary:	£200k permanent increase in funding			
Financials signed off by:	Martin Wade			
Date:	20.12.2022		**Version**	1.0

1. Driver / reason for the activity

The Educational Psychologists (EP) workforce in Cambridgeshire is currently insufficient to meet the statutory demands placed on the service. The current capacity within the team is unable to complete over 300 of the existing EHCNA (Education, Health and Care Plan Needs Assessments) plans. Since April 2022 we have required locums to pick up over 170 pieces of statutory work at an approximate cost of £190k. The full year effect of this will be £285k.

Increase in capacity within the team has not kept pace with the increase in EHCP (Education, Health and Care Plan) numbers. We have seen a rise from 4820 ECHP in March 2020, to 6340 in March 2022, with figures for November 2022 currently at 6996. This represents an increase of 14% per year over the last two years, with EP FTE (full time equivalent) increase not keeping pace.

EPs in Cambridgeshire are completing twice as many EHCNAs per year than EPs in other authorities (based on National Association of Principal Educational Psychologists (NAPEP) figures). The locum spend has helped to reduce the numbers of advice unallocated or late significantly in the current year; without the use of locums this would not have been possible. This feeds into the DfE (Department for Education) expectations of Cambridgeshire in terms of meeting deadlines.

Essential early intervention work is not being undertaken in Cambridgeshire while current capacity is focused on statutory workload.

EPs have indicated they feel deskilled and stressed. Two new EP positions were created in September 2022 and were filled. However, we have received resignations from three EPs this term (2.6 FTE).

New EPs are not able to do the breadth of work they trained for during their doctorate.

It is difficult to compete with other Local Authority areas where statutory workload is significantly less (NAPEP survey data).

2. Proposed activity or intervention(s)

The EP service has been carrying a base pressure for a number of years, due to increasing need for locum support. The proposal to increase the funding by £200k would remove this pressure so the service can set a balanced budget, and allow permanent recruitment of additional EPs, thus reducing the reliance on locums. This would alleviate workload pressures on the existing team, and aid retention of skilled staff.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

In securing these additional resources we will be better able to meet the demand of the growing population and the significant rise in EHCNA requests. This will have a more positive impact on the staff (countywide and within specific teams). This will also better support the existing service, for which this proposal may positively impact:

1) Children and young people providing better access to an EP, including those with complex needs.
2) Earlier intervention will mean that children and young people may not require higher levels of support later on and families will feel more confident with the SEND system.
3) There will be more EPs to support children 0-25 with SEN and disabilities

We operate a social justice model of work and will be able to offer more resources and support to those with socio-economic inequalities.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table has been completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income							
Investment	Perm		200				
Pressure							
Total			**200**				

For pressures / investments only, please provide further details regarding:
What is the service's forecast outturn for the current financial year? £250k pressure
What financial mitigations have been considered? The only mitigations possible would be to either hold vacancies, or reduce locum spend. Both would result in failure to meet statutory functions and therefore cannot be considered.
What other funding sources have been explored? No other funding sources available
Could you meet the costs from your own budget? There is no capacity within the existing budget.

Communities, Social Mobility and Inclusion - Business Case Summaries

Activity Title:	Investment Into Communities			
Reference No:	D/R.5.001			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 5	Environment Score 2	Financial Score -1	
Business lead / sponsor:	Sue Grace, Executive Director of Strategy and Partnerships			
Document prepared by:	Paul Fox, Interim Deputy Director: Communities, Employment and Skill			
Financial Summary:	Ongoing investment £230k			
Financials signed off by:	Martin Wade			
Date:	28/11/2022	**Version**	1.0	

1. Driver / reason for the activity

The Think Communities Service funding was extended in September 2020 using £1.354m Just Transition Funding. It meant that the service could continue to bring together the Strengthening Communities and Youth in Communities teams to meet the aims of the Think Communities Approach, joining systems together in a placed based way and putting people at the heart of solutions to local issues.

The service model of identifying and developing community assets (people and non-people) to enable communities to address issues that are important to them and support the delivery of council services and other activity that may be considered preventative (e.g., youth offers), is ever more important in the current financial climate.

Local and hyper-local activity of this type is central to the Joint Administration ambitions on decentralisation with services that are closely tailored to the needs and wants of local communities that can make the most of existing assets, connections, and expertise. Enabling systemic change in this way is necessary to achieve significantly improved outcomes for many of our residents and to drive a just transition to a greener, fairer more caring Cambridgeshire. To that end, the recent strategic reorganisation of the Council in September 2022 brought together communities, skills, libraries, and anti-poverty services and placed them at the corporate centre of the organisation.

The service also supports the council to meet its statutory requirement to provide a "Sufficient Youth Offer" delivered through the activities of the Youth in Communities team that sits within the Think Communities Service.

The Think Communities Service is funded using a combination of core budgets and the non-recurrent investment from the Just Transition Fund. The service model for 2023/24 was costed at £939,896. The resource available from core budgets is £376,491 - a shortfall of £563,406.

2. Proposed activity or intervention(s)

In order to address the funding shortfall identified above, efficiency opportunities can be realised through the reorganisation and integration of the Think Communities and Youth in Communities teams. This will involve maximising the use of staff, knowledge, skills, and abilities across both teams.

We anticipate that in reviewing our approach we can significantly reduce the funding shortfall - from £563,406 to £233,776. A consultation on the proposed new 'communities service' is being prepared and will be undertaken from January.

This investment will be offset by savings made elsewhere in the Strategy & Partnerships Directorate. Agreement and delivery of these savings will fall under the remit of the Strategy & Resources Committee.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts, and any mitigations:

Activity of the Communities Team is to work in partnership with statutory partners, Voluntary and Community Sector organisations and communities to support self-sufficiency, resilience and service delivery by communities and community groups themselves. While by nature our statutory partners will be mindful of EDI (Equality, Diversity and Inclusion) matters and wish to address socio-economic inequality, we need to accept that decentralised approaches such as this mean we are responding to the agendas and priorities of others. Similarly, natural communities do not conduct EqIA's (Equality Impact Assessments) before expressing their needs.

It is clear that this decentralised, responsive, targeted ways of working with communities cannot guarantee equity of action across geographies, communities of interest or groups of individuals defined by protected characteristics. The risk of negative outcomes from this approach need to be mitigated by considered service management and staff awareness of equality and other issues. Aside from the above, a significant part of the work programme for the Communities Team is being aligned to the Care Together approach to support older people to remain active and independent in their own homes and communities. Any changes to staffing within the service will be carried out in full consultation, following HR policy and procedures. A full and specific EqIA will need to be carried out at that time.

4. Financial Impact on Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income							
Investment	Permanent	230					
Pressure							
Total		**230**					

For pressures / investments only, please provide further details regarding:
What is the service's forecast outturn for the current financial year? The core funding elements supporting the staffing of these services will be spent in full. Core budgets fully spent, supplemented by drawdown from Just Transition Fund
What financial mitigations have been considered? As set out above, the funding gap for the continued provision of these services has been reduced from £563k to £234k
What other funding sources have been explored? Net investment is zero as this investment will be offset by savings made elsewhere in the Strategy & Resources Directorate.
Could you meet the costs from your own budget? No, the business case addresses a lack of budget.

Activity Title:	Coroners pressure			
Reference No:	B/R.4.027			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social score 0	Environmental score 1	Financial score -1	
Business lead / sponsor:	Steve Cox, Executive Director Place and Sustainability			
Document prepared by:	Rachel Lovelidge, Coroner Service Business manager			
Financial Summary	Permanent investment of 66k plus a smaller temporary investment			
Financials signed off by:	Martin Wade			
Date:	29/07/2022 updated 29/10/22	**Version**	V1	

1. Driver / reason for the activity

Background:

The coroner conducts investigations into deaths that are unexpected or unexplained; including those where it is suspected that the deceased died a violent or unnatural death; the cause of death is unknown; or the deceased died while in custody or otherwise in state detention. The coroner will determine the identity of the deceased together with how, when and where the deceased came by his or her death.

Local Authorities have a statutory duty to provide a Coronial Service. Though Coroners themselves are judicial appointments, the council is required to fund the appointments, the supporting team and infrastructure necessary for Coroners to be able to fulfil their judicial responsibilities.

Cases over 12 months:

The Coroner and Justice Act 2009 requires that all inquest cases are heard within six months. The Senior Coroner for a jurisdiction is required to provide an annual report of all cases that remain open over 12 months old to the Chief Coroner of England & Wales as part of a national performance return.

Though there will always be cases beyond 12 months, the number across Cambridgeshire and Peterborough has been increasing. The last performance return reported 297 cases, and consequently the service is focused on reducing the backlog. The COVID-19 pandemic exacerbated an existing backlog, and cases beyond 12 months in the jurisdiction increased during this period, as they did nationally. The number the service has been able to conclude has been greater than the previous year.

Table 1: Number of cases over 12 months

	Total number of cases over 12 months	Cases concluded that were over 12 months old
2021/22	297	108
2020/21	242	37

This demonstrates a commitment to clearing the backlog but highlights that the service has been hampered by other service pressures as detailed below.

Nature of coronial investigations

In 2021 the number of referrals to the Cambridgeshire and Peterborough coronial jurisdiction decreased by 2%, however the number of cases requiring a post-mortem (PM) increased by 9% ‘113’, and those requiring an inquest increased by 15% ‘47’, adding cost and service demand.

Table 2: Reported deaths, post-mortems and inquests 2021, and comparison with 2022

	Reported Deaths	Post-Mortems	Post-Mortems as % of reported deaths	Inquest opening	Inquests as a % of reported deaths
2021	2,907	1,472	51%	529	18%
2020	2,978	1,356	46%	463	16%

The reason for the increased number of PM and inquests is due to a combination of increasing complexity of cases, in some cases due to next of kin being represented by counsel, and through referrals to the service via the Medical Examiner Scheme.

The table on the next page shows the reason for the delay in the cases being concluded.

Table 3: Reasons for delay in concluding cases

	Reason for delay					
	Complex case	COVID-19 pandemic	Current criminal in the CC	Investigation or prosecution by external authority	Death abroad	Prep for inquest
As of 30 April 2022	139	125	28	2	3	N/A
As of 30 April 2021	120	75	23	5	10	9

In July 2021, the service submitted a report to the Joint Management Team (JMT) to request funding to support additional resources to address a back log of cases built up over many years prior to the pandemic. Within the report it was estimated that it would take a minimum of two years to effectively manage and reduce the backlog, once capacity was in place. Since that point the pandemic and other factors outlined below have resulted in an increased backlog, not a reduced one. The backlog reported in 2022 is 297 as against 242 for 2021.

Current Pressures

Pre COVID-19, approximately 4,000 deaths were referred to the coroner service, followed by a drop during the pandemic due to a temporary change in the law. The law has reverted to the pre-pandemic situation, so referrals are rising again, and are expected to do so over the next year and beyond.

It should be noted that nationally the average time to hold an inquest from the start of an investigation to conclusion has increased by four weeks in the last 12 months. This is indicative of the complexity of some of the cases coming into coronial services, and inevitably adds cost to service delivery.

There are three areas that drive the costs from a demand management perspective, these are:

- number of deaths referred to the coroner service
- number and type of Post-mortems (PMs) and the
- number and duration of inquests.

Staffing issues:

There was a marked increase in staff absence in terms of long-term sickness for a variety of reasons. This has included experienced staff in key positions. The impact of this has been exacerbated by staff leaving the service, again for a variety of reasons, including temporarily through maternity leave.

Due to the uniqueness of the role, the service has faced difficulties in being able to recruit suitably qualified staff to backfill these positions, resulting in significant training and development requirements to bring officers up to speed.

During the period of 1st April 2021 and 31st March 2022, the service has had a total of 296 Coroner Officer days off sick; the main reason for this is due to planned medical operations, minor illnesses and mental health issues.

This has had the following impact on the service:

- Reduction on case work
- Lack of temporary cover within the service as budget unavailable
- Other staff trying to cover the workload

Partnership agencies:

Partnership agencies such as the NHS are experiencing their own resourcing challenges and are trying to clear their own backlog of appointments and operations. This is resulting in delays in the Coroners Service receiving evidence from them, and in being able to secure witnesses for inquests and pre-inquest hearing reviews. The service is working with partners to agree turn-around times for evidence. However, this has meant that hearing dates are delayed while waiting for vital documents.

Complex case work

The Jurisdiction has some of the most complex cases referred in the country. This is due to the number of hospitals (two of which are world leading), prisons, travel infrastructure and mix of both rural and urban living. These types of cases are different from the majority of cases due to:

- Media attention
- Risk of a judicial review
- Large number of interested persons (IPs)
- High ranking lawyers, counsel and legal representatives of the cases.

- Complexity of legal issues

2. Proposed activity or intervention(s)

Backlog of cases over 12 months

Due to the reduced number of staff for the reasons set out above, the funding previously given to the service has not been able to be used as intended and instead has been used to plug the unavoidable expenditure in the service which could not be foreseen.

The service has therefore been operating with a relatively inexperienced team, with those in post stretched to capacity in order to cover the gaps left by their more experienced colleagues.

The service now has a full team of officers, which includes two officers funded from a previous business case until September 2023. However, in order to continue to process the backlog of cases, it is vital theses posts are extended by a further three years. The timeframe to clear the backlog has increased in line with the increased number of cases older than 12 months.

The table below shows the associated costs in keeping those posts for a further three years.

Table 4: Coroner Officer costs

Resources	CCC Cost (65%)	PCC Cost (35%)	Total
2x Coroner Officers	£144,690	£77,910	£222,600 *

**Salary based on experienced Officer, £74,200 per year for 3 years*

Complex case work

The service is requesting funding for a permanent Project Lawyer to complete work on specific complex cases, replacing what has been temporary arrangements. If this type of cases is not managed properly by an experienced person, there is an increased risk of a judicial review which would increase costs for the Authority and also cause reputational damage. Current Inquest Officers do not have the same level of experience and knowledge to support these exceptionally complex cases and previous attempts to manage these with less experienced members of staff has proven unsuccessful.

Table 5: Project Lawyer costs

Resources	CCC Cost (65%)	PCC Cost (35%)	Total per year
Project Lawyer	£31,177.9	£16,788.1	£47,966

**Salary based on Project lawyer budget as of Sep 2022*

Court Ushers

The Court Usher roles are a permanent vital part of the court proceedings for the Service. The Ushers are required to set up the court rooms (including IT equipment), swear-in any witnesses, record the hearing, liaise with the coroner and also meet those that are attending in person. They effectively ensure the smooth running of the court on the day and this function mirrors that of every other court within the country.

Without having funding for court ushers, it will add additional pressures and delays within the team.

Table 6: Outlines the costs associated with the funding for two permanent Court Ushers

Resources	CCC Cost (65%)	PCC Cost (35%)	Total per year
Court Usher x 2	£35,176.70	£18,941.30	£54,118.00

**Salary based on a budget for an administrator as of Sep 2022 £27,059 x 2*

Conclusion of costs being requested:

1. Temporary funding extension of Coroners Officer posts for three further years:

Resources	CCC Cost (65%)	PCC Cost (35%)	Total
2x Coroner Officers	£144,690	£77,910	£222,600

2. Temporary funding broken down by year

	Total amount	CCC (65%)	PCC (35%)	Comment
2022/3	0	0	0	Existing funding in place until Sept 2023
2023/4	£37,100	£24,115	£12,985	Existing funding in place until Sept 2023
2024/5	£74,200	£48,230	£25,970	

2025/6	£74,200	£48,230	£25,970	
2026/7	£37,100	£24,115	£12,985	Funding for 6 months
Total	**£ 222,600**	**£ 144,690**	**£ 77,910**	

3. Permanent funding for the following posts:

Resources	CCC Cost (65%)	PCC Cost (35%)	Total per year
Project Lawyer	£31,178	£16,788	£47,966
Court Usher x 2	£35,177	£18,941	£54,118

Total permanent investment for these (CCC and PCC) from 2023 / 4 = £102,085

1. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

Protected Characteristic	Benefits	Mitigations
Age	All aspects of this business proposal are able to support those that are in any age range	These roles will enable the service to continue to be able to offer support to older people in engaging with the service, most notably in attending court in the event of an Inquest
Disability	With the support from the Court Ushers, the service is able to facilitate attendance at court for all service users	Accessibility, particularly for anyone with a disability, will be able to be maintained. This includes remote attendance at Inquests as may be preferred
Religion or belief (including no belief)	We are able to heed religious, or non-religious, wishes as appropriate	With sufficient Officers, we increase capacity within the service, ensuring that we are able to heed religious, or non-religious, wishes as appropriate

	Socio-economic inequalities	Adequate staff to be able to support those service users that fall within this category.	Having the staff mentioned in this business case will mean that we have adequate staff to be able to support those service users that fall within this category	

4. Financial Impact on Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income							
Investment	Permanent	0	66,355*				
Investment	Temporary	0	24,115	24,115	0	-24,115	-24,115
Pressure							
Total			**90,470**	**24,115**	**0**	**-24,115**	**-24,115**

Please NB: this was based on salaries from Sept 2022

*1 – this funding becomes mainstreamed from 2023/24

For pressures / investments only, please provide further details regarding:
What is the service's forecast outturn for the current financial year? The current outturn is £3,073,614, this is the full-service amount, 65% for CCC equates to 1,997,849.
What financial mitigations have been considered? Reviewing current roles within the service, reviewing other lines of expenditure. The service takes action to mitigate against rising costs where it can. Work in this respect includes closely reviewing all invoices to ensure contractors are only charging for costs agreed within the respective contract terms and challenging invoices where necessary. The service has been optimising the use of council owned buildings to hold inquests. Due to the use of New Shire Hall, and Peterborough Town Hall, costs for use of external facilities for inquests has reduced from £46,000 in 2020/21 to less

than £5,000 in 2021/22, with the service on target for a further reduction by the end of 2022/23. The use of Assistant Coroners has been reduced since the appointment of our Area Coroners, this being more efficient, they are now used primarily for specialist cases and complex cases. The use of Contain Outbreak Management Funding (COMF) to invest in technology has enabled the service to operate remote hearings, as well as providing the choice for expert witnesses and friends and family of deceased to decide if they want to travel to inquests or dial-in remotely. This has been particularly beneficial for expert witnesses who predominantly choose this option, leading to cost reducing for the council. Tight controls ensure that overtime is only agreed in exceptional circumstances, where it is a necessity from a service delivery perspective.
What other funding sources have been explored? COMF has been used during the pandemic to offset costs, although is no longer viable
Could you meet the costs from your own budget? No, due to service pressures as described above.

Adults and Health - Business Case summaries

Activity Title:	Decommissioning of Block Contracts for car rounds providing homecare			
Reference No:	A/R.5.022 & A/R.6.203			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 1	Financial Score 3	
Business lead / sponsor:	Will Patten Director of Commissioning			
Document prepared by:	Ruth Miller			
Financial Summary:	£1,220k ongoing saving from June 2023/24 with permanent investment of £45k required to facilitate saving			
Financials signed off by:	Justine Hartley			
Date:	13.10.22	**Version**	1.1.	

1. Driver / reason for the activity

The block car provision delivers domiciliary care to people in the county and allows the Council to meet the needs of service users quickly and effectively. The purchase of block hours allows the Brokerage service to source care in the following circumstances:

- To return home from hospital as soon as possible once a person is medically fit
- To provide care for people who are in hard-to-reach areas or to fulfil hard to place packages of care.

The block provision is not always the most efficient use of money, although it is very effective in supporting the discharge process and aiding pressures in the system when demand changes quickly and the market cannot meet the increase.

Two key areas for savings are proposed:

1. A more cost-effective solution for future service delivery with a reduction in double up cars.

2. A reviewed contract: The existing contract is due to end June 2023 and needs to be replaced. The plan is to replace with fewer cars, but that are better utilised through tighter contract management and the introduction of a 'rationalisation broker' (see option 2 below).

2. Proposed activity or intervention(s)

Block homecare provision plan 23/24 onwards:

- Improved Better Care Fund (IBCF) block provision January 2022, five-year contract, to support hospital discharge – grant funded.
- Winter pressure/ cars, recently extended to March 2023. Funded by NHS Winter Surge funding – grant funded.
- Rapid Discharge Team / local authority core-funded cars, ending June 2023.

1) Have already decommissioned a number of block cars securing a permanent net saving of £525k.

2) Commission another contract using the local authority budget, with fewer cars, on a flexible six-month rolling contract, to allow for stepping down as needed for the place-based model.

(Options considered for replacement of the remaining cars are outlined below)

Option	Benefits	Risks	Potential savings
Option 1: do nothing. There is an option to allow the existing contract to end in June 2023 with no replacement.	This option uses the least resource. It would also save money in the short term.	Risks losing significant capacity for hospital discharge and emergency provision for those requiring care at home at short notice to avoid accommodated care. Puts pressure on other systems. Could put service users at risk if there is no provision immediately available, for both discharge and emergency care. We could end up spending on placing off-contract to get placements filled as soon as possible for Discharge to Assess (D2A).	£1.370m

Option	Benefits	Risks	Potential savings
Option 2 (preferred): commission another contract using the local authority budget, with fewer cars, on a flexible 6 month rolling contract, to allow for stepping down as needed for the place-based model. E.G., currently 14 cars utilised at 27%, change to 7 cars and aim for 60% utilisation with 'Block Provision Broker' to rationalise rounds and improve utilisation.	Also, option to call off from Dynamic Purchasing System (DPS) for tender. This will also allow for tailoring the contract to allow for the East Cambs place-based pilot, to be explored further in later paper. Better utilisation due to focused Broker, able to rationalise the car rounds. This option will allow for a new contract to be informed by care utilisation data, including geographical demand and demand by time.	Six-month flexible rolling contract may not appeal to providers. May result in higher bids to allow for shorter duration of contract. Reducing cars from our supplier / Winter pressures may put pressure on the existing cars for Better Care Fund. IBCF cars may not be enough alone to sustain demand.	£650k Plus, an additional £45k to fund a broker to work with block cars
Option 3: complete a new tender, like for like	Replicate the number of cars and locations of cars that we already have. Least work. Reuse specifications etc.	Risk paying more for same contract. Capacity issues across teams. Risk getting lower quality providers. Risk ongoing under-utilisation of the provision, therefore not achieving efficient use of public funds.	None, possible pressures due to cost increases

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

There are no significant positive or negative impacts from the proposed Option 2. The provision provides support to some of the most vulnerable people in the County, and this proposal enables us to continue providing the block homecare to support hospital discharge without breaking service provision but making savings and efficiencies. The service will continue, and the service users will be protected and therefore no impact upon protected characteristics.

4. Financial impact for Business Planning 2023-28

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving	Permanent	-1,111	-109			
Income						
Investment	Permanent	45				
Pressure						
Total		**-1,066**	**-109**			

Activity Title:	Adults and Mental Health Employment Support			
Reference No:	A/R.6.202			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 1	Environment Score 0	Financial Score 1	
Business lead / sponsor:	Will Patten Director of Commissioning			
Document prepared by:	Guy Fairbairn			
Financial Summary:	Permanent yearly saving of £40k			
Financials signed off by:	Justine Hartley			
Date:	12/9/22		**Version**	1.0

1. Driver / reason for the activity

The Mental Health Supported Employment service contract (with an annual value of £190,393 (and includes £56,534 annual funding from Public Health) ends on 30 November 2022. A replacement is needed in order to continue to support individuals with a moderate to severe enduring mental health condition move closer to or into employment.

A solution or solutions that deliver better outcomes is required.

A full review of the current provision, the outcomes delivered and the current support available for mental health within the employment sector has been undertaken, along with Service User/Co-Production engagement.

Background
The current contract delivers the Cambridgeshire Access to Work Service which specialises in providing support for adults living with or recovering from moderate to severe mental ill health to find paid employment, voluntary work, education, and training or to retain their current employment.

The service is aimed at those aged between 18 and 64 and is to be delivered equitably across the County. The expectation is that the service will support individuals for up to six months. The service is open to referrals from a range of sources including social work teams, Health professionals and self-referral.

This specialist employment service provides one-to-one support for people who have been off work due to mental health challenges and are keen to return to employment, voluntary work, education, or relevant training. The service should provide an evidenced-based Employment Service working through the principles and practice of Individual Placement and Support (IPS) service for adults of a working age who have moderate to severe mental health needs. The principles of IPS focus on a time limited intervention, working collaboratively with health, social care and employers to get people into paid employment as quickly as possible and then to provide intensive support in order to retain their employment.

From March 2020 due to the health pandemic, the service utilised new methods of remote working to maintain support to individuals accessing the service, typically via telephone and digital (Teams/Zoom).

Following the lifting of restrictions relating to the pandemic, the service now has the choice of either face-to-face appointments, phone/digital appointments, or a mix of the two.

The current contract started in November 2016. The service has offices in Huntingdon and Cambridge and co-locates with the Change Grow Live (CGL) Substance Misuse service.

The contract does not have any specific targets for outcomes however the Key Performance Indicators (KPI’s) monitor the principle sets of data (e.g., referrals, programme starts) and outcomes.

Overall, the contract, since its inception, has seen a steady flow of referrals, impacted by the health pandemic, with consistent referrals coming from the Psychological Wellbeing Service (IAPT) and self-referral sources. There has been a reduction in referrals from Health sources, particularly since the pandemic, and consistent referrals from the CGL service following the co-location of the services.

The outcomes into paid employment are low when compared to other employment and skills programmes. The IPS service performs at 24% for the region and 36% for Cambridge and Peterborough and the Department of Work and Pensions (DWP) Work and Health programme performs at between 16% and 26% for those from the Disability group.

Mental Health Employment Support market 2022
Since the inception of the current contract, both the visibility of and the need for mental health support has significantly increased and the services available within the employment market have evolved to meet this. In addition, employer support has also changed, with a greater emphasis on employee well-being in many organisations.

Extensive engagement with many organisations and partners has taken place to understand what support and services are available, how the current contract fits with these and to identify any crossover or gaps. Many of these services were not in place when this contract was commissioned.

Examples of these are that the overarching DWP Work and Health programme now includes support for mental health as does the DWP Intensive Personalised Employment Support (IPES) service and DWP Restart service. In addition, there are several third sector organisations that include employment support within their offers.

Additionally, the Local Government Association has mapped the full range of employment and skills programmes nationally and regionally: Mapping national employment and skills provision | Local Government Association

When the current contract was commissioned, there was a more limited programme of support for individuals with a mental health condition via DWP and Health routes. As a result of the market changes outlined above, there is now and overlap of support, as irrespective of an individual's benefits status, there are services that can be accessed in most cases.

2. Proposed activity or intervention(s)

There has been on-going engagement as part of the project to review this contract with the provider, Cambridgeshire and Peterborough NHS Foundation Trust (CPFT), Cambridgeshire & Peterborough Integrated Care System (ICS), Public Health as well as SUN Network. SUN Network have carried out user engagement activity.

The following are the solutions based on the extensive market research and engagement that has taken place since September 2021 and May 2022:

1. To continue to use the Public Health contribution of £56,534 to support Mental Health Employment Services in Cambridgeshire

2. To contribute to the **IPS Service**

3. To contribute to a smaller holistic and sign-posting service to mitigate against gaps in support resulting from the cessation of the current service.

4. Deliver an annual budget saving of £40,393

1) To continue to use the Public Health Contribution of £56,534 to support Mental Health Employment Services in Cambridgeshire

Continued contribution of this amount to support mental health employment services has been agreed with Public Health. This will deliver against the priorities identified in the JSNA around deprivation, it will align to future mental health strategies to support employment and it will mitigate against any risks in service gaps in the future.

2) To contribute to the IPS Service

Following the extensive research and engagement that has taken place, contribution to this service in the future will deliver significantly better outcomes than the current service. The agreement is that the criteria of the IPS service will broaden to cover both Primary and Secondary care referrals and have the inclusion of self-referral.

The service will give equitable coverage across the county with a focus on areas of deprivation.

The service is part of a national scheme co-ordinated by NHS England. It delivers to an agreed set of principles and outcomes and can be easily monitored and compared.

The contribution recommended will deliver 2.5 x full-time equivalent (FTE) Employment Advisors (handling a case load of circa 110 per year) plus a % of management and administration (overhead) time as well as travel costs.

Procurement for this would be via a Horizontal Agreement with Health (Public Sector to Public Sector) that would negate the need to go out for procurement. There is no TUPE liability identified.

3) To contribute to a smaller holistic support and sign-posting service to mitigate against gaps in support resulting from the cessation of the current service

As part of the evaluation process, it is recognised that the current service provides a valuable sign-posting element as well as a more holistic and longer-term approach for several service users. Whilst the IPS Service will provide the sign-posting element, the service is time limited. In order to ensure that both areas continue to be supported, and the risk of leaving individuals unsupported is mitigated, an increased contribution to the existing holistic support service delivered will provide support for this.

The contract for this holistic support service is commissioned by the Integrated Care System (ICS) and will require a variation to the agreement to show the increase in the annual contribution. The contribution will allow the holistic support service to provide the resources necessary.

4) Deliver an annual budget saving of £40,393 - see breakdown of the annual contribution for the recommendations:

Service	Annual contribution	Saving
Current annual budget (including Public Health)	£190,393	
Proposed IPS Contribution	£120,000	

Proposed contribution increate to holistic support/sign-posting service	£30,000	
Proposed Annual Budget Saving		**£40,393**

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

This proposal is to extend an existing service which specialises in providing support for adults living with or recovering from moderate to severe mental ill health, to find paid employment, voluntary work, education, and training or to retain their current employment. This extension will deliver better outcomes for the above-mentioned targeted people. Therefore, the proposed changes will not directly impact negatively any persons with protected characteristics or people experiencing socio-economic inequalities, although some positive improvement is expected.

We have made this proposal after carrying out service user engagement (during late 2021, early 2022) which informed the model for delivery, taking on more co-produced approach.

We will regularly review the service model with both suppliers to ensure the set KPIs around volume and outcomes are fully met, to deliver better outcomes for all service users.

4. Financial Impact for Business Plan 2023-2028

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving	Permanent	-40				
Income						
Investment						
Pressure						
Total		**-40**				

Activity Title:	Mental Health Section 75 vacancy factor			
Reference No:	A/R.6.205			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 0	
Business lead / sponsor:	Shauna Torrance, Head of Commissioning			
Document prepared by:	Guy Fairbairn			
Financial Summary:	One off saving of £150k in 2023/24 reducing to an annual saving of £50k thereafter			
Financials signed off by:	Justine Hartley			
Date:	20/10/22	**Version**	1.0	

1. Driver / reason for the activity

Due to existing staffing vacancies and staff turnover, there is an underspend on the Cambridgeshire County Council Mental Health S75 budget for 2023/24 and 2024/25.

2. Proposed activity or intervention(s)

The driver for the underspend is the challenge in recruitment, therefore the underspend relates to actual headcount versus budget headcount projected in 2023/24 and 2024/25

There will be an underspend of £150,000 in 2023/24, however only £50,000 of this will be recurrent in further years. This is due to recruitment challenges and staff turnover, resulting in a forecast underspend on the budget. There are significant operational pressures that will continue on the service, and we are not proposing to reduce the budgeted staffing headcount, and the expectation is that recruitment to vacant posts will be carried out in a phased approach, with a full return to the budgeted headcount in 2025/26.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

Noting that there has been a consistent underspend on the staffing budget over recent years, due to the challenges in social work and associated roles recruitment, and that the teams are currently operating at a below headcount level, by agreeing to a temporary underspend next financial year, it will not be possible to recruit to the agreed headcount if this were possible. Effectively the social work teams will be smaller for a period.

This will impact the effectiveness of the social work teams and have a cumulative impact on other colleagues working across the mental health system, providers supporting service users, service users directly (e.g. delays to care and support changes, access to benefits and services, signposting/referral to other support services), their families and carers and will also increase the general risks linked to this cohort of service users. This impact for both staff and service users will be continually monitored throughout delivery of the service in the coming years into 25/26 when recruitment to vacant posts will complete.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving	£100k one off / £50k permanent		-150	100			
Income							
Investment							
Pressure							
Total			**-150**	**100**			

Activity Title:	Post Hospital Discharge Reviews - Prevent, Reduce, Delay			
Reference No:	A/R.5.023 & A/R.6.204			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 1	Environment Score 0	Financial Score 1	
Business lead / sponsor:	Debbie McQuade Director of Adults and Safeguarding			
Document prepared by:	Kirstin Clarke			
Financial Summary:	£110k permanent investment to deliver £310k recurrent saving			
Financials signed off by:	Justine Hartley			
Date:	24/10/2022	**Version**	1.0	

1. Driver / reason for the activity

When people are discharged from hospital and require support with their social care needs, there is an opportunity to ensure we consider a range of options which support a better recovery. Through the targeted use of interventions such as TEC (Technology Enabled Care) and reablement, and through the right strengths-based conversations and links to community assets we can support speedier recovery and greater independence in the longer term, thus preventing, reducing or delaying the need for more costly long-term care being required.

This project will enhance the current working practices of the Discharge and Review Teams and the Long-Term Teams support at Review stage to:

- achieve more reablement,
- use more technology enabled care (TEC),
- increase the use of Occupational Therapists,
- apply more joint working, to focus on maximising independence, and
- recognise patient strengths and assets.

These changes will prevent, reduce or delay the number of patients discharged from hospital who require a long-term care plan, which will result in cost avoidance.

2. Proposed activity or intervention(s)

This proposal describes how the required changes in operating behaviour will be achieved and sustained.

1. A strength-based practice training package will be delivered across all hospital and community adult social care teams. This will be embedded within team meetings and management briefings and include feedback on practice improvements and progress towards financial savings. Monitoring will also be undertaken via supervision and case file audit.

2. The "Challenge to Care Practice" tool will be re-introduced at the same time as the training noted in 1. above. This will be used to monitor improvements in practice.

3. Cost avoidance will be tracked initially through an 'off-line' spreadsheet for each service user; this will need to be maintained by the relevant team as the service user progresses through the care pathway. Consideration will be given to replace this 'off-line' spreadsheet system by building the necessary data capture elements into our existing Mosaic IT system, as part of the overall hospital system review. Our Finance team will report to the Assistant Director of Adults and Safeguarding, initially on an 8-weekly basis on the notional cost avoidance assessment.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

Predominantly those over the age of 65 will be disproportionately affected, as they form the largest user groups from care and support services. However, there would also be an impact on adults of working age who are carers or who have disabilities / long term conditions. However, the existing Adults Positive Challenge Programme has evidence that these ways of working generally deliver better outcomes for individuals, and therefore the impact is not anticipated to be negative. A positive impact is intended and very likely. These impacts will be monitored over this next financial year to ensure better outcomes are being achieved and the impacts are positive.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving	Permanent		-310				
Income							
Investment	Permanent		110				
Pressure							
Total			**-200**				

Activity Title:	Learning Disability mid-cost range placement review		
Reference No:	A/R.5.025 & A/R.6.206		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 1
Business lead / sponsor:	Will Patten Director of Commissioning		
Document prepared by:	Gurdev Singh, Head of Service, Commissioning Directorate		
Financial Summary:	£280k one off investment in 2023-24 to save £406k yearly from half-way into 2023-24		
Financials signed off by:	Supported by Rebecca Bartram		
Date:	05 Dec 2022	**Version**	1

1. Driver / reason for the activity

The Learning Disabilities Partnership service has focused its resources on meeting its statutory duties; reviewing placements for the most complex people; and those where NHS services are most in need. There is an opportunity to review placements which are mid-cost (the next tier down) applying the same principles.

2. Proposed activity or intervention(s)

The Learning Disability Partnership supports approximately 2,000 people. Over the years, notably from the start of COVID-19, care and support packages have evolved to ensure people's needs are met in unprecedented circumstances. In doing so, there may have been occasions where hours of care have been added without consideration to other people within the same service. Consequently, some inefficiency may have occurred.

The proposal is to review care and support packages and remove any restrictions that prevent service users leading a more independent life.

The work will include but not be limited to:

- mapping the use of hours of care across the day across service users in the same setting
- establishing if some hours are remnants of COVID-19 support

- checking the council's commitment record matches the providers understanding of price
- reviewing the use of care funding calculators
- checking if there is an advantage from increasing the use of technology
- reviewing the feasibility of de-registration.

Should a change be required, then the work would extend to completing a care and support assessment and updating the providers contracts.

The table below shows the numbers of people who are recorded within the Learning Disability Partnership's case management system (Mosaic) as of 1 December 2022, and which placement category they are currently in. This includes those people living within the county and outside of the county. It also includes those who are transitioning from Children's services.

Package value	Placement category	Number of people	Combined package values
£1 – £49,999	Low-cost	918	£16,725,000
£50,000 - £99,999	Low to Mid-cost	421	£30,085,000
£100,000 - £149,999	Mid-cost	188	£22,876,000
£150,000 - £199,999	High cost	34	£5,760,000
+£200,000	Very High cost	24	£6,258,000
Total		**1,585**	**£81,705,000**

Table 1: Excludes CHC packages and block contracts such as voids. Figures are LDP gross costs

The middle row highlighted in yellow (mid-cost) is considered in scope for this programme. The average care and support package value is £121k.

In 2017/18, the council reviewed over 250 high-cost placement packages delivering over £1m in cashable savings.

In 2019/20 we carried out a feasibility study on all the packages where NHS services were identified as part of the service people needed. This study, for 700 placement packages, identified over £7m in cashable savings. Work continues to realise this benefit.

For the mid-cost placement, a sample of 30 care and support plans were reviewed. They indicated there was a potential for savings of £80k in total. When extrapolated it would make a project opportunity of £530k gross saving for the Learning Disability Pooled Budget, which means £406k net saving to the authority, per the agreed percentage split of the budget with the NHS.

Whilst the scope is to review 188 packages, there will be more people being considered. People who live in the same settings will have packages reviewed. This will require close co-ordination with social work colleagues annual review plans. The upside is the savings potential could be higher.

An efficient way of agreeing changes will be to restate policies such as direct payment levels, transport fees/use of mobility allowances, overnight respite rates, how to re-distribute shared hours. This will help conversations with providers and families alike, and subsequently support the implementation of successful change. Work on policies will require Committee approval and consequently this will affect when any savings can be realised. Some savings may arise without the need to restate policies.

Implementing changes should lead to benefits, however, until the policies have been implemented and review plans assessed, it's not practical to more accurately predict a savings level. We anticipate the first year's savings to be phased and achieve £203k cashable savings in 23/24.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

The proposal will affect service users accessing support via The Learning Disability Partnership. The significance of the impact is that care hours will be reviewed to ensure that there is efficiency in service provision and therefore some service users may see a reduction in the number of hours of care and support delivered to them. The Learning Disability Partnership delivers care across the county and therefore the proposals do not relate to any area of known inequalities.

One of the ways inefficiencies may be addressed is to reinstate policies such as direct payments, transport fees/use of mobility allowances and overnight respite. This will provide services users with protected characteristics greater independence whilst still in a supportive environment.

The proposal will also affect carers delivering this care. The significance of the impact to carers could be very positive. By reducing non-essential hours, carers will have more time to deliver more personalised care. The proposal has the potential to reduce pressure on carers as the mapping out of the use of hours may lead to more efficiency in their working day; this has the potential to reduce stress and lead to more meaningful and greater job satisfaction.

Once the processes of change are identified, a specific action plan for the service user will be established, detailing how the changes will be managed to reduce stress and distress whilst achieving personal outcomes. Monitoring arrangements will also be included and considered.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving	Permanent		-203	-203			
Income							
Investment	One off		280	-280			
Pressure							
Total			**-77**	**-483**			

Activity Title:	Adult Early Help – Business Support Officer			
Reference No:	A/R.5.026 & A/R.6.208			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social 0	Environmental 0		Financial 0
Business lead / sponsor:	Tina Hornsby, Head of Adult Performance, and Strategic Development			
Document prepared by:	Angela Smith, Strategic Business Development Manager Sunny Singh, Strategic Development Manager			
Financial Summary:	Part-year investment for 22-23 of £8,868. Yearly recurring investment thereafter of £27,670 from 2023-24 to deliver £61,560 yearly from 2023-24 in avoided costs.			
Financials signed off by:	Supported by Rebecca Bartram			
Date:	30.11.22		**Version**	1.0

1. Driver / reason for the activity

Context

The move towards collaboration through the development of the Integrated Care Systems (ICSs), Provider Collaboratives and Primary Care Networks has highlighted the need for greater integration and connection between digital systems, this is evident in the developments within Social Prescribing.

Social Prescribing and the interface with Primary Care reaches across all health and wellbeing domains, including Adult Social Care (ASC), wider local government, the voluntary and community sectors, private organisations, and housing. To ensure ASC responds to this changing environment it is important we work to support joined-up channels of communication between different parts of the system, enabling collaboration between health and care partners in the new Integrated Care Systems.

This sits well with the adult social care outcome - Early intervention and prevention – supporting people early with targeted information and advice and low-level and community support and reablement services, to prevent or delay the need for long term care and support. It also will support place-based support by ensuring a simple referral pathway for primary care into the appropriate locality team. This may also support GP's making referrals to Adults Early Help team rather than inappropriately to the MASH (Multi-Agency Assessment Hub) where there is a care and support need rather than safeguarding.

Implementation of the Joy App is currently an outcome under the scope of the Adult Social Care Reform Programme - information and advice workstream.

Local Landscape
To support the move to localised care within the PCNs structure, Cambridgeshire and Peterborough Integrated Care Board made a three-year investment in the Joy, Social Prescribing digital platform (April 2022). The platform is a case management and referral tool for GPs and Personalised Care staff.

The system links to HAY – How Are You Cambridgeshire & Peterborough, a front-facing directory allowing professionals and individuals to refer to activities and services. The platform is currently being rolled out across the ICS footprint within Cambridgeshire and Peterborough and provides:

- An interface with GP systems to allow them to electronically refer to their social prescribers.
- A case management system for social prescribers to allow them to triage and record their case work electronically. This also connects to partners such as the voluntary and community sectors to share the outcomes of referrals back to social prescribers.
- A marketplace / directory for referral options - which is public facing as well as professional facing.

Adult Social Care representatives form part of the ICS Joy Mobilisation Group, which oversees the development and roll out of the Joy system. Work to date has included:

- Weekly Joy Mobilisation Group meetings focused on the roll out of Joy in SystmOne and Emmis, VCS onboarding, development of professional-to-professional (P2P) referrals (specifically focused on the ASC front door).
- An Adult Social Care workshop to provide an overview of the Joy system. The session was attended by a range of operational and commissioning colleagues from ASC.
- Focused work with Joy regarding the P2P referrals to Adult Social Care via Joy to make it easier for GPs and health professionals to refer to ASC and to make the quality of data we receive better by embedding the new professional referral, form with Joys mandatory fields.
- Continued development work with the Joy team with the expectation that in early 2023 we will be able to roll out the Joy App to our front door staff, including Customer Service team to refer directly to the VCS and social prescribers,

effectively streamlining the referrals to the key voluntary sector partners, e.g., Age UK, Caring Together, Care Network etc.

- Discussion with colleagues in Cambridgeshire and Peterborough to link the information held within our online directories with How Are You Cambridgeshire and Peterborough (HAY).

As part of the Mobilisation of Joy Phase One, we want to make it easier for GPs and health professionals to refer appropriately to ASC and to make the quality of data we receive better. These referrals will be made into our Adult Early Help Team (AEHT), which is part of the Council's Prevention & Early Intervention Service (P&EI), to mirror the pathway currently in operation in Peterborough. To do this effectively in Cambridgeshire we need to secure an additional Business Support Officer resource.

This resource would allow incoming referrals to be triaged, eliminating the risk of referrals going to the wrong team or service area, and the proposed pathway is outlined below:

Joy App Module	**Referral method**	**Destination**
GP App - launched from Systm One – by GP	Pre-population demographics from Systm One plus tick-box for reason for referral / service being referred to into a formatted output emailed to Adult Early Help	PCC - AEHT SERCO CCC – P&EI, AEHT referral intake for triaging to correct team if existing client.
Social Prescribing App - launched from within the social prescriber case management system – by social prescriber	Standard professional referral form, as developed for CCC website embedded into Joy App system – producing a more detailed formatted output emailed to Adult Early Help	PCC - AEHT SERCO CCC – P&EI, AEHT referral intake for triaging to correct team if existing client.

Phase 2 of the Joy App roll-out would enable the AEHT to refer directly into Primary Care. Developing this referral route will enable our staff to refer into Primary Care for health funded activities, such as Personal Health Budgets supporting greater collaboration between health and social care, which in turn, will deliver better outcomes for individuals and enable greater use of external resources.

2. Proposed activity or intervention(s)

To ensure that Cambridgeshire's Adult Early Help team (AEHT) can effectively deal with incoming referrals from GPs and Social Prescribers, extra capacity within the team is needed. 1 FTE (full time equivalent) Business Support Officer will provide the capacity to triage incoming referrals as outlined in section 1.

The role would also be required to dip-sample referrals that had been made via the Joy App to look at trends, identify gaps in provision etc. This will enable us to identify cases where a timely referral into the AEHT has led to the use of a lower cost service / activity to support an individual's health and wellbeing rather than entering ASC at crisis.

3. Equality Impact Assessment

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

This is an additional role which would allow incoming referrals to be triaged, eliminating the risk of referrals going to the wrong team or service area. We have therefore assessed this to be a potentially more positive outcome for all people regardless of protected characteristics and socio inequalities as the service will be enhanced.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving (avoided cost)			-61				
Income	NA						
Investment	Permanent		28				
Pressure	NA						
Total			**-33**				

For pressures / investments only, please provide further details regarding:

The figures outlined below demonstrate the potential cost avoidance saving that can be derived from an increase in timely referrals to our AEHT from Primary Care.

In October 2022 there were a total of 1,285 referrals into the AEHT recorded as community (not hospital). This category will include Primary Care referrals.

We also know that the main route of referral used by Primary Care colleagues are email and webform. A further breakdown of the 1,285 referrals received, shows that 498 were made via email and 170 via our web form. A total of 668 referrals per month.

If we make a conservative assumption that 5% of the total 668 monthly referrals to AEHT are made by Primary Care. This would mean that:

- an average of 33 referrals are made per month
- a total of 400 referrals per year

The table below works on an assumption that if 20 clients per year (5% of the total yearly Primary Care referrals into AEHT) are linked into Adult Social Care, enabling a holistic conversation and the identification of localised solutions around care and support, these clients could be diverted from needing higher cost Adult Social Care services such as respite care.

The example below uses the scenario that an increase in timely AEHT referral led to the use of community resources to ensure that carers were supported. This in turn avoided a breakdown in the caring relationship and the need for emergency respite for the cared for individual (3-week respite costs - temporary residential care). Using the average unit cost of one week of respite care at £1,026 the following avoided costs can be delivered:

Cost Avoidance - No. of People diverted	**Avoided cost value**
20	£61,560

Activity Title:	Public Health – Vacancy factor			
Reference No:	E/R.6.036			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral:	Social Score 0	Environment Score 0	Financial Score 1	
Business lead / sponsor:	Jyoti Atri, Executive Director Public Health			
Document prepared by:	Finance & BID			
Financial Summary:	Recurrent savings of £80k			
Financials signed off by:	Justine Hartley			
Date:	14.12.22	**Version**	1.0	

1. Driver / reason for the activity

Like other areas of the Council, there is a level of underspending in staffing budgets across the Public Health directorate due to a variety of factors, such as a time lag between resignations and appointments, as well as recruitment difficulties and delays. The actual level of underspend will vary year to year, but a vacancy factor of 3% across Public Health staffing budgets equates to £80k. The actual level of underspend from vacant posts is likely to be higher but will be partially offset by the use of higher cost interims for some posts.

For nearly a decade, we have had a vacancy factor applied to budgets in People & Communities (P&C) to reflect this same phenomenon, and it is standard across many organisations to budget for slightly lower than your full establishment. Almost every year, staffing budgets in P&C have ended the year underspending by about the amount of the vacancy factor (recently it has been exceeded). Vacancy factors are therefore now being proposed more widely across the Council's budgets including this proposal for Public Health.

2. Proposed activity or intervention(s)

A vacancy factor will be applied to Public Health budgets that reflects the level of underspend expected to be achievable, given underspends in recent years. This excludes the impact of the pandemic which made recruitment much more difficult and pushed savings from vacant posts much higher over the last 2 years.

Therefore, we are proposing to apply a 3% vacancy factor to staffing budgets which would give a saving of approximately £80k.

Similar business cases are being put forward to introduce vacancy factors in Place and Sustainability and Corporate Services.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

An Equality Impact Assessment is not required for this business case as there are no changes being proposed to service provision, staff, or policies.

The vacancy factor is formally acknowledging an existing underspend that arises due to the factors outlined in Section 1.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving	Permanent		-80				
Income							
Investment							
Pressure							
Total			**-80**				

Activity Title:	Public Health Savings		
Reference No:	E/R.6.036		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 1
Business lead / sponsor:	Jyoti Atri, Executive Director Public Health		
Document prepared by:	Val Thomas		
Financial Summary:	Recurrent savings of £231k		
Financials signed off by:	Justine Hartley		
Date:	14.12.22	**Version**	1.0

1. Driver / reason for the activity

This business case presents the savings from the Public Health Budget.

The majority of the ringfenced Public Health Grant is allocated to commissioned Public Health services.

We have identified savings through analysis of service delivery and alternative options for delivery, and some historical saving that occurred when the Behaviour Change/Lifestyle Service was re-commissioned. The new service commenced in October 2020, but the savings were not re-allocated due to COVID-19 pandemic pressures.

2. Proposed activity or intervention(s)

Analysis of service delivery savings: £61,500:
We have analysed some of our service provision and sought ways to optimise delivery and make some small savings. These include:

1. Bringing the co-ordination of assurance checks for GPs/Nurses to provide Long-Acting Reversible Contraception (LARCs) into Public Health.
2. Directly purchasing nicotine replacement therapy rather than through the NHS
3. Historical saving within the drug and alcohol treatment service
4. Reduced requirement for clinical issues such as governance, prescribing etc.

5. Reduced requirement for commissioning services from pharmacies for Chlamydia Screening and treatments for young people between 15 and 24.

Summary of savings proposals:

Saving proposed from:		Saving of £
Co-ordination of assurance checks for GPs/Nurses to provide Long-Acting Reversible Contraception (LARCs)		£10,000
Nicotine Replacement Therapy (NRT)		£30,000
Drug and Alcohol Treatment contract		£10,000
Integrated Care Board Clinical Advice and Support		£10,000
Public Health Commissioning from Pharmacies		£1,500
	Total saving	£61,500

Re-commissioned Behaviour Change/Lifestyle Service: £140,000:

The current Behaviour Change Service is fully funded until the end of its contract in September 2025. The contract also includes some funding from the Integrated Care Board for Tier 3 Weight Management Services.

Any pressures are currently being managed within this cost envelope.

This funding will be used as substitution funding, but only if any activity identified fits within the Terms and Conditions of the Public Health Grant. This is currently being explored.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Summary of key points to consider in terms of benefits, negative impacts, and any mitigations:

An Equality Impact Assessment is not required for this business case as there are no changes being proposed to service provision, staff, or policies.

The business case is formal acknowledgement of an existing historical underspend that arises due to the factors outlined in Sections 1 & 2.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving	Permanent		-201	-30			
Income							
Investment							
Pressure							
Total			**-201**	**-30**			

Highways & Transport - Business Case Summaries

Activity Title:	Street Lighting Energy Savings		
Reference No:	B/R.6.221		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 1	Environment Score 3	Financial Score 5
Business lead / sponsor:	Sue Procter Service Director – Highways and Transport		
Document prepared by:	Rob Powell / Emma Murden		
Financial summary:	Investment to achieve long-term savings		
Financials signed off by:	Sarah Heywood		
Date:	31/08/22	**Version**	2

1. Driver / reason for the activity

Street lighting energy price increases have been dramatic over the past 12 months, with prices doubling, effective from October 2022, and a further 30% to 35% increase forecast for October 2023. With energy prices increasing by 100% in October 2022, the council's energy spend for street lighting will reach an annual cost of around £3.3m, therefore, any interventions for reducing energy consumption by a significant percentage will have a considerable impact on future budget demands and will insulate the council from further price increases.

We explored a number of options to reduce the energy used by our streetlighting stock, engaging with key stakeholders, and our preferred option is for replacement to LED over a two-year programme.

The primary focus of this business case is to reduce ongoing costs for the authority by reducing energy consumption, however, additional benefits will be delivered including a significant reduction in carbon over 20 years, aligned to the percentage cost saving, improved lighting quality and reduced maintenance costs long term.

2. Proposed activity or intervention(s)

LED replacement

The current lighting assets consume considerably more energy than modern LED lanterns. A programme of replacements would be implemented to replace these with energy efficient LED's. This would reduce the overall energy consumption per year. For reference, the current energy spend is in the region of £3.3m per annum. This option requires a significant investment spread over two years and offers a payback on the investment in under six years based on current electricity price forecasts.

Implementation

Implementation of this option will require an initial year to negotiate a deed of variation with the PFI providers representing a significant legal process. A further two years will then be used to conduct the replacement programme with approx. 55k assets being replaced in a programme designed to generate maximum benefit by replacing highest consuming assets first.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment ben completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

All residents and highway users in Cambridgeshire will be affected by this proposal as there are streetlights in all areas of Cambridgeshire owned by CCC that would have LED lanterns installed as part of the proposed LED lantern replacement programme.

There is, at present though, no identified impacts on people with protected characteristics, including poverty and rural isolation, from these proposed changes. The proposals being made have a countywide impact.

They are not targeted at specific geographical areas which may have higher/lower levels of a particular demographic.

Benefits include the LED lanterns providing an improved lighting solution as they produce a white light that enables people to see objects/persons in their true colours, whilst also being a well-controlled light source that reduces night-time sky light pollution.

Benefits also include a significant energy reduction and energy expenditure saving.

4. Financial Impact on Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

LED replacement

	One off or Permanent	2022-23 000	2023-24 000	2024-25 000	2025-26 000	2026-27 000	2027-28 000	2028-29 000	2029-30 000
Saving	permanent	NA	NA	-£1,473	-£1,116	-£96	£399	£112	-£184
Income									
Investment									
Pressure									
Total			**NA**	**-£1,473**	**-£1,106**	**-£96**	**£399**	**£112**	**-£184**

Capital Implications:

Capital Funding:	22-23 000	23-24 000	24-25 000	25-26 000	26-27 000	27-28 000	28-29 000	29-30 000	30-31 000
Prudential Borrowing		£100	£7,099	£6,084					
Grants									
Total		**£100**	**£7,099**	**£6,084**					

For pressures / investments only, please provide further details regarding:
What is the service's forecast outturn for the current financial year? £8,021,648
What financial mitigations have been considered? • Energy costs increasing no other alternative but to pay the increased costs. • The above options describe the approaches we could use to mitigate this cost.
What other funding sources have been explored?

• No other technologies or funding available to mitigate these impacts.
Could you meet the costs from your own budget? Not without top-ups from the central budget. This saving is not a saving from current baseline budget but a mitigation to future financial pressures. There will be a saving from what we are currently seeing but the actual budget saving is smaller. So therefore, the saving is against the forecast budget spend based on current energy inflation estimates.

Activity Title:	Highways Materials Recycling			
Reference No:	B/R.6.220			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 5	Financial Score 1	
Business lead / sponsor:	Jon Munslow			
Document prepared by:	Jon Munslow			
Financial Summary:	Investment to achieve long-term savings			
Financials signed off by:	Sarah Heywood			
Date:	26/9/22	**Version**	V4	

1. Driver / reason for the activity

Achieving Net Zero in Highways Services requires a step change in how we deal with the materials removed in maintenance activities. The norm has been a straight-line model of purchase, use, remove and dispose. This is high cost in carbon, environmental impact and cost.

Around 80% of materials removed during maintenance activities are disposed of. Some are recycled by waste re-processors, but the majority is thrown away and Cambridgeshire County Council (CCC) buys in virgin aggregates and road surfacing materials.

The rising costs of materials is affecting the industry and a 20% increase is forecast over this financial year. CCC has already experienced a 31% price increase in costs for one of our major maintenance programmes this year.

Road surfacing materials are high carbon as they need to be hot and use bitumen (from the fossil fuel oil). The materials also have to travel long distances from the quarries and manufacturing plants to get to us.

Without a change in our model, CCC will suffer from high inherent carbon in the highways service and be exposed to industry supply and cost pressures with no control to help ensure we are able to keep roads and footways safe and functioning.

2. Proposed activity or intervention(s)

Implement a Net ZERO Road Maintenance model- Establish a multiple stream recycling facility to enable the Council to recycle 100% of arisings into usable materials in each stream.

Four initial high ROI (Return on Investment) streams

1. Recycled Road materials – process what comes out to go back in.
2. Encapsulating Tar - Processing tar-bound asphalt waste that usually goes to hazardous waste into usable materials.
3. Dewatering gully waste – reusing gully water by cleansing.
4. Reprocessing gully silts and waste to extract re-usable components and create usable soil materials.

There are three elements to each of these streams:

1. Establish the operation
2. Establish the new specification for the materials
3. Align the operation with our programmes of work.

The operational recycling facility will be as low carbon as is possible in construction and operation.

The operational model would be a central Hub servicing four satellite facilities at existing depots in Whittlesford, March, Huntingdon and Witchford, which will help to reduce vehicle movements and ensure productivity within works and schemes on the ground. The outcomes would be:

- Materials cost reduction in the 3rd full year of operation - circa £750k
- Carbon reduction circa 40% CO_2 per year from current baseline. Carbon Baselining work is currently being undertaken within the service and will result in Carbon KPIs to support tracking of net zero progress at an operational level.

A two-phase approach can be used to accelerate the benefits:
Phase 1 - Establish the recycling of road materials (Stream 1) and processing of tar-bound asphalt into usable materials (Stream 2) at the March depot satellite site (within existing site boundaries) and the other three existing highways depots remain as further satellites.

This requires a one-off £500k of funding to bring the facility up to date, put in environmental protection measures, establish the operation and define the specification of the materials and includes project management and specialist consultancy support to deliver. This new operation will then be aligned with our programmes of work.

This facility will provide around 30% of required recycling capacity, with an estimated permanent saving of circa £250k (£100k revenue and £150k capital) achievable from 2023/2024 onwards.

Phase 2 – Establish a new site in the North-West area of the county. The site will need to be owned by the Council and be approx. 1.5 to 2 hectares in size. As with the March Phase 1 site it would use the existing highways depots as satellites.
This will require significant investment. Firstly, a site would need to be available from within the council's existing property portfolio – it is currently unknown if such a site is available, including the cost of acquiring/using the site.

If a suitable site can be found, a new operation would need to be established with an estimated one-off investment cost of £2M. This investment includes establishing the facility on the chosen site, commencing the operation and defining the specification of the materials, as well as project management and specialist consultancy support to deliver.

The site would then operate all four recycling streams. The bulk of Streams 1 and 2 would move to the new site and March will become a satellite depot operating Streams 1 and 2 for the north-east of the County. Adding in dewatering of gully waste (Stream 3), and reprocessing gully silts and waste into re-usable components and creating usable soil materials (Stream 4). The whole operation will be aligned with our programmes of work to maximise benefits and carbon reduction across all our works. This facility, with the satellite depots, will provide our required recycling capacity, with an estimated permanent saving of circa £750K (£250k revenue and £500k capital), achievable from the end of 2024/2025 onwards.

Once both sites are in operation, the Council will be able to recycle 100% of arisings into usable materials. The facility could then provide an income opportunity by reprocessing materials for neighbouring authorities and/or local developers. This could generate income to support wider service delivery, further recycling and carbon reduction activities and contribute to reduced carbon in construction across the region.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

No direct impact on residents or staff from this project.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

Revenue	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving	Permanent		-100	-150			
Income	NA						
Total			**-100**	**-150**			

Capital Implications:

Capital Funding:	22-23 £000	23-24 £000	24-25 £000	25-26 £000	26-27 £000	27-28 £000	28-29 £000	29-30 £000	30-31 £000
Investment (one-off)		500	2,000						
Savings (permanent)		-150	-500	-500	-500	-500			

For pressures / investments only, please provide further details regarding:
What is the service's forecast outturn for the current financial year? Service spends around £25million on materials that the four recycling streams will contribute to.
What financial mitigations have been considered? Price rises pressure will need to be dealt with in one of two ways – do less work or increase funding.
What other funding sources have been explored? None
Could you meet the costs from your own budget? No

Activity Title:	Weedkilling Service Review		
Reference No:	B/R.6.218		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 1	Financial Score 1
Business lead / sponsor:	Sue Procter Service Director – Highways and Transport		
Document prepared by:	Jon Munslow		
Financial summary:	125k permanent saving		
Financials signed off by:	Sarah Heywood		
Date:	1 Nov 2022	**Version**	1

1. Driver / reason for the activity

Weedkilling is carried out on highways to reduce the nuisance and damage caused by weeds growing at the back of paths, top of kerbs and in channels:

- Weeds at the back of paths over time cause minor damage to the path surface which can lead to trip hazards.
- Weeds on the path edge at the kerb over time cause minor damage to the path surface which can lead to trip hazards.
- Weeds in the channel (road edge adjacent to the kerb) over time cause damage to the road surface. The weeds trap debris and detritus which then affects the flow of water to the drainage gullies which can cause flooding.
- Weeds are generally considered unsightly and a sign of a lack of care in our built environment.
- Most weedkilling occurs within communities in the urban and suburban areas.

Weedkilling is carried out on a cyclic and reactive basis. Cyclic weedkilling using chemicals is the most efficient method of controlling weeds.

In recent years the chemicals authorised for use have had to change to avoid health issues and environmental impact. There is now less support for chemical weed clearance within communities as a result of better environmental understanding.
The Highways service, in partnership with Cambridge City Council, is trialling ceasing cyclic weed clearing to reduce chemical use.

2. Proposed activity or intervention(s)

To move from network wide chemical weedkilling, to priority based weed removal by non-chemical means.

The new approach is to cease all cyclic weedkilling using chemicals. The new service would adopt a reactive approach to weed removal. Where we are notified of weeds by the community, we would assess and decide whether to remove the weeds. Only weeds causing an immediate safety hazard would be removed.

We estimate that the assessment and notification of our intended action, in response to the community notifying us, would take up to 14 days and any removal would take up to eight weeks from notification of the issue to removal (if that is what is decided by technical officers carrying out the assessment).

Removal of noxious and injurious weeds would continue as now and not be affected by the changed approach.

We expect there to be an increase in public enquires and a reduction in satisfaction of the Highways service in general.

Implementation will require investment in community engagement to gain buy in from town and Parish Councils. This will need to take place in the first quarter of 23/24. Estimated of cost of engagement work is £40k in the first year. We anticipate a saving of £125k overall with the new reactive approach.

The cessation of chemical weed killing would contribute to reducing the risk of long-term illness from operatives and improve the natural environment.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

The proposed changes will not directly impact (positively or negatively) any persons with protected characteristics or people experiencing socio-economic inequalities, as the network is available for all users.

There is expected to be a positive impact on staff (Operatives) with reduced exposure to chemical weed killers.

4. Financial Impact on Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

Revenue	One off or Permanent	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000
Saving	Perm.	**-125**						
Income								
Investment		40	-40					
Debt charges (inc. MRP)	Perm.							
Pressure								
Total								

For pressures / investments only, please provide further details regarding:
What is the service's forecast outturn for the current financial year? £229,000
What financial mitigations have been considered? None
What other funding sources have been explored? None
Could you meet the costs from your own budget? No

Activity Title:	Risk based review of Winter gritting network				
Reference No:	B/R.6.219				
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 1		Financial Score 1	
Business lead / sponsor:	Sue Procter Service Director – Highways and Transport				
Document prepared by:	Jon Munslow				
Financial summary:	300k permanent saving				
Financials signed off by:	Sarah Heywood				
Date:	2 Nov 2022		**Version**		1

1. Driver / reason for the activity

Driver 1:
The Department for Transport (DfT) through the Transport Resilience Review, the subsequent Highways Resilience Report and the Highways Incentive Fund, require Local Highway Authorities to move away from a winter gritting focused service to a broader Resilient Network approach, to include management of the core local road network to provide resilience for all weather conditions. The winter salting network forms a core part of any Resilient Network.

Driver 2:
The current winter gritting network has evolved over time, being extended in an ad-hoc nature. This has led it to develop to a point that much is not set by an objective risk-based assessment of need for the safe movement of users. The network is currently motorised vehicle focused. There is a need to review the network to ensure it aligns more fully with the needs of 'Active Travel' users.

As Highway Authority the Council has a statutory duty to 'as far as reasonably practicable' maintain the highway free from snow and ice. The council, as Highway Authority, is also responsible and accountable to drain the highway to avoid the nuisance and danger of flooding and standing water.

The council currently treats around 34% of the road network. This is high when compared to most other authorities who treat around 25%. A review of the network could achieve financial savings without a significant increase in risk to road users or the authority.

2. Proposed activity or intervention(s)

Design a new resilient network using a risk-based approach that includes active travel routes and broader resilience to flooding.

The approach will be to carry out a risk review of the current network to understand roads and locations where risk has manifested for road users.

- Agree with Members objective criteria on which to build the new resilient network.
- Build the new network.
- Consult key emergency response stakeholders.
- Create practical treatment routes and optimise and set the operational resources to achieve the required level of service.
- Agree new network with H&T Committee.
- Communicate the change to Town and Parish Councils, communities and businesses through a concentrated publicity campaign across all media.
- Implement new network.
- A circa £50,000 investment is required to carry out the review and work associated with the new network and its communication to Communities. It is estimated we can achieve a £300k saving overall with the new approach.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

The proposed changes will not directly impact (positively or negatively) any persons with protected characteristics or people experiencing socio-economic inequalities, as the network is available for all users.

4. Financial Impact on Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

Revenue	One off or Permanent	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000
Saving	Perm.		-300					
Income								
Investment	One off	50	-50					
Debt charges (inc. MRP)								
Pressure								
Total		**50**	**-350**					

For pressures / investments only, please provide further details regarding:
What is the service's forecast outturn for the current financial year? £2,833,334
What financial mitigations have been considered? None
What other funding sources have been explored? None
Could you meet the costs from your own budget? No

Activity Title:	Guided Busway Pressure / Maintenance			
Reference No:	B/R.7.136, B/R.4.028, B/R.4.029			
Triple Bottom Line Score:	Social Score 0	Environment Score 0	Financial Score -2	
Business lead / sponsor:	David Allatt, Assistant Director: Transport Strategy and Network Management			
Document prepared by:	David Allatt			
Financial Summary:	Permanent pressure of £300k			
Financials signed off by:	Sarah Heywood			
Date:	05 Jan 2023	**Version**	1.0	

1. Driver / reason for the activity

Business Rates

In 2016, business rates for the Cambridgeshire Guided Busway (CGB) increased significantly, and we have been managing this within the team budget. It is anticipated that business rates on the Cambridgeshire Guided Busway (CGB) will increase by a further 5% in 2023 (to £237,584 per annum) creating a financial pressure of £15,000 per annum.

Vegetation Management

The Busway Team has assessed the vegetation along the CGB to understand ongoing maintenance requirements and liability implications. Due to maturity of vegetation along the CGB, the vegetation maintenance requirement has increased, and we have identified an annual £45k pressure (including both the analysis £15k and maintenance £30k).

Infrastructure Maintenance

Following the Mott Macdonald Safety Study in June 2022, a number of maintenance works were identified on the CGB. It is clear that, given the age of the infrastructure, and safety importance of its upkeep, we will need to budget appropriately to deal with any emergency maintenance (shelters, infrastructure repair) and therefore have identified an annual financial pressure of £100k.

Note there is a pressure of £30k per annum to inspect the beams of the Busway which was added to the Busway Team budget in 2021. This is anticipated to continue until the fix has been agreed through the relevant process.

Reduced Income & frequency

Operator income from the access charges on the CGB has reduced by £50k per annum due to the temporary closure, which remains in place, which we need to budget for. We are in communication with the HSE regarding removal of the temporary fence. Furthermore, due to patronage not returning as hoped, bus operators have reduced frequency on the busway resulting in a loss to the authority of £60,000 per annum.

Total cost of the above: £ 300,000 per annum

15,000	Estimated business rates increase
30,000	Vegetation maintenance increase
15,000	Vegetation analysis
100,000	Annual emergency maintenance (shelters, infrastructure repair)
30,000	Beam inspection
50,000	Income loss due to temporary closure
60,000	Income loss due to reduced frequency of services
300,000	**Total**

2. Proposed activity or intervention(s)

- Meet annual business rate cost for CGB.
- Implement essential annual vegetation maintenance and assess vegetation requirement every three years.
- Implement a programme of maintenance of lines, signs and surfacing on the CGB and deal with emergency maintenance as is needed.
- Balance the reduced CGB revenue (caused by a combination of post-pandemic frequency reductions, and the temporary closure of the CGB).

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:
The impact of the interventions is positive as they relate to the ongoing, safe and reliable operation of the Cambridge Guided Busway

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table has been completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income							
Investment							
Pressure	Permanent		300				
Total			**300**				

For pressures / investments only, please provide further details regarding:

What is the service's forecast outturn for the current financial year?

Guided Busway	282,823
Guided Busway Maintenance	500,741
TOTAL	**783,564**

What financial mitigations have been considered?
Increase Operator Access Charge although this is unlikely to be met by operators as they have reduced patronage, and therefore would likely result in service reduction.

What other funding sources have been explored?
See above. As the CGB is not 'highway maintainable at public expense' we cannot use the Maintenance Block

Could you meet the costs from your own budget?
No

Activity Title:	Guided Busway five yearly Maintenance			
Reference No:	B/R.4.032			
Triple Bottom Line Score:	Social Score 0	Environment Score 1		Financial Score -1
Business lead / sponsor:	David Allatt, Assistant Director: Transport Strategy and Network Management			
Document prepared by:	David Allatt			
Financial Summary:	Investment of £1,075m every five years			
Financials signed off by:	Sarah Heywood			
Date:	05 Jan 2023	**Version**		1.0

1. Driver / reason for the activity

Infrastructure Maintenance

Following the Mott Macdonald Safety Study in June 2022, a number of maintenance works were identified on the Cambridgeshire Guided Busway. It is clear that, given the age of the infrastructure, and safety importance of its upkeep (e.g., white lining, anti-skid surfacing, signage), we will need to budget for this additional pressure to support ongoing maintenance - costing £1,075m every five years, as follows:

- White lining/road planning / re-surfacing at junctions will be required every five years at a cost of £450k (2022 prices)
- Anti-skid will be required every five years at a cost of £375k (2022 prices)
- Replacement of solar studs in maintenance track every five years £250k (2022 prices)

450,000	White lining, re-surfacing
375,000	Anti-skid
250,000	Solar-studs maintenance
1,075,000	**Total**

2. Proposed activity or intervention(s)

- Implement a programme of maintenance as identified above.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

The impact of the interventions is positive as they relate to the ongoing, safe and reliable operation of the Cambridge Guided Busway.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table has been completed in recurring format as per the Business Plan.

	One off or Permanent	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000
Saving							
Income							
Investment							
Pressure	**5 yearly**					1,075	-1,075
Total						**1,075**	**-1,075**

For pressures / investments only, please provide further details regarding:

What is the service's forecast outturn for the current financial year?

Guided Busway	282,823
Guided Busway Maintenance	500,741
TOTAL	**783,564**

What financial mitigations have been considered?
Increase Operator Access Charge although this is unlikely to be met by operators as they have reduced patronage, and therefore would likely result in service reduction.

What other funding sources have been explored? See above. As the CGB is not 'highway maintainable at public expense' we cannot use the Maintenance Block
Could you meet the costs from your own budget? No

Environment & Green Investment - Business case summaries

Activity Title:	Place & Sustainability – Vacancy factor		
Reference No:	B/R.6.122		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 1
Business lead / sponsor:	Steve Cox, Director Place & Sustainability		
Document prepared by:	Finance		
Financial Summary:	Recurrent savings of £112k		
Financials signed off by:	Sarah Heywood		
Date:	2.11.22	**Version**	1.0

1. Driver / reason for the activity

There is a level of underspend in staffing budgets across Place & Sustainability (P&S) due to a variety of factors such as a time lag between resignations and appointments as well as recruitment difficulties and delays. The actual level of underspend will vary year to year and team by team, but a vacancy factor of 2% across P&S revenue budgets equates to £112k and this is considered a reasonable estimate given the usage of higher cost of interims will offset the vacancy factor savings.

For nearly a decade, we have had a similar vacancy factor applied to budgets in People & Communities to reflect this same phenomenon, and it is standard across many organisations to budget for slightly lower than your full establishment. Almost every year, staffing budgets in P&C have ended the year underspending by about the amount of the vacancy factor (recently it has been exceeded).

2. Proposed activity or intervention(s)

A vacancy factor would be applied to P&S services budgets that is similar to the percentage in People Services (PS).

As within PS, this will be held centrally rather than allocated to individual cost centres, and on a quarterly basis staffing underspends will be swept up to offset this saving.

Budgets that are funded by capital, grants or income would be excluded from the calculation.

We are therefore proposing to apply a prudent 2% vacancy factor of all revenue budgets which would give a saving of approximately £112k.

A similar business case is also being put forward for a vacancy factor to be applied in Corporate Services which will go to Strategy and Resources Committee.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

An Equality Impact Assessment is not required for this business case as there are no changes being proposed to service provision, staff, or policies.

The vacancy factor is formally acknowledging an existing underspend that arises due to the factors outlined in Section 1.

4. Financial Impact for Business Plan 2023-2028

This table is completed in recurrent format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving	Permanent		-112				
Income							
Investment							
Pressure							
Total			**-112**				

Activity Title:	Persistent Organic Pollutants Waste Disposal		
Reference No:	B/R.4.030		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score -4
Business lead / sponsor:	Adam Smith - Head of Service, Waste Management		
Document prepared by:	Adam Smith		
Financial Summary:	Estimated pressure of £918k from 2023-24		
Financials signed off by:	Sarah Heywood		
Date:	05 December 2022	**Version**	1.0

1. Driver / reason for the activity

The Environment Agency (EA) advised all local authorities and site operators that collect and treat upholstered waste domestic seating, that the waste must be incinerated due to high levels of persistent organic pollutants (POPs) in the textiles and foams that have been treated with fire retardants. This guidance is to ensure compliance with the Persistent Organic Pollutants Regulations 2007 (as amended) and Retained Regulation (EU) 2019/1021 on persistent organic pollutants as amended by the Persistent Organic Pollutants (Amendment) (EU Exit) Regulations 2020.

The EA state that waste containing POPs must not be:

- landfilled
- mixed with other non-POPs containing wastes
- re-used or recycled

Waste upholstered domestic seating containing POPs must only be:

- sent for incineration, or
- used as a fuel in, for example, a cement kiln.

The Waste PFI contractor Thalia (formerly Amey) have claimed that this change constitutes a Qualifying Change in Law (QCiL) making the Council responsible for any additional cost for compliance.

2. Proposed activity or intervention(s)

The waste service has issued an Authority Notice of Change, requiring Thalia to estimate the change in costs to the Waste PFI Contract for complying with this change and provided estimates of the quantities of waste based on recent composition analysis. Thalia have responded with a high-level estimate of the cost impacts but have not yet secured a compliant disposal route with an incinerator operator. A more detailed estimate will be provided when Thalia has secured a compliant treatment outlet and firmed up disposal and other additional costs.

Further guidance on the detailed handling arrangements and Regulatory Position Statements has been requested from the EA locally and we are working with the Local Government Association (LGA) and national organisations representing local authority waste management (NAWDO, ADEPT, LAARAC) to lobby EA nationally regarding the issues preventing compliance and for an extension to timescale for implementation.

Our waste officers have raised these issues with Defra's Waste PFI Project transactor and to request new burdens funding to meet the additional costs associated with implementing the EA's advice.

Proposed activity:

- Finance officers lobby for funding e.g., via Society of County Treasurers.

  Further liaison with EA locally regarding problems preventing compliance and seek clarity on EA's enforcement stance and timescales.

- Continue to lobby via Defra Transactor, LGA and local authority waste management organisations for better guidance, longer implementation timescales, additional funding and delay to EA enforcement activity.

- Respond to EA by 31 December 2022 setting out proposed arrangements for Cambridgeshire to become compliant, highlighting implementation challenges, indicative timescales and requesting consent to continue with current acceptance, transport and disposal arrangements until compliant disposal routes can be secured.

Progress update 12/01/2022:

Regulatory Position Statements were released by the EA on 19 December 2022 but did not provide clarity on the ability to continue landfilling POPs from 1 January 2023. Response received by Thalia from EA reiterated that the waste should only be sent for incineration and did not confirm that no enforcement action would be taken should Thalia continue to landfill the waste from 1st January.

Thalia notified the council late on 22 December 2022 that they would stop accepting POPs waste from 1 January 2023 following receipt of EA's letter and release of Regulatory Position Statements.

We suspended acceptance of POPs waste at HRCs from 1 to 7 January 2023, temporary storage set up for POPs waste collected by district and city councils pending securing compliant incineration outlet.

The impacts of the events above mean that the additional pressure for disposal of POPs will apply for Q4 of 2022/23 financial year and for the full 2023/24 financial year.

Reports to be presented to January E&GI and S&R committees to update members of the impacts of this change and the financial consequences.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

This business case does not significantly change the way we provide our service and will therefore not impact more negatively or positively any of the protected characteristics or socio-economic inequalities - as residents/customers can still dispose of domestic seating waste, as they did before. We just have to accept, handle and process it differently to meet updated guidance.

4. Financial Impact for Business Plan 2023-2028

This table is completed in recurrent format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income							
Investment							
Pressure	Permanent		£918				
Total	**Permanent**		**£918***				

*An estimate of the cost impacts of the change on the Waste PFI Contract

For pressures / investments only, please provide further details regarding:
What is the service's forecast outturn for the current financial year? £547K overspend
What financial mitigations have been considered? Whether the Qualifying Change in Law provisions of the Waste PFI Contract apply.
What other funding sources have been explored? Raised with Defra to see if new burdens funding is available.
Could you meet the costs from your own budget? No

Activity Title:	Waste – Short term additional gate fees			
Reference No:	B/R.4.031			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 1	Environment Score 0	Financial Score 0	
Business lead / sponsor:	Adam Smith - Head of Service Waste Management			
Document prepared by:	Michael Richards – Business and Performance Manager			
Financial Summary:	Current estimated £555k pressure for 2023/24			
Financials signed off by:	Sarah Heywood			
Date:	05 December 2022	**Version**	1.0	

1. Driver / reason for the activity

The operation of the In Vessel Composting facility (IVC) and Mechanical Biological Treatment facility (MBT) at Waterbeach Waste Management Park are regulated by the Industrial Emissions Directive (IED) and require Environmental Permits that are issued and regulated by the Environment Agency (EA) to legally operate. The IED has sector specific documents that identify the Best Available Techniques (BAT) which are identified and described in the BAT Reference document (BREF) for waste treatment facilities. The requirements of the relevant sector BREF become binding as BAT Conclusions (BATc).

The EA have issued a Notice of Variation for both the IVC and the MBT at Waterbeach, following the EA's statutory review of permits across the biowaste treatment industry sector. The variation to both permits require the facilities to meet the sector specific Best Available Technique conclusions, as set out in the Waste Treatment BAT document, which were to be met by the 17 August 2022. The updates have included new permit conditions which limit odour emissions that are considered to be the most onerous to meet. Previously, no absolute value for odour emissions was included in the permits and the facilities' odour emissions are significantly above the new limit.

Thalia (our PFI Contractor who commissioned and manage these facilities for us – previously known as Amey) have provided us with a technical paper outlining the changes to the IVC and MBT that they consider most likely to meet the BATc requirements without incurring excessive costs. Whilst Thalia takes responsibility for the delivery of these changes, this authority is responsible for the financial impact of these changes, as provisions in our PFI contract mean that we take responsibility for Qualifying Changes in Law, which this falls under.

Thalia is planning to upgrade the IVC by increasing extraction from the Reception Hall. IVC clamp extraction will be increased and a 'cooling phase' introduced to limit odours. The maturation pad will be upgraded to utilise aerated static piles. Thalia is planning to upgrade the MBT by increasing air extraction rate from MBT Facility, installing 2 new biofilters and acid scrubbers, changing all biofilter media, increasing media bed depth for all biofilters, increasing stack height and fully encapsulating the Compost Like Output (CLO) Bay.

Neither the IVC nor the MBT achieved BATc compliance by 17 August 2022 and as a result, waste processing at these facilities ceased until they are compliant. This means that the waste that would normally be processed is being diverted to a third-party facility or sent directly to landfill at significantly increased operational cost (currently estimated at around £6m per year, but this could vary depending on a number of factors).

2. Proposed activity or intervention(s)

Since the business case originally went to RIT (Rapid Improvement Team) in May 2022, Thalia have identified a number of additional pressures – largely related to increased landfill gate fees, but also an increased amount of green waste that needs to be diverted from Waterbeach IVC. To partially offset this, the council has identified a number of areas where savings are expected to be passed back to the authority, during the period of waste diversion.

It should be noted that these figures are all estimates, based on the best information we have at the time. We are expecting further details to be provided by Thalia, which will allow us to more accurately calculate these pressures and savings and will provide further updates to RIT as and when these become available.

The breakdown of our latest estimates is in the attached appendix, however, in summary, these equate to a £720k pressure in 2022/23 (currently being managed in year and reported in the budget outturn) and a £555k pressure in 2023/24, on top of the previously reported pressures that have since been funded.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity
Has an Equality Impact Assessment been completed? Yes Summary of key points to consider in terms of benefits, negative impacts and any mitigations: There have been no changes to the assessments since the original business case originally went to RIT in May 2022. There were positive impacts around decreased air pollution, reduction of waste to landfill, reduction of carbon emissions.

4. Financial Impact for Business Plan 2023-2028

This table is completed in recurrent format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income							
Investment							
Pressure	One Off		555*	-555			
Total	One Off		**555***	**-555**			

*Current estimate

For pressures / investments only, please provide further details regarding:
What is the service's forecast outturn for the current financial year? £547k overspend
What financial mitigations have been considered? Whether the Qualifying Change in Law provisions of the Waste PFI Contract apply.
What other funding sources have been explored? Raised with Defra to see if new burdens funding is available.
Could you meet the costs from your own budget? No

Strategy and Resources - Business Cases Summaries

Activity Title:	Countywide Mileage Saving		
Reference No:	C/R.6.109		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 2
Business lead / sponsor:	Stephen Howarth, Head of Finance		
Document prepared by:	Stephen Howarth		
Financial Summary:	500k savings from 2023-24		
Date:	1/8/22	**Version**	1

1. Driver / reason for the activity

Since the beginning of the pandemic, a reduction in travel has meant that the Council's mileage budgets are significantly underspent. In 2021/22, over £1m of an approximately £3m budget for mileage was not spent / required.

A lower budget for mileage of £2.8m was set across the Council for 2022/23, giving a £378k saving as part of that year's business planning.

However, in the first quarter of 2022/23, there was still a £182k underspend on mileage. After allowing for the saving taken, that is a rate of underspend consistent with 2021/22, suggesting that currently there is no overall increase in the mileage being done. To continue with the current lower levels of mileage would result in an underspend / potential saving of £728k in 2022/23.

Any savings estimates will need to reflect that a temporary supplement was put in place for the 2022/23 financial year for CCC staff that are required to do a particularly high amount of mileage in their work such as front-line staff within social care. This was to reflect the rising fuel costs they will be facing.

2. Proposed activity or intervention(s)

As with the saving put into the 2022/23 business plan, we will apply an overall saving into the business plan for mileage in 2023/24 reflecting the likelihood of continuing underspend.

It is proposed that this is set at £500k. That is approximately two thirds of the anticipated underspend in 2022/23, which allows some room for increased mileage and for the temporary supplement that is paid to high mileage workers.
Later in 2022/23, we will review which cost centres have underspends on mileage in order to allocate out this saving.

No new activity is required as this saving should just reflect the new normal level of activity.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities

EqIA not applicable

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

There are no changes to policies, service provision, or staff with this business case. It acknowledges a reduction in spend and a budget adjustment to reflect this.

4. Financial Impact on Business Plan 2023-28

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving	Permanent		-500				
Income							
Investment							
Pressure							
Total			**-500**				

Activity Title:	Corporate Vacancy Factor			
Reference No:	C/R.6.110			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 2	
Business lead / sponsor:	Stephen Howarth, Head of Finance			
Document prepared by:	Stephen Howarth			
Financial Summary:	400k savings from 2023-24			
Date:	1/8/22	**Version**	1	

1. Driver / reason for the activity

In 2021/22, staffing budgets in Corporate Services (Resources, Customer & Digital, Business Improvement & Development and Legal Services) underspent by over £500k. There has consistently been an underspend on corporate staffing budgets year on year – this reflects a level of inevitable slippage in staffing spend due to a variety of factors such as a time lag between resignations and appointments, the average FTE (full time employee) being slightly lower than budgeted or recruitment difficulties.

For nearly ten years, we have had a vacancy factor applied to budgets in People & Communities (P&C) to reflect this same phenomenon, and it is standard practice across many organisations to budget for slightly lower than your full establishment. Almost every year, staffing budgets in P&C have ended the year underspending by about the amount of the vacancy factor (recently it has been exceeded).

2. Proposed activity or intervention(s)

A vacancy factor to be applied to Corporate Services budgets equalling the percentage currently applied to budgets in P&C, which is 2.43%, and this will be held centrally rather than allocated to individual cost centres. On a quarterly basis, staffing underspends will be swept up to offset this saving.

Budgets that are funded by capital, grants or income will be excluded from the calculation. There is therefore a staffing budget of around £16.7m in scope. Applying a 2.43% vacancy factor would give a saving of approximately £400k.

We have considered whether this same logic could be applied to the Place & Sustainability services. Due to the high level of staffing funded by capital and income in those services, we do not anticipate the saving to be particularly large but a draft business case for the vacancy factor has been developed for Environment and Green Investment Committee with 112k saving for P&S.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities

EQIA not required.

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

There is no change in policy, to service provision or staff with this proposal. It is proposing a budget adjustment to better reflect actual spend.

4. Financial Impact on Business Plan 2023-28

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving	Permanent		-400				
Income							
Investment							
Pressure							
Total			**-400**				

Activity Title:	Biodiversity Net Gain Offsets Programme			
Reference No:	C.R.7.156			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 3	Environment Score 3	Financial Score 2	
Business lead / sponsor:	Tom Kelly			
Document prepared by:	Jack Kennedy			
Financial Summary:	-177k ongoing income			
Financials signed off by:	Helen Boutell			
Date:	01/11/2022	**Version**	4	

1. Driver / reason for the activity

Policy

The Environment Act 2021 has received royal assent and includes a mandate for developments in England to deliver at least 10% Biodiversity Net Gain (BNG). Secondary legislation is expected to be published in late 2023 which will specify how BNG is to be implemented and regulated. However, many Local Planning Authorities (LPAs) are already requiring developers to evidence how they will deliver net gains for biodiversity prior to issuing planning consent. This has resulted in delays in development where developers are struggling to meet the BNG requirement.

Moreover, the South Cambridgeshire District Council's Doubling Nature Strategy aspires to achieve 20% BNG through development. Thus, it is expected that this 20% requirement will be adopted in planning policy in due course.

Background

To deliver an innovative Biodiversity Net Gain (BNG) scheme at Lower Valley Farm, Fulbourn, South Cambridgeshire. The developer demand for off-site biodiversity units is already present and is expected to increase with the continuing growth of development across South Cambridgeshire. This initiative provides a solution to developers by enabling biodiversity units to be purchased 'off-the-shelf' from a highly credible public body.

The farm of c.140 ha is strategically located to provide significant opportunity to create habitats that connect to the wider surroundings and buffer valuable sites. The farm sits adjacent to the Roman Road SSSI (Site of Special Scientific Interest), notified for its chalk grassland, and there are several other SSSIs within its surroundings including the Gog Magog Golf Course SSSI. The Cambridge Nature Network identifies the site as a steppingstone extension within the Gog Magog Hills demonstrating a key opportunity to contribute to this habitat corridor.

2. Proposed activity or intervention(s)

- Baseline.
  A biodiversity baseline survey was conducted across the entire farm in September 2021 which informed the DEFRA (Department for Environment, Food, and Rural Affairs) Biodiversity Metric to provide the baseline habitat units and potential for uplift through habitat enhancement and creation. The Baseline Report identified that the farm consists of cereal crops, some patches of woodland and boundary hedgerows, with significant potential for biodiversity uplift through the creation of botanically diverse grassland, expansion of woodland, enhancement and creation of species-rich hedgerows, and creation of scrub.

- Landscape Design.
  The objective of this scheme is to increase biodiversity within the farm and provide effective habitat connectivity across the landscape. Additionally, the scheme will provide wider social benefits through the provision of public footpaths, viewpoints, informative signage, and potential for educational trips. The large scale of this scheme allows the landscape to be strategically designed for the creation of a mosaic of high-quality biodiverse habitats in a practical, cost-effective way that facilitates long term management.

- Environmental Management Plan.
  The scheme objectives and how they will be achieved are presented within an Environmental Management Plan, which includes methods for managing each specific habitat type to reach the target condition in alignment with the Biodiversity Metric. This Plan has also considered valuable inputs from stakeholders who all support the scheme including Natural England, Cambridge Past, Present and Future, The Wildlife Trust for Beds, Cambs and Northants, and Friends of the Roman Road.

- Actions:
  - We propose to deliver habitat creation/enhancement in two distinct phases which will allow for a phased transition from arable farming to biodiverse habitat enhancement and creation.
  - The Biodiversity Units have been marketed through Bidwells since early this year.
  - As further demand for biodiversity units arises the northern block will undergo conversion to biodiverse habitats, with potential for areas to act as layback land for livestock.

Conclusion
The scheme aligns with the South Cambridgeshire Biodiversity Strategy objectives and has the support of key stakeholders including Greater Cambridge Shared Planning (GCSP). It will become a showcase for the effective delivery of BNG, demonstrating how offsetting development through habitat creation on a landscape scale is most efficient, cost-effective and maximises environmental and social outcomes. As well as being strategically located there are scale economies both in terms of cost-effective management but also large-scale biodiversity returns which are recognised as being better for nature. Moreover, the provision of biodiversity units 'off-the-shelf' reduces the risks and delays to developers in seeking credible solutions to satisfy off-site BNG requirements.

The financial details below are for part only of the land available. More customers are anticipated, and the expectation is that the revenue will be considerably more. Currently in the pipeline are 128 BNG units and the farm will provide more than 500.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities

Has an Equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts, and any mitigations:

The scheme aligns with the South Cambridgeshire Biodiversity Strategy objectives and has the support of key stakeholders including Natural England and GCSP. It will become a showcase for the effective delivery of BNG, demonstrating how offsetting development through habitat creation on a landscape scale is most efficient, cost-effective and maximises environmental and social outcomes.

Importantly, the scheme will meet the off-site BNG requirements proposed in the BNG consultation. The outcome of the consultation will be monitored to ensure the scheme adheres to secondary legislation. We will maintain communication with GCSP and no significant changes to the existing BNG implementation model at Lower Valley Farm are expected to be required.

Therefore, it is expected that the provision of these units will encourage more natural habitats and improve the environment for all people, regardless of any protected characteristics; as well as have no detrimental impact on any socio-economic inequalities.

4. Financial Impact on Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income			-487	270	40		
Investment							
Pressure							
Total			**-487**	**270**	**40**		

Activity Title:	Rental income – Evolution Business Park		
Reference No:	C/R.7.111		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 5
Business lead / sponsor:	Tom Kelly		
Financial Summary:	Recurrent income of £900k, with capital investment		
Date:	6 Oct 2022	**Version**	1.0

1. Driver / reason for the activity

In January 2020, the County Council acquired property in Impington, South Cambridgeshire, as a commercial investment. The principal decisions to acquire were made at the then Commercial & Investment Committee on 24 May 2019 and that Committee's Investment Working Group on 29 October 2019.

In January 2020, the Council purchased the whole site, with the exception of unit B.

2. Proposed activity or intervention(s)

The Council intends to purchase Unit B according with its contractual obligations under a 'put option' in the contract.

The purchase price for Unit B is determined according to a formula set out in the 'put option'.

Despite restrictions on Council's undertaking new investments for commercial gain implemented by the government, there is an exemption where there is a contractual obligation. We believe that the conditions in this case amount to a contractual obligation to purchase and so are compatible with the current regulatory regime around local authority investment.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

EQIA not required.

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

This Business Case is for the purchase of an existing unit with proposed tenant and no other changes to service delivery affecting residents or staff, no changed impact on any protected characteristics (positive or negative) or affecting any socio-economic inequalities.

4. Financial impact on business planning 2023-28

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income			-900				
Investment							
Pressure							
Total			**-900**				

Activity Title:	Insurance re-procurement			
Reference No:	C/R.6.113			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score 3	
Business lead / sponsor:	Mark Greenall, Head of Insurance			
Document prepared by:	Mark Greenall			
Financial Summary:	£405k saving			
Financials signed off by:	Stephen Howarth			
Date:	01/11/2022	**Version**	1	

1. Driver / reason for the activity

Following the recent insurance procurement exercise, the Council has benefitted from a reduction in self-insured retention on its liability and material damage insurance. As a result of this a review has been undertaken of the required amount to be budgeted for retained claims spend. Based on actuarial advice, the Council is expected to be able to reduce the amount of internal claims provisions and service cost by £405k for the 23/24 financial year.

2. Proposed activity or intervention(s)

Reduction in internal provision for liability and material damage claims for 23/24 financial year. From 24/25 the expected cost of retained claims will start to increase from 23/24 levels as a result of expected claims inflation, which will be budgeted for through the inflation process.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

EQIA not required.

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

This Business Case does not impact on the direct provision of services or the access of any services or facilities by any employees or residents. It is purely a financial budget adjustment following procurement of insurance protections.

4. Financial Impact on Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving	Permanent		-405				
Income							
Investment							
Pressure							
Total			**-405**				

Activity Title:	External Auditor Fees		
Reference No:	C/R.4.036		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environmental Score 0	Financial Score 0
Business lead / sponsor:	Stephen Howarth, Head of Finance		
Document prepared by:	Stephen Howarth		
Financial Summary:	£127k pressure		
Date:	24/10/22	**Version**	1

1. Driver / reason for the activity

The Council is part of national arrangements led by Public Sector Audit Appointments (PSAA)Ltd for procuring our external audit service – almost all eligible public sector bodies in the country are part of these arrangements. The PSAA procures audit services from firms and charges member councils a scale fee. Audit firms are entitled under current legislation to charge further costs to audited councils if additional work is required in the course of the audit.

The local government audit sector is currently facing a number of challenges - particularly an increased workload from more complex audit work, and recruitment and retention difficulties. In 2021, the Public Accounts Committee reported that the sector was 'close to breaking point' (Report available on the Public Accounts Committee website). This is reflected in the timeliness of external audits – in 2019/20 only 45% of local authorities published audited accounts on time. In 2020/21, this is even lower, as a national issue with infrastructure assets accounting has delayed the conclusion of external audits for most highways authorities and will further add to external auditor cost pressures.

The cost pressures faced by the audit firms cannot be ignored and we therefore expect an increase in the fees charged to councils when the next procurement round (2023-28) concludes. This expectation is increased by the departure from the audit market of several big firms, reducing the overall pool of suppliers (and thus the competition). PSAA have warned councils to expect a 150% increase in fees (Report available on the PSAA website).

2. Proposed activity or intervention(s)

We are estimating the cost of activity associated with the publication of accounts and external audit from 2023/24 to be:

Activity	Cost £
External audit fee	£181k
IAS19 Fee	£11k
Legal/accountancy advice	£10k
Budget required	**£197k**
Current budget	£75k
Increase needed	**£127k**

We do not yet know the fees that will be charged for the external audits from 2023-28; the PSAA procurement of audits and their costs will be consulted on in Autumn 2023.

We are assuming a significant increase in costs based on the above challenges that the local audit sector is facing and allowing for an ongoing cost for additional fees charged by our auditor to respond to objections. We are also assuming an ongoing cost for additional legal and/or specialist accounting advice as part of this process, reflecting costs that we are now facing each year.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

This Business Case does not impact on the direct provision of services or the access of any services or facilities by any employees or residents. It is purely a financial budget adjustment.

4. Financial Impact on Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income							
Investment							
Pressure	Permanent	127					
Total		**127**					

Activity Title:	Capital to Revenue funding change for IT & Digital Services (and other changes)		
Reference No:	C/R.5.009 (and other IT pressures)		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral:	Social Score 0	Environment Score 2	Financial Score -5
Business lead / sponsor:	Sam Smith, Assistant Director: Customer and Digital Services		
Financial Summary	Revenue impact 2023/24 £965k, 2024/25 £939k, 2025/26 £1,071		
Document prepared by:	Katherine Hlalat		
Financial signed off by:	Helen Boutell		
Date:	21/07/2022	**Version**	0.1

1. Driver / reason for the activity

Traditionally the IT Service has required the purchasing of physical assets which are hosted onsite (on-prem). Over the past three to five years the nature of IT services has changed, and more services are being delivered in the Cloud – where the supplier hosts the service, and the Council accesses it via a secure link on the internet.

Based on the historical nature of IT services, all IT projects have therefore been funded from Capital as there has been a physical asset which the Council maintains. As services move to the Cloud there is no longer a physical asset hosted on Council premises. Therefore, the funding model for IT projects also needs to be revised as the Council moves from capital funded projects with physical assets to revenue funded services that are ‘consumed’ by council staff, members & citizens. This will involve changing the funding model for IT to support the move to Cloud based systems and services with revenue budgets that include the implementation, management and maintenance of those services which relate to day to day running of the Council.

This business case also addresses other IT pressures.

2. Proposed activity or intervention(s)

This Business Case recommends the funding for IT projects and programmes is reprofiled over the next three financial years and funding is predominantly moved from Capital to Revenue permanently by the end of the 2025/26 financial year.

Projects identified in the 2023/24 programme of works are categorised into:

- Capital funded: those projects where there is a tangible or intangible asset which is configured for the Council.
- Revenue funded: those projects, where there is no definable asset once the project is completed.

The programme of IT projects will continue to be tracked and reported on using the POWA project management and reporting systems.

It should be noted that there are some IT projects which will be funded from Capital due to the nature of the procurement. Each project will be costed and submitted to the Capital Programme Board for approval. The expenditure is not expected to exceed £500k per year and will be assessed according to the benefits anticipated, business criticality of the requirement, and the statutory requirement, such as PSN Compliance.

There will be a rolling programme of projects that support the implementation of Cloud based services to support the continuing use of critical business systems as well as enabling further use of technology. There will be initial periods of dual running of both the new services and existing until all services are shifted to Cloud based services; this is estimated to be completed by 2026. The exact profile of dual running will require further detailed work to complete and will form part of the individual project plans and reporting.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

There is no impact on people. The proposal is to change the funding source for IT projects and programmes. Each project will have its own EqIA which assesses the impact of the delivery of the project on people.

4. Financial Impact on Business Plan 2023-2028

Revenue Implications:

This table has been completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income							
Investment							
Pressure	Permanent		965	939	1071		
Total			965	939	1071		

Capital Implications:

Capital Funding:	22-23 £000	23-24 £000	24-25 £000	25-26 £000	26-27 £000	27-28 £000	28-29 £000	29-30 £000	30-31 £000
Prudential Borrowing		-726	-1,173	-1,076					
Grants									
Total		**-726**	**-1,173**	**-1,076**					

The current position for IT is a hybrid one, with some services in the Cloud and some physically on-site locally in Sand Martin House and Orton (On-Prem), and the IT budgets reflect this. There is a capital programme which supports the implementation and upgrades of systems (through project delivery) and a revenue budget which supports Cloud services and the ongoing costs for systems once they have been implemented, as well as the staff to support them. Each system needs extensive work every three to five years to upgrade to the latest version and the underpinning infrastructure also requires period updates and replacement to remain secure and effective.

Experience shows that when taken on a case-by-case basis, the costs of moving an individual system or application to the Cloud are higher than the cost of retaining that system OnPrem as the supplier will price in the costs of that cloud service and the council still needs to retain the infrastructure to support the services that remain OnPrem. The analogy of a house can be used with each system representing the contents of a room. If a system is moved to the Cloud, then one room of the house is empty, but the rest of the house still exists and needs to be serviced and the bills paid. So essentially the Council ‘double-pays’ for some elements of IT until the whole process is complete.

We are proposing to increase the telephony budget in 2023/24 due to contract overlap, and then reduce the budget in 2024/25. Also proposing to increase the Microsoft costs while we move from the current model of telephony to one driven by Microsoft solutions.

We were expecting to reduce the mobile phone budget in 2023/24 by the additional value providing due to the increase in use during the pandemic. However, as usage is still high across the authority, we are now proposing to reduce the additional funds made available for mobile usage over a two-year period from 2024/25.

For pressures / investments only, please provide further details regarding:

What is the service’s forecast outturn for the current financial year?

Capital Budgets 2017/18 – 2021/22

The table below shows the capital spend on IT over the last five years. This has been broken down into two sections as there was a significant amount of budget allocated to the move of the Data Centre from Shire Hall and that was an a-typical project which won’t be repeated. However, it should be noted that much of the work done for that move is the reason that the IT infrastructure is as optimised as it currently is and therefore why we are as well placed as we are to transition to cloud services and make best use of that investment.

Excluding the Data Centre move the average spend on IT over the last five years is 3.5 million and that figure can be used as an indicator of likely future spend.

Financial Year	Capital spend £m Data Centre Relocation	Capital spend £m Other (not DC related)
2017/18		3.27
2018/19		0.96
2019/20	0.03	8.05
2020/21	1.44	3.96
2021/22	1.50	1.59
Total	2.97	17.82

Note - This table includes the costs of project (Eastnet) which supported the move of the Councils Wide Area Network (WAN) from Virgin Media to the current supplier

(MLL). This contract is a partnership one that runs until September 2025 so savings from this cannot be calculated yet, but it is anticipated that Strands 1 & 3 will result in a far lower set of technical requirements and significantly lower costs. Procurement for the replacement of that contract will need to start well in advance of the contract end date, and if the transition to cloud does not happen, a more like for like approach will be needed. This could mean another 'peak' of costs as that contract is replaced.

Proposed allocation of funding:

The table below shows the current revenue budget for IT & Digital Services. Note this includes uplifts to budget to cover specific pressures identified in 2021/22

	Current Revenue Budget 2023/24
Spend Type	£'000
Staffing	4,309
Hardware	1,784
Software	1,573
Microsoft	1,525
Telephony	291
Mobile Phones	145
Network	780
MFDs	216
Total Budget	**10,623**

What financial mitigations have been considered?

There are three potential approaches to future models of IT Budgets.

a) Continue as is with a hybrid revenue/capital model

b) 100% On Prem

A theoretical option would be to revert to a 100% OnPrem environment with minimal or no cloud services. From a practical point of view this has limited effectiveness as some services cannot be moved back (Microsoft 365) and others are moving towards cloud being the only offer from the supplier. The 'soft' benefits of cloud (automation, security, scalability and flexibility) would be lost, and the council would retain a dependency on physical locations and assets which do not support the needs of a modern, flexible council.

This approach would retain a high capital programme as each system would need to be upgraded (as described above) and a revenue budget with high levels of staffing and physical assets. It is unlikely to amount to a significant reduction in the revenue budget and therefore has not been profiled.

c) 100% Cloud – recommended option

The preferred option and the one that supports the service vision is to transition to an entirely revenue-based budget for IT services over a period of three years. During that three-year period, it would be necessary to invest in additional software to facilitate the transition to Cloud Services whilst the existing OnPrem services are migrated to a suitable cloud alternative. That additional investment would be revenue rather than capital so the effect would be an initial increase in the revenue budget allocated to the service. Once the transition is complete the revenue position would be reviewed and the elements of it that support the current OnPrem environment and way of working would be removed.

This approach will allow the council to achieve the 'soft' benefits of cloud (automation, security and flexibility) and be fully independent of physical locations. The expectation is that there will be a very small capital allocation for anything that cannot be moved to the cloud (i.e., some infrastructure that supports council buildings) or has physical life span of more than 10 years. Projects will still be required to manage IT change, and this will include staff time but the funding for these would be revenue rather than capital.

The work to profile this will be an iterative process, as several elements are subject to formal procurement processes, and full costs are unknown. Where possible indicative costs have been included.

What other funding sources have been explored?

On occasion, alternative funding streams are available, but they are generally focussed on a specific deliverable. Where available and appropriate, they will be utilised (for example, grant funding opportunities). However, this business case is specifically focussed on the proposed funding model change from capital to revenue.

Could you meet the costs from your own budget?

There are elements of the current IT revenue budgets that we would expect to use to offset the increased revenue costs of services in the cloud, but further work is needed to analyse these fully. An example would be changes to telephony. It is anticipated that the additional costs of the Contact Centre as a Service (CCaaS) for the Customer Contact Centre and the other changes to telephony for staff overall will increase but that this can be met from savings in the current telephony contract.

Although the current IT revenue budgets will not be sufficient to meet the increased costs of the transition to cloud, it is clear that such a move will negate the need for the majority of the capital spend that has been necessary to support IT services in the past. This is cost avoidance rather than saving but it is reasonable to take previous expenditure as an indication of future need (under option 1)

Activity Title:	Property Maintenance & Compliance		
Reference No:	C/R.4.038 and C/R.4.040		
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social Score 0	Environment Score 0	Financial Score -1
Business lead / sponsor:	Tom Kelly, CFO & Director of Resources		
Document prepared by:	Tony Cooper, Assistant Director Property		
Financial Summary:	£190k recurrent funding		
Date:	5/1/22	**Version**	2.0

1. Driver / reason for the activity

The maintenance and compliance activity on the Cambridge County Council (CCC) Estate is critical to the functioning of the council. It is required to not only deliver council services but ensure the safety and wellbeing of the council's workforce and meet statutory obligations. Due to a range of pressures, additional financial resources are required to fund critical property functions in the Facilities Management and Compliance areas. The specific requirements are:

£35k Legionella contract:

It is a legal requirement to check all water systems to prevent legionella infections. A contract was procured earlier in the year but had to be terminated late in 2022 due to performance issues and the contractor seeking a significant uplift in costs. Following a review the contract was awarded to another contractor, but due to the ongoing significant inflationary pressures in property and construction the annual contract cost has increased very significantly. The £35k covers this uplift for 23/24.

£81k Compliance (Property Safety):

Resources required for running the service (with reduction of external work). This is to cover increased staff and operational costs due to the rapidly changing and volatile economic environment. The compliance workload has increased significantly due to legislative changes, the pandemic, and internal projects. Also, Compliance is required to income generate to fund the service and does so by providing consultancy to other public sector agencies. Due to the deteriorating financial environment in the second half of 2022, public sector clients are ending the contracts and work, so the income is dropping and creating a gap. The fact that the Compliance function has to self-fund is identified as a safety compliance risk in itself and suggests the council is not properly funding statutory safety functions. The £81k is to bridge the gap that has emerged for 23/24 so that the service can be fully funded from 24/25.

£74k Property maintenance:

Due to rapidly rising costs of inflation, additional works arising from the pandemic (work that could not be carried out during the pandemic and additional works resulting from maintenance not being able to be carried out) and increased demands upon the Facilities Management function a budget gap has emerged in relation to overall property maintenance spend for 23/24. £74k would bridge this gap.

2. Proposed activity or intervention(s)

Additional funding of £190k is required to meet the operational demands of business as usual on the CCC Estate:

- £35k Legionella contract
- £81k Compliance (Property Safety)
- £74k Property maintenance

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

An Equality Impact Assessment is not required for this business case.

The additional funding is so that business can be carried out as usual.

4. Financial Impact for Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income							
Investment							
Pressure			190				
Total			**190**				

For pressures / investments only, please provide further details regarding:

What is the service's forecast outturn for the current financial year?
The maintenance budget estimated forecast (as of November 2022) is a pressure of £600k. For Compliance, the income generation is expected to reduce by £44k in 2022-23 and resources will increase by £7k.

What financial mitigations have been considered?
Contracts have been reviewed with procurement, a rigorous cost saving review of spend has been conducted and savings delivered.

What other funding sources have been explored?
None are available.

Could you meet the costs from your own budget?
No

Activity Title:	Investment into Adults & Children's Services Staffing			
Reference No:	C/R.5.121			
Triple Bottom Line Approach – score range from -5 to +5 with 0 being neutral	Social score 0	Environmental score 0	Financial score -3	
Business lead / sponsor:	Charlotte Black, Director of People Services			
Document prepared by:	Stephen Howarth			
Financial Summary:	+£800k investment			
Financials signed off by:	Stephen Howarth			
Date:	4/1/23	**Version**	1	

1. Driver / reason for the activity

The uncoupling of People Services at a strategic level has been decided upon by the Chief Executive in his capacity as Head of Paid Service. Where this impacts any Chief Officer roles (other than Executive Directors), proposals have been presented to, and decided upon, by Staffing & Appeals Committee on 1/12/22. The creation of separate Executive Directors will be recommended to Full Council in February 2023 alongside the business plan.

There is a financial consequence to the uncoupling that is addressed through this investment allocation. It is important to note that this business case is not relating to the uncoupling itself, rather to the financial allocation to address decisions made.

2. Proposed activity or intervention(s)

This financial allocation is made on an estimated basis following proposals put together by the service area in consultation with the Chief Executive. The allocation will be held centrally until such time as the proposals are implemented – at that stage, funding will be allocated out as required, with any leftover being returned as a negative investment.

3. Equality, Diversity & Inclusion (EDI) and Socio-economic inequalities Assessments undertaken to inform the proposed activity

Has an equality Impact Assessment been completed? Yes

Summary of key points to consider in terms of benefits, negative impacts and any mitigations:

Decision making on the specific staffing impact of the uncoupling is subject to separate decision-making processes; this investment and business case are just relating to the financial consequences, actual or potential, of those decisions. As this is therefore just about a budget allocation, there are no equality impacts.

4. Financial Impact on Business Plan 2023-2028

Revenue Implications:

This table is completed in recurring format as per the Business Plan.

	One off or Permanent	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Saving							
Income							
Investment		800					
Pressure							
Total		**800**					