

Section 3 - A: People and Communities

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
1	OPENING GROSS EXPENDITURE	368,970	382,014	393,277	409,223	426,124		
A/R.1.003	Transferred Function - Independent Living Fund (ILF)	-38	-36	-34	-	-	- The ILF, a central government funded scheme supporting care needs, closed in 2015. Since then the local authority has been responsible for meeting eligible social care needs for former ILF clients. The government has told us that their grant will be based on a 5% reduction in the number of users accessing the service each year.	Adults
A/R.1.004	Improved Better Care Fund (BCF)	1,743	-	-	-	-	- The Improved Better Care Fund is a grant from Central Government for adult social care, to ensure that the health and social care market is not destabilised by pressures on Adult Social Care. The spending plan includes schemes around preventing falls, increasing independence, investment in suitable housing for vulnerable people and enhanced intermediate tier, Reablement and homecare for people leaving hospital. The Better Care Fund includes an element of funding intended to protect Adult Social Care services, as the revenue support grant has decreased and demand continues to increase.	Adults
A/R.1.005	Transferred Function - National Careers service	-356	-	-	-	-	- Transferred Function - National Careers service	C&P
A/R.1.007	Removal of temporary project worker funding	-45	-	-	-	-	- Removal of one-year funding for post	Adults
A/R.1.013	Change in Public Health grant MOU funded expenditure	10	-	-	-	-	- Child and Adolescent Mental Health trainer service move to Public Health Directorate and Kick Ash service moved into P&C from P&E.	C&P
1.999	REVISED OPENING GROSS EXPENDITURE	370,284	381,978	393,243	409,223	426,124		
2	INFLATION							
A/R.2.001	Centrally funded inflation - Staff pay and employment costs	1,060	867	806	807	807	Forecast pressure from inflation relating to employment costs. On average, 0.6% inflation has been budgeted for, to include inflation on pay of 1%, employer's National Insurance and employer's pension contributions in line with previous years national pay offers. The Local Government Pay offer for 2019-20 includes a minimum 2% increase however, to reflect the effect this has on the Council as a whole this increased pressure is being held centrally ref. C/R.4.010.	Adults, C&YP
A/R.2.002	Centrally funded inflation - Care Providers	1,213	1,199	1,199	1,199	1,199	Forecast pressure from general inflation relating to care providers. Additional pressure funding is allocated to enable increases in the minimum wage to be factored into provider uplifts as A/R.4.009.	Adults, C&YP
A/R.2.003	Centrally funded inflation - Looked After Children (LAC) placements	510	538	542	542	542	Inflation is currently forecast at 2.2%.	Adults, C&YP
A/R.2.004	Centrally funded inflation - Transport	551	367	367	367	367	Forecast pressure for inflation relating to transport. This is estimated at 3%.	Adults, C&YP
A/R.2.005	Centrally funded inflation - Miscellaneous other budgets	101	103	103	103	103	Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 1.2% increase.	Adults, C&YP
2.999	Subtotal Inflation	3,435	3,074	3,017	3,018	3,018		

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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
3	DEMOGRAPHY AND DEMAND							
A/R.3.002	Funding for additional Physical Disabilities demand	407	456	470	484	500	Additional funding to ensure we meet the rising level of needs amongst people with physical disabilities. Based on modelling the expected increased number of service users and the increase complexity of existing service users needs we are increasing funding by £407k to ensure we can provide the care that is needed.	Adults
A/R.3.003	Additional funding for Autism and Adult Support demand	87	89	91	92	95	Additional funding to ensure we meet the rising level of needs amongst people with autism and other vulnerable people. It is expected that 17 people will enter this service in 19/20 and so, based on a the anticipated average cost, we are investing an additional £87k to ensure we give them the help they need.	Adults
A/R.3.004	Additional funding for Learning Disability Partnership (LDP) demand	1,627	1,584	1,543	1,505	1,469	Additional funding to ensure we meet the rising level of needs amongst people with learning disabilities - We need to invest an additional £899k in 2019/20 to provide care for a projected 60 new service users (primarily young people) who outnumber the number of people leaving services. We also need to invest £728k in the increasing needs of existing service users and the higher complexity we are seeing in adults over age 25. The total additional resource we are allocating is therefore £1,627k to ensure we provide the right care for people with learning disabilities.	Adults
A/R.3.005	Funding for Adult Mental Health Demand	38	39	30	35	35	Additional funding for a net increase of 2 full time effect packages for 2019/20 and further increases of 2 full time effect packages for each subsequent year.	Adults
A/R.3.006	Additional funding for Older People demand	2,446	2,761	2,696	3,730	3,707	Additional funding to ensure we meet the increased demand for care amongst older people, providing care at home as well as residential and nursing placements. Population growth in Cambridgeshire and the fact that people are living longer results in steeply increasing numbers of older people requiring care. We estimate that numbers will increase by around 2.7% each year and the current pattern of activity and expenditure is modelled forward to estimate the additional budget requirement for each age group and type of care. Account is then taken of increasing complexity of cases coming through the service. This work has supported the case for additional funding of £2,446k in 2019/20 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.007	Funding for Older People Mental Health Demand	260	282	305	381	368	Additional funding to ensure we meet the increased demand for care amongst older people with mental health needs, providing care at home as well as residential and nursing placements. The current pattern of activity and expenditure is modelled forward using population forecasts to estimate the additional budget requirement for each age group and type of care. Some account is then taken of increasing complexity of cases coming through the service. This work has supported the case for additional funding of £260k in 2019/20 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.008	Home to school transport mainstream	179	203	235	259	266	Additional funding required to provide home to schools transport for pupils attending mainstream schools. This additional funding is required due to the anticipated 2% increase in pupils attending Cambridgeshire schools in 2019/20.	C&YP
A/R.3.009	Home to school transport LAC	49	52	54	54	59	Additional funding required to provide home to schools transport for Looked After Children. This additional funding is required due to an anticipated 3.1% increase in the school-aged LAC population in 2019/20.	C&YP

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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
A/R.3.010	Funding for Home to School Special Transport demand	348	362	362	392	407	Additional funding required to provide transport to education provision for children and young people with special educational needs. The additional funding is needed as there are increasing numbers of children with SEN and increasing complexity of need which requires individual or bespoke transport solutions. The cost of transport is also affected by the increasing number of places at Special Schools. Additional budget required to provide care for children who become looked after. As with many local	C&YP
A/R.3.011	Funding for rising Looked After Children (LAC) Numbers and need	2,400	2,531	2,645	2,765	2,890	authorities we have experienced a steady rise in the number of Looked after Children in recent years. Looking ahead, the number of Looked after Children is predicted to increase by around 4% each year and this equates to around 30 more children to care for,many of which relate to a higher proportion of high cost residential placements than usual, based on recent trend. The additional investment will ensure we can fully deliver our responsibilities as corporate parents and fund suitable foster, residential or other supported accommodation placements for all children becoming looked after.	C&YP
A/R.3.016	Funding for additional Special Guardianship Orders/Adoption demand costs	421	425	517	628	765	Additional funding required to cover the cost of providing care for looked after children with adoptive parents or with extended family and other suitable guardians. As numbers of children increase we need to invest in adoptive and guardianship placements which provide stable, loving and permanent care for children who come into the care system.	C&YP
A/R.3.017	Funding for additional demand for Community Equipment	64	63	63	60	60	Over the last five years our social work strategy has been successful in supporting a higher proportion of older people and people with disabilities to live at home (rather than requiring residential care). Additional funding is required to maintain the proportion of services users supported to live independently through the provision of community equipment and home adaptations in the context of an increasing population.	Adults, C&YP
3.999	Subtotal Demography and Demand	8,326	8,847	9,011	10,385	10,621		
4	PRESSURES							Adults
A/R.4.002	Adults & Safeguarding - Fair Cost of Care and Placement Costs	-	1,000	2,000	1,000	-	The Care Act says Councils need to make sure the price paid for Adult Social Care reflects the actual costs of providing that care. A strategic investment in the residential sector is envisaged from 2020 onwards. The timing and extent of this will be kept under close review as several factors develop including the impact of the national living wage, local market conditions and the overall availability of resources.	Adults
A/R.4.009	Impact of National Living Wage (NLW) on Contracts	2,561	3,367	3,185	2,324	-	As a result of the introduction of the National Living Wage it is expected that the cost of contracts held by CCC with independent and voluntary sector care providers will increase. Our analysis suggests the changes from April 2019 will lead to price increases between 1% and 3.5%, dependent on the cost of providing different types of care.	Adults, C&YP
A/R.4.018	Impact of National Living Wage (NLW) on CCC employee costs	-	151	151	-	-	The cost impact of the introduction of the NLW on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates. Traded services whose staff are paid below the NLW will be expected to recover any additional cost through their pricing structure.	Adults, C&YP

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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
A/R.4.022	Dedicated Schools Grant Contribution to Combined Budgets	-	1,579	-	-	-	- Based on historic levels of spend an element of the Dedicated Schools Grant (DSG) spend is retained centrally and contributes to the overall funding for the LA. Schools Forum is required to approve the spend on an annual basis and following national changes the expectation is that these historic commitments/arrangements will unwind over time. The DfE expect local authorities to reflect this in their annual returns, will monitor historic spend year-on-year and challenge LA's where spend is not reducing. The most recent schools funding consultation document refers to the ability of the LA to recycle money for historic commitments into schools, high needs or early years. Schools Forum approved the continuation of this funding for 2019/20, but this pressure reflects the current anticipated reduction in the contribution to combined budgets in future years.	C&YP
A/R.4.024	Pressures from 18/19 in Adult Social Care	2,000	-	-	-	-	- Pressures brought forward from 2018/19 due to additional demand on Adults & Safeguarding budgets, particularly Learning Disability Services. These were caused by higher than expected demand on services, and were partially offset in-year on a one-off basis, but need to be permanently addressed to enable Adult Social Care to go through a major transformation programme that will mitigate demand increases over the medium term.	Adults
A/R.4.026	Looked After Children Placements	2,700	-	-	-	-	- A permanent pressure of £2.7m is anticipated for Looked After Children Placements. This is due to: - Savings targets established for Children's Services through the Children's Change Programme of 2017 which were predicated on reductions in demand that have not been achieved - A history of over-optimism in our work with families facing significant challenges, before action was taken and children removed. This has resulted in a larger than expected group of children of primary school age in the LAC population. - The need to ensure that children and young people are not moved from placements where they are settled	C&YP
A/R.4.027	Supervised contact (numbers of children) Independent	235	-35	-	-	-	- Higher than anticipated numbers of children in care have resulted in continuing overspends in directly related budgets, including those associated with supervised contact.	C&YP
A/R.4.028	reviewing officers (numbers of children)	85	-	-85	-	-	- Numbers of children in care remain at around 100 higher than they should be if our performance was in line with the average of our statistical neighbours which has implications for IRO capacity. Independent Reviewing Officers review children's care plans, and have an important role to play in ensuring that these plans are progressed. These higher than anticipated numbers in care have resulted in continuing overspends in the IRO budget.	C&YP
A/R.4.029	New duties - leaving care	390	-	-	-	-	- Pressure resulting from new duties imposed by government including the provision of additional personal advisers.	C&YP
A/R.4.030	Children's services reduced grant income expectation	295	-	-	-	-	- Pressure resulting from the loss of expected grant from the DfE of £295k.	C&YP
A/R.4.031	Education Directorate Pressure	148	-	-	-	-	- The savings plan for the Education directorate has been redesigned following the appointment of a joint Director across Cambridgeshire and Peterborough. Some pre-existing savings are being removed, to be replaced by a new programme delivering greater savings overall.	C&YP

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A/R.4.032	Home to School Transport - Special	1,475	-	-	-	-	A greater than anticipated increase in the number of pupils with Education, Health and Care Plans (EHCPs) requiring transport to school, especially in the post-19 cohort, has resulted in an ongoing pressure of £750k on the Home to School - Special budget. Additional pressures identified during 2018/19	Committee
A/R.4.033	LAC - Home to School Transport	275	-	-	-	-		C&YP
4.999	Subtotal Pressures	10,164	6,062	5,251	3,324	-		
5	INVESTMENTS							
A/R.5.001	Permanent Funding for Investments into Social Work	-	-	1,000	-	-	As part of the Adults Positive Challenge Programme, a number of investments will be made from the Transformation Fund to deliver an ambitious package of demand management measures. This funding in 2021/22 is to provide a permanent basis for those investments that will need to continue, and will be allocated following a review of which investments worked and will continue to deliver benefit. Funding to bridge the gap between fostering and community support and residential provision has ended. Investment will be repaid over 5 years, at £174k pa from 17/18 to 21-22, from savings in placement costs.	Adults
A/R.5.003	Flexible Shared Care Resource	-	-	-	174	-		C&YP
5.999	Subtotal Investments	-	-	1,000	174	-		
6	SAVINGS							
A/R.6.114	Adults Learning Disabilities - Increasing independence and resilience when meeting the needs of people with learning disabilities	-200	-	-	-	-	A three-year programme of work was undertaken in Learning Disability Services from 2016/17 to ensure service-users had the appropriate level of care - this saving is the remaining impact of part- year savings made in 2018/19.	Adults
A/R.6.120	Re-investment in support to family carers reflecting improved uptake	-	100	100	-	-		Adults
A/R.6.126	Learning Disabilities - Converting Residential Provision to Supported Living	-250	-	-	-	-	This is an opportunity to de-register a number of residential homes for people with learning disabilities and change the service model to supported living. The people in these services will benefit from a more progressive model of care that promotes greater independence. Work to enable people with learning disabilities who have been placed 'out of county' to move closer to their family by identifying an alternative placement which is closer to home. To be approached on a case by case basis and will involve close work with the family and the person we support. Will also involve ensuring out of county placements are cost effective and are appropriately funded by the NHS.	Adults
A/R.6.127	Care in Cambridgeshire for People with Learning Disabilities	-250	-	-	-	-		Adults
A/R.6.128	Better Care Fund - Investing to support social care and ease pressures in the health and care system	-1,300	-	-	-	-	The Improved Better Care Fund is a grant from Central Government for adult social care, to ensure that the health and social care market is not destabilised by pressures on Adult Social Care. A proportion of the funding will be taken as a saving in order to offset increased cost in social care as a result of demand rising and legislative pressures. The IBCF also provides targeted investment in social care services that will promote better outcomes for patients and social care services. The funding has not been confirmed beyond 2019/20, and so at this stage this remains a temporary saving.	Adults

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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee					
A/R.6.132	Mental Health Social Work PRISM Integration Project	-200	-	-	-	-	The introduction of social workers and social care support staffing into the community / primary care health services (PRISM) will deliver improved mental health outcomes for Cambridgeshire residents and reduce demand for services through a focus on prevention, early intervention and strengths-based approach.	Adults					
A/R.6.133	Impact of investment in Occupational Therapists	-220	-	-	-	-	OT involvement in reablement goal-setting and review will improve outcomes at the end of the pathway through achieving greater service user independence at the end of reablement.	Adults					
A/R.6.143	Review of Support Functions in Adults	-150	-	-	-	-	A review of support functions to ensure that capacity is aligned appropriately to the needs of the services supported.	Adults					
A/R.6.176	Adults Positive Challenge Programme	-3,800	-3,800	-	-	-	Through the Adults Positive Challenge Programme, the County Council has set out to design a new service model for Adult Social Care which will continue to improve outcomes whilst also being economically sustainable in the face of the huge pressure on the sector. This work will focus on promoting independence and changing the conversation with staff and service-users to enable people to stay independent for longer, and has already had success in 2018/19 through a fast- forward element of the programme.	Adults					
A/R.6.177	Savings through contract reviews	-412	-	-	-	-	Several contracts have been retendered throughout 17/18 and 18/19 and have delivered efficiencies, which can now be taken as savings. The largest of these was a retender of domiciliary care block car rounds in late 2017/18.	Adults					
A/R.6.211	C&P Safer Communities Partnership	-30	-	-	-	-	A review of the required management and support functions within the team will be undertaken depending on the outcome of funding bids, and could deliver a saving of £30,000 during 2019/20.	C&P					
A/R.6.212	Strengthening Communities Service	-30	-	-	-	-	The deletion of a recently vacant Community Protection Project Officer post. The community led no cold calling zones project, which was coordinated by the previous post holder, has now successfully concluded	C&P					
A/R.6.213	C&YP Youth Offending Service - efficiencies from joint commissioning and vacancy review	-40	-	-	-	-	The full year impact of savings realised as a result of the Commissioning of Appropriate Adults and Reparation Services with Peterborough City Council and Cambridgeshire Constabulary. The removal of all capacity within the Youth Offending Service to spot purchase time limited support programmes, tailored to meet individual needs, which may be over and above the core offer. The removal of a part time vacant case holding post,and part time vacantSeniorYOSOfficer post.	C&YP					
A/R.6.214	Youth Support Services	-40	-	-	-	-	Removal of a staff training budget for Youth Staff (£10k), a reduction in staff capacity and the Community Reach Fund (£30k)	C&YP					
A/R.6.252	Total Transport - Home to School Transport (Special)	-110	-	-	-	-	Saving to be made through re-tendering contracts, route reviews, looking across client groups and managing demand for children requiring transport provision	C&YP					
A/R.6.253	Looked After Children (LAC) - Mitigating additional external residential placement numbers	-500	-	-	-	-	There is currently a shortage of foster placements due to increased numbers of children in care both locally and nationally. This has resulted in a growing number of young people being placed in much higher cost residential placements. This business case describes how we will seek to mitigate 3 of the 8 additional residential placements expected and hence requiring a reduced contribution to the placement budget from demography funding.	C&YP					

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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
A/R.6.254	Looked After Children (LAC) - Fee negotiation and review of high cost placements	-200	-	-	-	-	<ul style="list-style-type: none"> - Negotiation of external placement costs and review of high cost placements. This will be delivered by: - Cost discounts - Volume/long term discounts - Reviewing packages of support for all purchased placement types - Reviewing high cost placements 	C&YP
A/R.6.255	Looked After Children (LAC) - Placement composition and reduction in numbers	-1,311	-3,134	-2,399	-	-	<ul style="list-style-type: none"> - Numbers of children in care remain at around 100 higher than they should be if our performance was in line with the average of our statistical neighbours. This business case is targeted at reducing demand in the system and delivering sustainable savings by reducing costs associated with higher numbers of children in care in the system as well as increasing in-house fostering numbers and reducing the number of independent agency placements, which are more costly. 	C&YP
A/R.6.256	Delivering Greater Impact for Troubled Families	-	150	-	-	-	<ul style="list-style-type: none"> - Our multi-agency Together for Families programme will deliver and evidence greater impact for more families and so will receive increase 'payment by results' income from central government. 	C&YP
A/R.6.258	Children's home changes (underutilised)	-350	-	-	-	-	<ul style="list-style-type: none"> - Anticipated savings resulting from the closure of the Victoria Road children's home that is currently underutilised. The budget associated with the residential element of the children's home is £600K per annum. The placement costs of the young people living in the provision until mid-June is in the region of £230K per annum, resulting in a full year saving of around £350K per annum. 	C&YP
A/R.6.259	Early Years Service	-200	-	-	-	-	<ul style="list-style-type: none"> - A review of services provided by the Early Years Service in light of the links with Peterborough and growing traded services. 	C&YP
A/R.6.260	Reduction of internal funding to school facing traded services	-151	-	-	-	-	<ul style="list-style-type: none"> - A reduction to the internal funding of the ICT Service and the PE and Sports Advisory Service recognising a reduction in LA usage 	C&YP
A/R.6.261	Schools Intervention Service	-100	-	-	-	-	<ul style="list-style-type: none"> - Reduction in capacity of the service in line with the reduced number of maintained schools that require a direct service 	C&YP
A/R.6.263	Term time only contracts	-30	-	-	-	-	<ul style="list-style-type: none"> - A voluntary change to term time only contracts (or annualised hours) for staff in the Education Directorate where this is appropriate for their role. 	C&YP
A/R.6.264	Review of Therapy Contracts	-321	-	-	-	-	<ul style="list-style-type: none"> - Savings will be delivered by reviewing existing arrangements but further details are unavailable at this time due to commercial confidence. 	C&YP
6.999	Subtotal Savings	-10,195	-6,684	-2,299	-	-		
	TOTAL GROSS EXPENDITURE	382,014	393,277	409,223	426,124	439,763		

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7	FEES, CHARGES & RING-FENCED GRANTS							
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-129,846	-131,466	-118,945	-119,102	-119,259	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward. Increase in external charges to reflect inflation pressures on the costs of services.	Adults, C&YP
A/R.7.003	Fees and charges inflation Changes to fees & charges Early Years	-157	-157	-157	-157	-157	Proposal to develop Early Years subscription package for trading with settings.	Adults, C&YP
A/R.7.101	subscription package	-16	-16	-	-	-	A review of charging models and use of school absence penalty notices within the Attendance and	C&YP
A/R.7.103	Attendance and Behaviour Service income	-50	-	-	-	-	Behaviour Service	C&YP
A/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-10	293	-	-	-	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2019-20 due to removal of ring-fence.	Adults, C&YP
A/R.7.202	Change in National Careers service grant	356	-	-	-	-	Change in National Careers service grant	C&P
A/R.7.208	Improved Better Care Fund	-1,743	-	-	-	-	Changes to the Improved Better Care Fund grant. See also proposal A/R.1.004.	Adults, C&YP
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-131,466	-131,346	-119,102	-119,259	-119,416		
	TOTAL NET EXPENDITURE	250,548	261,931	290,121	306,865	320,347		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
A/R.8.001	Budget Allocation	-250,548	-261,931	-277,720	-294,464	-307,946	Net spend funded from general grants, business rates and Council Tax. Fees and charges for the provision of services.	Adults, C&YP
A/R.8.002	Fees & Charges	-49,658	-49,831	-49,988	-50,145	-50,302	Expected income from Cambridgeshire maintained schools.	Adults, C&YP
A/R.8.003	Expected income from Cambridgeshire Maintained Schools	-7,783	-7,783	-7,783	-7,783	-7,783	DSG directly managed by P&C.	C&YP
A/R.8.004	Dedicated Schools Grant (DSG)	-42,959	-42,959	-42,959	-42,959	-42,959	The NHS and County Council pool budgets through the Better Care Fund (BCF), promoting joint working.	Adults
A/R.8.005	Better Care Fund (BCF) Allocation for Social Care	-15,453	-15,453	-15,453	-15,453	-15,453	This line shows the revenue funding flowing from the BCF into Social Care.	
A/R.8.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500	Youth Justice Board Good Practice Grant.	C&YP
A/R.8.009	Social Care in Prisons Grant	-339	-339	-339	-339	-339	Care Act New Burdens funding.	Adults
A/R.8.011	Improved Better Care Fund	-12,401	-12,401	-12,401	-12,401	-12,401	Improved Better Care Fund grant.	Adults
A/R.8.012	Education and Skills Funding Agency Grant	-2,080	-2,080	-2,080	-2,080	-2,080	Ring-fenced grant funding for the Adult Learning and Skills service.	C&P
A/R.8.401	Public Health Funding	-293	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	Adults, C&YP
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-382,014	-393,277	-409,223	-426,124	-439,763		

Section 3 - B: Place and Economy

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Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
1	OPENING GROSS EXPENDITURE	89,583	92,534	93,553	95,999	98,474	
B/R.1.005	Movement of Business and Communities PH funding from P&E to P&C	-10	-	-	-	-	Public Health grant funding for Kick Ash has moved to P&C within Communities and Partnership.
1.999	REVISED OPENING GROSS EXPENDITURE	89,573	92,534	93,553	95,999	98,474	
2	INFLATION						
B/R.2.001	Inflation	1,890	1,995	2,133	2,112	2,112	Some County Council services have higher rates of inflation than the national level. For example, this is due to factors such as increasing oil costs that feed through into services like road repairs. This overall figure comes from an assessment of likely inflation in all ETE services.
2.999	Subtotal Inflation	1,890	1,995	2,133	2,112	2,112	
3	DEMOGRAPHY AND DEMAND						
B/R.3.004	Coroner Service	194	20	20	20	20	Extra costs associated with an increasing population and a higher number of deaths.
B/R.3.007	Waste Disposal	373	324	331	339	346	Extra cost of landfilling additional waste produced by an increasing population.
3.999	Subtotal Demography and Demand	567	344	351	359	366	
4	PRESSURES						
B/R.4.005	Libraries to serve new developments	-	49	-	-	-	- Cost of running the Eddington Library in North West Cambridge to serve the new community.
B/R.4.008	Impact of National Living Wage (NLW) on CCC Employee Costs	-	14	14	-	-	- The extra cost of the National Living Wage on directly employed CCC staff.
B/R.4.009	Cambridgeshire and Peterborough Minerals and Waste Local Plan	-	-54	-54	-	-	- Work has commenced on a new Minerals and Waste Plan with Peterborough City Council. The plan requires to be updated to minimise the risk of future challenge from developers.
B/R.4.011	Archives Centre	78	-	-	-	-	- Funding towards the running costs of the new Archives Centre at Ely.
B/R.4.013	Guided Busway Defects	200	-1,300	-	-	-	- The Council is in dispute with the contractor over defects in the busway construction. This is to fund repairs to defects and legal costs in support of the Council's legal action against the Contractor. The Council expects to recover these costs.
B/R.4.016	Underachievement of planned £1m 2018/19 waste contract savings	900	-	-	-	-	- The ongoing renegotiation of the Waste contract has not yet achieved the £1m target in 2018/19 and this creates a £900K pressure.
4.999	Subtotal Pressures	1,178	-1,291	-40	-	-	
5	INVESTMENTS						
5.999	Subtotal Investments	-	-	-	-	-	

Section 3 - B: Place and Economy

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
6	SAVINGS						
	E&E						
B/R.6.103	Shared Service: Historic Environment	-10	-	-	-	-	- Income generation shared services with Peterborough.
B/R.6.105	Transformation of the Infrastructure & Growth Service into a profit centre.	-79	-	-	-	-	- The service predominantly recovers its operating costs through recharge and development related income. A large proportion of this is for external clients, such as the Combined Authority & GCP. Commercial operation of the service will maximise income opportunities and standardise the approach to working with external clients, enabling consideration of the associated risks. Revenue generated from this approach will support those services such as strategy and development related planning activities that aren't rechargeable.
	H&CI						
B/R.6.202	Highways Maintenance	-350	-	-	-	-	- Utilising a greater proportion of the on-street parking surplus to fund highways and transport works as allowed by current legislation.
B/R.6.204	Road Safety	-	-50	-	-	-	- At the March H&CI committee members approved the implementation of a new transformative model for delivering all elements of road safety (education, engineering, school crossing patrols, safety cameras, audits etc). The approach is an integrated model with Peterborough, built around core and commercial activities. The £50k will be achieved through more efficient working practices (moving resource online and co-location)
B/R.6.206	Highways Shared Services Model	-150	-	-	-	-	- Creation of a single, shared highway service across Cambridgeshire and Peterborough. Whilst the emphasis is on creating resilience and flexibility there will be the opportunity to make some savings through the creation of the new, streamlined structure.
B/R.6.208	Shared Services: Registration	-36	-	-	-	-	- Create a joint service with PCC, enabling greater resilience and some savings through a shared, streamlined management structure
B/R.6.210	Household Recycling Centre changes	-60	-	-	-	-	- Implementation of a permitting system for vans and trailers.
B/R.6.214	Street Lighting - contract synergies	11	21	2	4	-	- Annual saving from joint contract drafting with partners. This will not lead to any reduction in street lighting provision.
6.999	Subtotal Savings	-674	-29	2	4	-	
	TOTAL GROSS EXPENDITURE	92,534	93,553	95,999	98,474	100,952	

Section 3 - B: Place and Economy

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
7	FEES, CHARGES & RING-FENCED GRANTS						
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-48,155	-32,545	-32,564	-32,702	-32,837	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
B/R.7.002	Fees and charges inflation	-16	-11	-11	-11	-11	Additional income for increases to fees and charges in line with inflation, not including the effect of the Combined Authority Levy.
B/R.7.004	Inflation on Levy charged to the Combined Authority	-198	-128	-127	-124	-122	Inflation of the Combined Authority Levy - this is matched to the inflation in ETE expenditure for which the Combined Authority are billed.
B/R.7.005	Reduction in Levy charged to Combined Authority	15,734	-	-	-	-	Budgeted income for services provided by the Council on behalf of the Combined Authority.
B/R.7.202	Changes to fees & charges Change in Public Health Grant	10	120	-	-	-	Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2019-20 due to removal of ring-fence.
B/R.7.205	Change in Waste PFI grant	80	-	-	-	-	Change in Waste PFI grant income for 2019/20
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-32,545	-32,564	-32,702	-32,837	-32,970	
	TOTAL NET EXPENDITURE	59,989	60,989	63,297	65,637	67,982	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
B/R.8.001	Budget Allocation	-59,989	-60,989	-63,297	-65,637	-67,982	Net spend funded from general grants, business rates and Council Tax.
B/R.8.002	Public Health Grant	-120	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
B/R.8.003	Fees & Charges	-25,870	-26,009	-26,147	-26,282	-26,415	Fees and charges for the provision of services.
B/R.8.004	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944	PFI Grant from DfT for the life of the project.
B/R.8.005	PFI Grant - Waste	-2,611	-2,611	-2,611	-2,611	-2,611	PFI Grant from DEFRA for the life of the project.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-92,534	-93,553	-95,999	-98,474	-100,952	

Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
1	OPENING GROSS EXPENDITURE	26,478	25,545	25,421	25,376	25,395	
1.999	REVISED OPENING GROSS EXPENDITURE	26,478	25,545	25,421	25,376	25,395	
2 E/R.2.001	INFLATION Inflation	16	18	18	19	19	Forecast pressure from inflation in the Public Health Directorate, excluding inflation on any costs linked to the standard rate of inflation where the inflation rate is assumed to be 0%. Inflation appears low due to the majority of public health spend being committed to external contracts. Providers are expected to meet inflationary and demographic pressures within the agreed contract envelope.
2.999	Subtotal Inflation	16	18	18	19	19	
3	DEMOGRAPHY AND DEMAND						
3.999	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
4.999	Subtotal Pressures	-	-	-	-	-	
5	INVESTMENTS						
5.999	Subtotal Investments	-	-	-	-	-	

Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
6	SAVINGS						
E/R.6.031	Health NHS Health Checks - IT software contract decommissioned	-41	-	-	-	-	<p>- NHS Health Checks is a cardiovascular risk assessment offered to people aged to 40 to 74 year olds every five years who do not have a diagnosed health condition. GP practices are commissioned to identify and invite eligible individuals to have an NHS Health Check. A robust data collection process is required to manage patient data and to ensure that anonymized data is sent to the Local Authority as part of the performance monitoring and payment system to the GPs. In 2017 after securing agreement from the Clinical Commissioning Group (CCG) which has responsibility for practice systems new software was commissioned to sit on GP practice systems. The introduction of GPPR compromised the security of the software as it could not meet fully the GDPR requirements and therefore the contract was decommissioned. The IT company fully agreed with this approach and assumed any additional cost for removing systems already in practices.</p> <p>GP practice systems have developed rapidly and they are now able to manage NHS Health Check data electronically and share anonymized data with the Local Authority at no cost to the Local Authority. There has been a recurrent underspend on the NHS Health Checks Programme since the transfer of the funding from the NHS to the Local Authority which has reflected fairly stable activity levels.</p>
E/R.6.032	NHS Health Checks Funding	-50	-	-	-	-	<p>- Savings will be secured through the re-commissioning of the Cambridgeshire Adult Drug and Alcohol Treatment Services, which will enable transformational changes to be undertaken. The Drugs and Alcohol Joint Strategic Needs Assessment, (2016) indicated changes in needs that are addressed in the new service model. An aging long-term drug using population that enter and re- enter the Service has complex health and social problems that do not require intensive acute drug treatment services but more cost effective support services to ensure their good mental and physical health and social support needs are met. Strengthened recovery services using cost- effective peer support models to avoid readmission, different staffing models and a mobile outreach service.</p>
E/R.6.033	Drug & Alcohol service - funding reduction built in to new service contract	-162	-127	-63	-	-	<p>- The iCaSH Service will be recommissioned with a new contract scheduled to start in October 2019. It will be a joint contract between Cambridgeshire County Council and Peterborough City Council. The current services have already undertaken transformational changes reflecting new technologies and rationalising clinics to ensure that they are not located where there is very little activity. This transformational work is ongoing but there will be “backroom” savings from having one contract across the two areas.</p>
E/R.6.034	Recommissioning of the Integrated Contraception and Sexual Health (iCASH) Service contract	-	-15	-	-	-	

Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
E/R.6.035	Children 5-19 - Mental Health Training for Children's workforce	-36	-	-	-	-	- This proposal ceases funding for intensive training for a relatively small number of the young people's workforce each year, delivered face to face by Cambridgeshire and Peterborough NHS Foundation Trust. Instead it is proposed that Public Health staff work together with the Heads of Early Help to establish a clear specification of the training requirements and success criteria for an e-learning training package with less intensive face to face training in 2019/20, focussed on the mental health training needs of Young People's workers in the Early Help Teams.
E/R.6.036	Children's 0-19 Services - Healthy Child Programme - Proposal previously agreed in 2017/18 business planning process	-238	-	-	-	-	- This £238k savings proposal was previously discussed by Health Committee in the autumn 2017 business planning round. It was agreed to fund the £238k saving from public health reserves in 2018/19, to allow further time to develop the 0-19 Healthy Child integration programme (and associated savings) for implementation in 2019/20. The Healthy Child programme is a universal-progressive, needs-based service delivered at 4 levels: Community, Universal, Universal Plus (single agency involvement) and Universal Partnership Plus (multi-agency involvement). All children, young people and families are offered a core programme of evidence based, early intervention and preventative health care with additional care and support for those who need it. The 0-19 Healthy Child Programme (HCP) consists of Health Visiting (0-5yrs), Family Nurse Partnership (for vulnerable teenage parents), and School Nursing (5-19yrs). It is delivered by CCS in Cambridgeshire and CPFT in Peterborough. The 2018/19 budget allocations are £8,926,739 in Cambridgeshire and £3,695,226 in Peterborough. Total approximately £12.6 million. Savings will be achieved by integrating the two services with a common management structure, and redesigning the service model to achieve savings through improved skill mix. A Transformation Board including commissioners, public health and senior management from the two provider organisations has been set up to oversee the project from design to implementation. The positive impact of this integration is that it will reduce duplication freeing up workforce capacity to improve areas of poor performance across the HCP particularly in mandated 0-5 checks. There will be an increased focus on areas of need so workforce and services will be resourced to ensure there is an improvement in outcomes and reduced inequalities. The Benson modelling tool has been used to model the workforce requirements and various options possible by changing the skill-mix and activities delivered. Implementation is expected to take 3-6 months from decision, and will include a communications and engagement plan, to include service users and local GP practices. See description for proposal E/R.6.036. This proposal is for additional savings associated with integration of the 0-19 Healthy Child integration programme, not previously discussed in autumn
E/R.6.037	Children's 0-19 Services - Healthy Child Programme - Additional savings proposal for 2018/19	-160	-	-	-	-	- 2017.

Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
E/R.6.038	Public Health Directorate - In house staff rationalisation	-80	-	-	-	-	- It has been possible to build on the efficiencies created by creating a joint public health directorate across Cambridgeshire County Council and Peterborough City Council, by merging two team leader posts in the joint public health commissioning unit. In addition it is proposed to delete three vacant posts in the public health directorate. The saving will be shared across Cambridgeshire County Council and Peterborough City Council, and some of the saving is offset by a technical change to the recharge across the two Councils.
E/R.6.039	Reduce Long Acting Reversible Contraception (LARCs) funding in line with audit results and completion of clinician training	-60	-	-	-	-	- LARCs are commissioned from GP practices. The Clinical Commissioning Group (CCG) recharges the LA for the cost of the contraception devices. Audits have been undertaken of the services which revealed that the recharges included the cost of items for which the LA is not liable i.e. injectable contraception and the use of devices for gynaecological purposes. In addition the training programme for clinicians to ensure that there is capacity in the system to accommodate retiring GPs has now been completed.
E/R.6.040	Reduce immunisations promotion budget	-13	-	-	-	-	- In 2016/17 funding of £20k per annum was allocated by Cambridgeshire County Council for promotion of immunisations. Since then childhood immunisation rates have improved, although still with some further work to do, and the PHE/NHS England screening and immunisations team have been actively taking forward further improvement measures. It is proposed to mainstream promotion of immunisations within the wider health protection and communications functions. £7k will be allocated to the health protection budget and the remaining £13k taken as a saving.
E/R.6.041	Expected operational savings across Public Health staffing and contracts	-109	-	-	-	-	- In-year vacancy savings and efficiencies within demand-led contracts.
6.999	Subtotal Savings	-949	-142	-63	-	-	
	TOTAL GROSS EXPENDITURE	25,545	25,421	25,376	25,395	25,414	

Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
7	FEES, CHARGES & RING-FENCED GRANTS						
E/R.7.001	Previous year's fees, charges & ring-fenced grants	-25,849	-25,156	-430	-430	-430	Fees and charges expected to be received for services provided and Public Health ring-fenced grant from Government.
E/R.7.201	Changes to fees & charges						
	Change in Public Health Grant	693	24,726	-	-	-	Grant reductions announced in the comprehensive spending review, and removal of the ring- fence in 2019-20
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-25,156	-430	-430	-430	-430	
	TOTAL NET EXPENDITURE	389	24,991	24,946	24,965	24,984	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
E/R.8.001	Budget Allocation	-389	-24,991	-24,946	-24,965	-24,984	Net spend funded from general grants, business rates and Council Tax. Direct
E/R.8.101	Public Health Grant	-24,726	-	-	-	-	expenditure funded from Public Health grant.
E/R.8.102	Fees & Charges	-430	-430	-430	-430	-430	Income generation (various sources).
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-25,545	-25,421	-25,376	-25,395	-25,414	

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
1	OPENING GROSS EXPENDITURE	21,813	21,699	20,793	21,105	21,291		
1.999	REVISED OPENING GROSS EXPENDITURE	21,813	21,699	20,793	21,105	21,291		
2	INFLATION							
F/R.2.001	Inflation	196	129	133	134	134	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	C&I
2.999	Subtotal Inflation	196	129	133	134	134		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
F/R.4.005	Closure of Cambridgeshire Catering and Cleaning Services	479	-	-	-	-	- Removal of budgeted revenue contribution due to closure of Cambridgeshire Catering and Cleaning Services.	C&I
F/R.4.006	Traded Services to Schools and Parents	350	-	-	-	-	- Delivery of a prior year income target has slipped and the income target is now not expected to be achieved in full.	C&I
F/R.4.007	LGSS Law dividend expectation	96	-	-96	-	-	- Reduced dividend expectations from LGSS Law in 2019/20 and 2020/21. The company is making progress with improved utilisation of fee earning lawyers, under the stewardship of a new finance director.	C&I
F/R.4.903	Renewable Energy - Soham	5	4	5	40	-	- Operating costs associated with the capital investment in Renewable Energy, at the Soham Solar Farm. Links to capital proposal C/C.2.102 in BP 2016-17.	C&I
4.999	Subtotal Pressures	930	4	-91	40	-		

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
5	INVESTMENTS							
F/R.5.001	Invest to Save Housing Schemes - Interest Costs	-21	-517	-79	-	-	- Revenue costs associated with the development of the Cambridge Housing and Investment Company in order to generate long-term income streams.	C&I
F/R.5.001	St Ives Smart Energy Grid - operating costs	-	39	1	1	1	The Council is building a Smart Energy Grid at the St Ives Park & Ride site, capital project reference F/C.2.118. These are the expected operating costs.	C&I
F/R.5.002	Babraham Smart Energy Grid - operating costs	-	-	120	3	4	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. These are the expected operating costs.	C&I
F/R.5.004	Trumpington Smart Energy Grid - operating costs	-	-	63	2	2	The Council is building a Smart Energy Grid at the Trumpington Park & Ride site, capital project reference F/C.2.120. These are the expected operating costs.	C&I
F/R.5.005	Stanground Closed Landfill Site - operating costs	-	-	115	3	4	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. These are the expected operating costs.	C&I
F/R.5.006	Woodston Closed Landfill Site - operating costs	-	-	48	1	2	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. These are the expected operating costs.	C&I
5.999	Subtotal Investments	-21	-478	268	10	13		
6	SAVINGS							
F/R.6.001	BP 19/20 Contract Efficiency	-200	-	-	-	-	- A review of specific areas identified within the contract register to discover what potential there is for savings through more commercially minded renegotiation, re-consideration of service specifications and consideration of where smarter payment processes may assist in driving down costs.	C&I
F/R.6.101	Commercial Investment Returns	-1,000	-	-	-	-	- Including: 1. Non building investments i.e. start up companies 2. Sponsorship requests at corporate level 3. People assets - consultancy for cross organisational sellable skills	C&I
F/R.6.107	Rationalisation of Property Portfolio	-	-553	-	-	-	- Savings generated by the more efficient use of Council properties.	C&I
F/R.6.108	Energy Efficiency Fund - Repayment of Financing Costs	-19	-8	2	2	-	- Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal F/C.2.119	C&I
6.999	Subtotal Savings	-1,219	-561	2	2	-		
	TOTAL GROSS EXPENDITURE	21,699	20,793	21,105	21,291	21,438		

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
7	FEES, CHARGES & RING-FENCED GRANTS							
F/R.7.001	Previous year's fees, charges & ring-fenced grants	-30,001	-31,607	-31,183	-34,814	-34,734	Previous year's fees and charges for the provision of services and ring-fenced grant funded rolled forward.	C&I
F/R.7.003	Fees and charges inflation	-94	-94	-94	-94	-94	Uplift in external charges to reflect inflation pressures on the cost of services.	C&I
	Changes to fees & charges							
F/R.7.103	County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	16	-4	-	-	-	- Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.	C&I
F/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	-16	4	-	-	-	- Increase in County Farms rental income resulting from capital investment. Links to capital proposal F/C.2.101.	C&I
F/R.7.105	Renewable Energy Soham - Repayment of Financing Costs	-8	100	70	16	-	- Income generation resulting from capital investment in solar farm at Soham. Element to repay financing costs. Links to capital proposal C/C.2.102 in BP 2016-17.	C&I
F/R.7.106	Utilisation/commercialisation of physical assets	-21	-36	-	-	-	- One Public Estate Asset plan Maximise the income generated from parking Venue request tool	C&I
F/R.7.113	Invest to Save Housing Schemes - Income Generation	-1,483	571	-188	-	-	- The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.	C&I
F/R.7.114	St Ives Smart Energy Grid - Surplus to Repayment of Financing Costs	-	-79	84	-8	-8	The Council is building a Smart Energy Grid at St Ives Park & Ride site, capital project reference F/C.2.118. This is the expected income surplus from the sale of energy.	C&I
F/R.7.115	St Ives Smart Energy Grid - Repayment of Financing Costs	-	-38	-89	2	2	The Council is building a Smart Energy Grid at St Ives Park & Ride site, capital project reference F/C.2.118. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
F/R.7.116	Babraham Smart Energy Grid - Surplus to Repayment of Financing Costs	-	-	-319	-46	171	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. This is the expected income surplus from the sale of energy.	C&I
F/R.7.117	Babraham Smart Energy Grid - Repayment of Financing Costs	-	-	-829	14	13	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.7.118	Trumpington Smart Energy Grid - Surplus to Repayment of Financing Costs	-	-	44	-24	42	The Council is building a Smart Energy Grid at the Trumpington Park & Ride site, capital project reference F/C.2.120. This is the expected income surplus from the sale of energy.	C&I
F/R.7.119	Trumpington Smart Energy Grid - Repayment of Financing Costs	-	-	-507	9	8	The Council is building a Smart Energy Grid at the Trumpington & Ride site, capital project reference F/C.2.120. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.7.120	Stanground Closed Landfill Site - Repayment of Financing Costs	-	-	-714	149	21	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. This is the expected income surplus from the sale of energy and provision of grid services.	C&I
F/R.7.121	Stanground Closed Landfill Site - Repayment of Financing Costs	-	-	-709	12	12	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy and provision of grid services.	C&I
F/R.7.122	Woodston Closed Landfill Site - Surplus to Repayment of Financing Costs	-	-	-196	47	9	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. This is the expected income surplus from the sale of energy and provision of grid services.	C&I
F/R.7.123	Woodston Closed Landfill Site - Repayment of Financing Costs	-	-	-184	3	3	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy and provision of grid services.	C&I
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-31,607	-31,183	-34,814	-34,734	-34,555		
	TOTAL NET EXPENDITURE	-9,908	-10,390	-13,709	-13,443	-13,117		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
F/R.8.001	Budget Surplus	9,908	10,390	13,709	13,443	13,117	Net surplus from Commercial and Investment activities contributed to funding other Services.	C&I
F/R.8.003	Fees & Charges	-30,825	-30,401	-34,032	-33,952	-33,773	Fees and charges for the provision of services.	C&I
F/R.8.004	Arts Council Funding	-782	-782	-782	-782	-782	Ring-fenced grant from the Arts Council to part-fund Cambridgeshire Music	C&I
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-21,699	-20,793	-21,105	-21,291	-21,438		

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

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

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans					Outline Plans	
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	
C/R.4.016	Workforce cost planning	498	-	-	-	-	There are a number of costs associated with the workforce and employment, where additional central provision is needed: i) A 1% uplift has been budgeted for professional level staff in 2019-20, however the public sector pay cap increasingly appears to be lifting, the national local government pay scales (which CCC uses up to £30k pa directly below the professional scales) has a 2% uplift in April 2019. The uplift for professional level staff is decided by the Chief Executive in consultation with Staffing Committee, taking account of recruitment & retention trends, and this is unlikely to be confirmed before the budget is set. ii)Reform is anticipated to lower pay bandings in response to the living wage and national pay scale changes. This may give some lower paid staff more pay progression opportunities, subject to performance, which would have a cost impact. iii)There is future risk to unfunded public sector pension schemes as a result of a changes in national policy: this does not impact the LGPS (which is funded) but could impact Council contributions to NHS and Teachers pensions.	Committee
C/R.4.017	Central services - future business risks	190	-	-	-	-	The cost of central services to CCC is low in comparison to statistical neighbours. A number of services are currently delivered under shared services arrangements through LGSS. This line provides budgetary provision to respond to the financial risk if some services are withdrawn from LGSS or if the planned level of growth in the business model is not currently fully achievable, given pressures facing other partners.	GPC
4.999	Subtotal Pressures	2,681	4	4	-	-		
5	INVESTMENTS							
C/R.5.014	Additional workforce - Children in care & Business Support	339	-72	-72	-	-	The additional team is needed as caseloads for qualified social workers in the current 14-25 service are 30 and more; caseloads at this level will not allow workers to drive care plans forward, and will therefore frustrate the ambition to reduce the number of children in care. Good business support is essential to any children's service. There is a savings target against delivery of business support within children's services of £245K. As part of the current re-structure of children's services, we will propose a re-design of business support job description 'families' and a move to increase efficiency in management costs across children's social care and early help services. Links to Children's Services Later Years Savings Target (A/R.6.255).	GPC
C/R.5.015	Contact Centre (screening for MASH and Front door)	142	-100	-42	-	-	The proposed staffing structure aims to deliver caseloads for case holding staff of between 15 and 20. In order to achieve this, we need to establish one team for children and young people in care that is over the long term establishment. This is to manage the 100 children and young people over and above the average of our statistical neighbours. This additional team would be needed for up to 24 months, from September 2018. As numbers in care reduce, the additional capacity will be absorbed into vacancies elsewhere in the structure. Links to Children's Services Later Years Savings Target (A/R.6.255).	GPC

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000		
C/R.5.016	Family Group Conferencing	250	-	-	-	-	<p>- Family Group Conferencing was removed from the budget as part of phase 1 the Children's Change Programme in 2017. The plan was that social workers and clinicians within the units would ensure that appropriate family group meetings would take place in line with the systemic model of practice that is embedded in Cambridgeshire and that this approach would compensate for the loss of a standalone Family Group Conferencing Service.</p> <p>It is, however, clear that these intended family meetings are not taking place. This is important because where family meetings are run effectively, extended families can become involved in ensuring that there is a family plan that safeguards the child after a period when they have been subject to a child protection plan.</p> <p>Contingency arrangements including whether there are relatives who could offer a permanent home to the child concerned can also be addressed, and family members ruled in or out of the process. This can avoid care proceedings altogether, reducing legal costs and avoids late presentation at court of potential extended family members who have not been assessed prior to proceedings.</p> <p>It is estimated that re-instating the Family Group Conferencing Service will cost an additional £250K per annum.</p> <p>Links to Children's Services Later Years Savings Targets (A/R.6.255). Links to Children's Services Later Years Savings Target (A/R.6.255).</p>	GPC
C/R.5.017	Commissioning and brokerage capability (Adults&CYP)	499	-	-	-	-		GPC
C/R.5.018	Adults Positive Challenge	1,500	-	-1,500	-	-	<p>- The Adult Positive Challenge Programme is focused on delivering demand management opportunities throughout the service, seeking to maximise independence and support outcomes through each client conversation. Links to Adults Positive Challenge savings programme A/R.6.176.</p> <p>This proposal has now been replaced by proposal C/R.5.018 now that the Adults Positive Challenge programme has been specified in more detail.</p>	GPC
C/R.5.319	Remove Adults Services investment holding figure	-3,000	-	-	-	-	- Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2017-18. Transformation funded	GPC
C/R.5.900	Reversal of 17-18 Transformation Fund Investments	-1,608	-38	-	-	-	- projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2018-19. It is anticipated that further transformation	GPC
C/R.5.901	Reversal of 18-19 Transformation Fund Investments	-2,840	-50	-	-	-	- funds will come through for funding in 2019-20.	GPC
C/R.5.953	Greater Cambridge Partnership's Revenue Costs	-49	-96	-84	95		<p>- The Council's contribution to the Greater Cambridge Partnership's revenue costs funded by the growth in New Homes Bonus, revised following a reduction in the number of payment years.</p>	GPC
5.999	Subtotal Investments	-4,767	-356	-1,698	95	-		
6	SAVINGS							C&P
C/R.6.101	GPC Sharing with other Councils	-500	-	-	-	-		
C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-	-	-	<p>- A joint working agreement is now in place with Peterborough City Council along with a growing number of shared posts.</p> <p>- Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.</p>	GPC
6.999	Subtotal Savings	-510	-10	-	-	-		

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

		Detailed Plans	Outline Plans					
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-19,267	-11,190	-4,349	-8,035	-5,144		
	TOTAL GROSS EXPENDITURE	5,258	-6,200	-12,149	-19,995	-25,045		
7	FEES, CHARGES & RING-FENCED GRANTS							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-5,696	-4,904	-4,703	-4,703	-4,703	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	GPC
C/R.7.002	Changes to fees, charges & ring-fenced grants	992	-	-	-	-	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2018-19.	GPC
C/R.7.101	Changes to fees & charges BP 19/20 - Council Tax: Increasing Contributions	-200	-	-	-	-	We will seek to work with Cambridgeshire District Councils to identify the best possible activities to drive up increased payment of Council Tax in Cambridgeshire. Based upon these discussions, we will procure support to undertake a process of identifying residents who are incorrectly paying less Council Tax than they should be, notify them and bill them appropriately, bringing in additional revenue. We may also seek to support arrangements to enable people who are genuinely unable to pay their Council Tax by offering more flexible payment terms. Based upon previous work in this area, there is a reasonable likelihood that this activity could be commissioned on a no-win-no-fee basis, with the Local Authority only having to pay if the work undertaken is successful.	GPC
C/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-	201	-	-	-	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2019-20 due to removal of ring-fence.	GPC
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-4,904	-4,703	-4,703	-4,703	-4,703		
	TOTAL NET EXPENDITURE	354	-10,903	-16,852	-24,698	-29,748		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
C/R.8.001	Budget Allocation	-354	10,903	16,852	24,698	29,748	Net spend funded from general grants, business rates and Council Tax.	GPC
C/R.8.002	Public Health Grant	-201	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	GPC
C/R.8.003	Fees & Charges	-4,703	-4,703	-4,703	-4,703	-4,703	Fees and charges for the provision of services.	GPC
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-5,258	6,200	12,149	19,995	25,045		

Section 3 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description	Committee
1	OPENING GROSS EXPENDITURE	21,954	15,574	14,808	14,383	14,236		
D/R.1.001	Base Adjustments	-5,620	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2018-19.	LGSS JC
1.999	REVISED OPENING GROSS EXPENDITURE	16,334	15,574	14,808	14,383	14,236		
2	INFLATION							
D/R.2.001	Inflation	159	136	136	137	137	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	LGSS JC
2.999	Subtotal Inflation	159	136	136	137	137		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
D/R.4.002	Impact of National Living Wage (NLW) on CCC Employee Costs	-	5	5	-	-	The cost impact of the introduction of the NLW on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.	LGSS JC
4.999	Subtotal Pressures	-	5	5	-	-		
5	INVESTMENTS							
5.999	Subtotal Investments	-	-	-	-	-		
6	SAVINGS							
D/R.6.999	GPC LGSS Savings	-919	-907	-566	-284	-	Expected annual savings from LGSS: £305k is from savings being driven out by the Milton Keynes Council partnership, from LGSS income growth and from efficiencies following the introduction of the new ERP system. £460k is predicated on growth in LGSS' trading base through acquiring a fourth partner and further customer growth. With much of the work to achieve this on hold whilst the review of the LGSS operating model is completed there is risk around the delivery of this saving. A further £154k is an additional savings ask by CCC above and beyond the savings share between the three partners. This will need to be delivered through a reduced service offering to CCC and options are being drawn up by LGSS for consideration by CCC for the delivery of this saving.	GPC
6.999	Subtotal Savings	-919	-907	-566	-284	-		
	TOTAL GROSS EXPENDITURE	15,574	14,808	14,383	14,236	14,373		

Section 3 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
7	FEES, CHARGES & RING-FENCED GRANTS						
D/R.7.001	Previous year's fees, charges & ring-fenced grants	-13,083	-7,499	-7,279	-7,279	-7,279	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
D/R.7.003	Changes to fees and charges in 2018-19	5,584	-	-	-	-	Changes to fees and charges as a result of decisions in 2018-19.
D/R.7.201	Changes to fees & charges Change in Public Health Grant	-	220	-	-	-	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2019-20 due to removal of ring-fence.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-7,499	-7,279	-7,279	-7,279	-7,279	
	TOTAL NET EXPENDITURE	8,075	7,529	7,104	6,957	7,094	

Committee

LGSS JC

LGSS JC

LGSS JC

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
D/R.8.001	Budget Allocation	-8,075	-7,529	-7,104	-6,957	-7,094	Net spend funded from general grants, business rates and Council Tax. Fees
D/R.8.003	Fees & Charges	-7,279	-7,279	-7,279	-7,279	-7,279	and charges for the provision of services.
D/R.8.004	Public Health Grant	-220	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-15,574	-14,808	-14,383	-14,236	-14,373	

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