

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 |
|--------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|---|
| 1 | OPENING GROSS EXPENDITURE | 24,029 | 1,200 | -8,348 | -11,948 | -19,725 | |
| 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 |
| 1.999 | REVISED OPENING GROSS EXPENDITURE | 27,029 | 1,200 | -8,348 | -11,948 | -19,725 | |
| 2 | INFLATION | | | | | | |
| C/R.2.001 | Inflation | 403 | 401 | 401 | 401 | 401 | Some County Council services have higher rates of inflation than the national level. For example, this is due to factors such as increasing running costs of Council properties. This overall figure comes from an assessment of likely inflation in all Corporate services. Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures. |
| 2.999 | Subtotal Inflation | 403 | 401 | 401 | 401 | 401 | |
| 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. |
| C/R.4.010 | Impact of Local Government Pay offer on CCC Employee Costs | 409 | 4 | 4 | - | - | - The cost impact of the December local government pay offer which covers all CCC staff below Professional band. This has been fully modelled for 18-19, the 19-20 impact will be updated once the final settlement is agreed. |
| 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 of the rolling laptop refresh. |
| 4.999 | Subtotal Pressures | 1,550 | 4 | 4 | - | - | |

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| 5 | INVESTMENTS | | | | | | |
| C/R.5.014 | Additional workforce - Children in care & Business Support | 339 | -72 | -72 | -195 | | - 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). |
| 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). |
| C/R.5.016 | Family Group Conferencing | 250 | -250 | - | - | | - Family Group Conferencing was removed from the budget as part of phase 1 the Children's Change Programme in 2017. The plan was that social workers and clinicians within the units would ensure that appropriate family group meetings would take place in line with the systemic model of practice that is embedded in Cambridgeshire and that this approach would compensate for the loss of a standalone Family Group Conferencing Service. It is, however, clear that these intended family meetings are not taking place. This is important because where family meetings are run effectively, extended families can become involved in ensuring that there is a family plan that safeguards the child after a period when they have been subject to a child protection plan. Contingency arrangements including whether there are relatives who could offer a permanent home to the child concerned can also be addressed, and family members ruled in or out of the process. This can avoid care proceedings altogether, reducing legal costs and avoids late presentation at court of potential extended family members who have not been assessed prior to proceedings. It is estimated that re-instating the Family Group Conferencing Service will cost an additional £250K per annum. Links to Children's Services Later Years Savings Targets (A/R.6.255). |
| C/R.5.017 | Commissioning and brokerage capability (Adults&CYP) | 499 | -499 | - | - | | - Links to Children's Services Later Years Savings Target (A/R.6.255). |
| C/R.5.319 | Re-phasing of £3m ASC/OP Investment Required to Manage and Reduce Demand & Cost to Serve | -3,000 | - | - | - | | - Additional investment required to enable one-off expenditure in the delivery of savings plans in Adults Services and to plan and remodel the future delivery of services to reduce longer-term demand. |

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| C/R.5.900 | Reversal of 17-18 Transformation Fund Investments | -1,608 | -38 | - | - | - | Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2017-18. It is anticipated that further transformation funds will come through for funding in 2018-19. |
| C/R.5.901 | Reversal of 18-19 Transformation Fund Investments | -2,840 | -50 | - | - | - | |
| C/R.5.953 | Greater Cambridge Partnership's Revenue Costs | -49 | -96 | -84 | 95 | - | |
| | | | | | | | The Council's contribution to the Greater Cambridge Partnership's revenue costs funded by the growth in New Homes Bonus, revised following a reduction in the number of payment years. |
| 5.999 | Subtotal Investments | -6,267 | -1,105 | -198 | -100 | - | |
| 6 | SAVINGS GPC | | | | | | |
| C/R.6.106 | Reduction in costs on Redundancy, Pensions & Injury budget | -10 | -10 | - | - | - | Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services. |
| 6.999 | Subtotal Savings | -10 | -10 | - | - | - | |
| | UNIDENTIFIED SAVINGS TO BALANCE BUDGET | -21,505 | -8,838 | -3,807 | -8,078 | -3,151 | |
| | TOTAL GROSS EXPENDITURE | 1,200 | -8,348 | -11,948 | -19,725 | -22,475 | |
| 7 | FEES, CHARGES & RING-FENCED GRANTS | | | | | | |
| C/R.7.001 | Previous year's fees, charges & ring-fenced grants | -5,696 | -5,896 | -5,695 | -5,695 | -5,695 | Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward. |
| | Changes to fees & charges | | | | | | |
| C/R.7.101 | 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. |

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| 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. |
| 7.999 | Subtotal Fees, Charges & Ring-fenced Grants | -5,896 | -5,695 | -5,695 | -5,695 | -5,695 | |
| | TOTAL NET EXPENDITURE | -4,696 | -14,043 | -17,643 | -25,420 | -28,170 | |

| FUNDING SOURCES | | | | | | | |
|-----------------|---|---------------|--------------|---------------|---------------|---------------|---|
| 8 | FUNDING OF GROSS EXPENDITURE | | | | | | |
| C/R.8.001 | Budget Allocation | 4,696 | 14,043 | 17,643 | 25,420 | 28,170 | Net spend funded from general grants, business rates and Council Tax. |
| C/R.8.002 | Public Health Grant | -201 | - | - | - | - | Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team. |
| C/R.8.003 | Fees & Charges | -5,695 | -5,695 | -5,695 | -5,695 | -5,695 | Fees and charges for the provision of services. |
| 8.999 | TOTAL FUNDING OF GROSS EXPENDITURE | -1,200 | 8,348 | 11,948 | 19,725 | 22,475 | |