

Appendix C(ii) - Pressures by Directorate

Directorate	Ref	Category	Detail of pressure	Implications / Impact	2018/19	2019/20	2020/21	2021/22	Total	Comments
					£'000	£'000	£'000	£'000	£'000	
Public Health	PH6	G	Movement in Public Health Grant		383	62	69	938	1,452	As a result of a decision to extend commissioning a range of public health services to reduce demand across the health and care system.
Public Health	PH7	G	Sexual Health Service		200	-	-	-	200	This is as a result of some residents continuing to access services out of area which attract a higher tariff.
Total Public Health					583	62	69	938	1,652	
Children's Services	CSP181901	A	School Improvement Team		321	-	(321)	-	-	Agreed priority to fund an School Improvement team. No base budget currently to fund this.
Children's Services	CSP181901	A	School Improvement Team		(321)	-	321	-	-	Use of Reserve (Agreed at PFMT).
Children's Services	CSP181902	G	In-house/Independent Fostering		913	(156)	(234)	(234)	289	Based on actual known children April 18 reducing over the MTFP and extended to 22/23 (reduction in IFA 4 19/20, 6 20/21 and 21/22 and 8 22/23 based on average cost).
Children's Services	CSP181903	E	Practice Manager		81	-	(81)	-	-	This post is a key leadership post in the Corporate Parenting Service, which requires improvement to be good in our 2017 Ofsted Inspection. We have delayed this planned efficiency in order to provide capacity to secure improvement to be good.
Children's Services	CSP181904	E	Supported Lodgings		109	(109)	(109)	-	(109)	This previous efficiency is reprofiled to secure sufficient time to deliver our in-house supported lodging arrangements.
Children's Services	CSP181905	E	IRO		70	-	(70)	-	-	This previous efficiency is reprofiled to match our current forecast of reduced LAC numbers which requires IRO monitoring.
Children's Services	CSP181906	G	Remand		145	-	-	-	145	No base budget for remand costs based on 60% 16/17 and 17/18 actual usage .
Children's Services	CSP181907	G	Asylum over 18 yrs.		156	-	-	-	156	No base budget for over 18's Asylum grant not paid for first 25.
Children's Services	CSP181908	G	Superannuation		133	-	-	-	133	Shortfall on 17/18 adjustment due to vacant posts
Children's Services	CSP181909	G	MRS		68	-	-	-	68	Social workers moving from AYSE to perm SW post
Children's Services	CSP181910	G	Salary Increments		34	-	-	-	34	unfunded salary increments
Children's Services		G	New efficiency to offset pay pressure		(235)	-	-	-	(235)	Shortfall on base salary
Children's Services	CSP181912	B	Demographic Growth		100	220	270	-	590	Previously never built into the MTFP - we have modelled this against all demography which comes in at 10% equalling £1.5m we have been asked to attempt to absorb half of this leading to £750k demographic pressure.
Children's Services	CSP181913	G	Locality Working		100	(100)	-	-	-	5 locality shared family support workers to be based in schools. 5 x £30k = £150k, less £50k contribution expected from Schools.
Children's Services		G	Locality Working (funded by Reserve)		(100)	100	-	-	-	
Children's Services	CSP171806	D	ESG		625	-	-	-	625	This pressure related to the current uncertainty around the future of ESC. We await central government's decision. Worse case scenario would result in this budget pressure.
Total Children's Services					2,199	(45)	(224)	(234)	1,696	
Community Services	SC1	B	WASTE - Landfill tax uplift		15	14	15	16	60	A small amount of residual waste will continue to be sent to landfill, however this pressure has reduced due to new residual waste treatment and disposal contracts.
Community Services	SC4	B	WASTE - Increase in waste collection costs as a result of increase in housing growth.		15	-	-	-	15	Housing growth impacts on waste management costs - the pressure reflects the expected number of new homes.
Community Services	SC7	B	WASTE - Increase in waste disposal costs due to housing growth		106	145	140	120	511	Figures based on housing completion numbers.
Community Services	SC8	D	COMMUNITY SAFETY - Gypsy and traveller resource		-	-	50	-	50	To cover cost of Gypsy & Traveller liaison officer - currently funded from reserves.
Community Services	SC10	C	ASSETS - Mailroom budget pressure	Postage volumes and the cost of postage have increased beyond the budget provision.	(33)	(34)	-	-	(67)	Mitigating action required across the Council to reduce pressure to zero over period of plan.

Directorate	Ref	Category	Detail of pressure	Implications / Impact	2018/19	2019/20	2020/21	2021/22	Total	Comments
					£'000	£'000	£'000	£'000	£'000	
Community Services	SC18	E	LEISURE - Technical costs of Dunstable Leisure Centre		(144)	-	-	-	(144)	Anticipated revenue cost of closing Dunstable Leisure Centre for rebuild.
Community Services	CS1718P002	E	ASSETS - Repairs and maintenance		(50)	-	-	-	(50)	Detailed review and consideration of the ability to further control repairs and maintenance spend through various means such as e, capturing some more significant planned remedial works under CRP and generating and utilising data more effectively through the development of the TF Cloud Asset Management System.
Community Services	CS1718P006	B	Transport - mainstream		146	146	58	-	350	Based on forecasted projected pupil numbers.
Community Services	CS1718P007	F	Transport - SEN		-	91	39	-	130	Based on forecasted projected pupil numbers.
Community Services	CS1819P001	G	PARKING - Parking Enforcement		91	-	-	-	91	Increase in NNDR for carparks together with new service demands from new equipment.
Community Services	CS1819P003	G	COMMUNITY SAFETY - Salaries		30	-	-	-	30	Overtime and enhancement payments for CCTV. Overtime budget insufficient to cover costs.
Community Services	CS1819P004	A	COMMUNITY SAFETY - G&T Enforcement Officer		19	26	-	-	45	Post currently funded from reserve.
Community Services	CS1819P008	G	EDUCATIONAL TRANSPORT		1,200	(500)	(350)	(350)	-	Current pressure requires council wide strategic solutions to be delivered.
Community Services	CS1819P008	G	EDUCATIONAL TRANSPORT		(1,200)	1,200	-	-	-	Use of EMR created in 2017/18.
Community Services		G	Educational Transport - accelerated saving		(200)	-	100	100	-	The use of the reserve includes additional resource to accelerate the mitigation of the pressure.
Community Services	CS1819P009	C	LEISURE - Libraries income		80	30	-	-	110	Libraries income unachievable due to shift in behaviour; online book renewal and no demand for audio visual rentals.
Community Services	CS1819P010	G	LEISURE - Houghton Hall Park STAFFING		34	-	-	39	73	Net staffing cost after 63% claimed from HLF until 20/21.
Community Services	CS1819P011	C	WASTE - cost of treatment and disposal of recycling		280	-	-	-	280	New contract will be a cost, reflects both this cost and loss of income.
Community Services	CS1819P012	G	WASTE- Underprovision of Indexation in 17/18		195	-	-	-	195	Additional indexation required from 17/18 (1% and 2% given in base budget, 3% required).
Community Services	CS1819P013	G	HIGHWAYS - Tree work		-	-	55	55	110	revenue budget not reflected in change to new contract.
Community Services	CS1819P014	G	HIGHWAYS - emergency service		150	(50)	(50)	(50)	-	residual budget does not cover current emergency service requirements; reduction capital dependant
Community Services	CS1819P014	G	HIGHWAYS - emergency service		(150)	150	-	-	-	Use of EMR created in 2017/18
Community Services	CS1819P015	G	HIGHWAYS- street lighting		150	(100)	(50)	-	-	Based on current levels; reduced capital spend means more reactive work; reduction capital dependant
Community Services	CS1819P015	G	HIGHWAYS- street lighting		(150)	150	-	-	-	Use of EMR created in 2017/18.
Community Services	CS1819P016	A	HIGHWAYS / ENVIRONMENT: Staffing		245	-	(50)	(50)	145	Increased capacity to deal with changed operating environment together with digitisation efficiencies and shared working.
Community Services	CS1819P016	A	HIGHWAYS / ENVIRONMENT: Staffing		(245)	245	-	-	-	Use of EMR created in 2017/18.
Community Services	CS1819P017	G	ASSETS - continued occupation/delay in disposal of Houghton Lodge.		134	(72)	(62)	-	-	Staging based on assumption vacation of HL in 2019, and disposal of site in 2020 therefore continued £52k rates and £10k for issues on site/security response.
Community Services	CS1819P018	E	ASSETS - continued use of Rufus Centre		75	-	-	(75)	-	assumes alternative accommodation in Council owned building available.
Community Services	CS1819P019	G	ASSETS - FM increased occupancy at Priory House (e.g. Mezzanine)		15	-	-	-	15	If the proposed mezzanine project goes ahead we will need to increase operating cost of FM services e.g. cleaning and waste.
Community Services	CS1819P020	G	ASSETS - FM operating cost of The Moorings		16	-	-	-	16	Children's Services will be creating a locality hub, no current budget within FM for supporting the building.
Community Services	CS1819P021	G	ASSETS - FM operating cost of Houghton Hall		42	-	-	-	42	New Asset - FM will require a budget to operate this building.

Directorate	Ref	Category	Detail of pressure	Implications / Impact	2018/19	2019/20	2020/21	2021/22	Total	Comments
					£'000	£'000	£'000	£'000	£'000	
Community Services	CS1819P022	G	ASSETS - FM operating cost of Thorn Turn		57	-	-	-	57	New Asset - FM will require a budget to operate this building, the estimate is covering Hard and Service provision and rates.
Community Services	CS1819P023	G	ASSETS - Revenue cost of Houghton Lodge move.		10	-	-	-	10	Based on costs for Stephenson Court move.
Community Services	CS1819P024	G	IT - Budget rebase: staff costs		350	-	-	-	350	Current establishment not fully funded but required if council's digitalisation ambitions are to be realised, some posts will change and some will move to Programme office.
Community Services	CS1819P025	G	IT - Budget rebase: telephony		170	-	-	-	170	Cost of current investment in telephony not reflected in the ICT budget.
Community Services	CS1819P026	G	IT - Budget rebase: Software costs, on-going		300	-	-	-	300	Reflects current actual costs.
Community Services	CS1819P027	G	IT - Budget rebase: Software costs, double running		500	(400)	(100)	-	-	Dual licencing costs during project implementation.
Community Services	RG1819P002	G	IT - Without revenue to cover new licenses full implementation of replacement of new system will not be possible. This revenue pressure sits alongside request for additional capital.		112	104	(130)	-	86	Revenue costs to cover licenses associated with introduction of the new system. Includes saving in 2020/21 from discontinuing the Acolaid system - budget in IT.
Community Services	CS1819P028	G	IT - Budget rebase: Hardware costs		40	-	-	-	40	Actual costs of ONI.
Community Services	CCP- 1617-07	D	National Living Wage	Internal Staffing Impact	37	-	-	-	37	National policy change. This cost will eventually be allocated across all appropriate Directorates.
Total Community Services					2,442	1,145	(335)	(195)	3,057	
Resources	Rephasing of previous Pressure	E	Revenues & Benefits	CRP-1617-01 Reduction in Housing Benefit Admin & Council Tax Support grants to be rephased over the next four years.	-	-	50	50	100	Re-alignment and revision of previous MFTP pressure against Housing Benefit and Council Tax admin grants.
Resources	NEW	D	Revenues & Benefits	Credit Card Surcharges not able to be charged from 1/1/2018	16	-	-	-	16	Credit card surcharges increased.
Resources	NEW	B	Revenues & Benefits	Agency Base Budget Build Exercise - Revs & Bens	85	(85)	-	-	-	Based on 2 agency staff (revised from 4) 18/19 only.
Resources	NEW	C	AD Finance- Insurance	Pressures against Insurance Premiums and associated costs	125	-	-	-	125	Increase in insurance premiums as asset values rise. Also lower buy back from schools as more convert to academy status.
Resources	NEW	G	AD Finance- various	Workforce Base Budget Build Exercise - AD Finance	56	-	-	-	56	Realignment of base salary budgets. Mitigated by efficiencies.
Resources	NEW	D	AD People	Corporate Apprenticeship Manager post (funded from reserves in 17/18)	36	-	-	-	36	Post was funded by reserve in 2017/18; needs to be included in base budget from 2018/19. Apprenticeships Manager. Provision for corporate apprentices costs.
Resources	NEW	A	AD People	Funding for Apprenticeship Programme	100	100	100	-	300	Apprentices. Provision for corporate apprentices costs
Resources	ICSP-1718-03	D	Insurance Premium Tax (As per Autumn Statement)	Impact of increase from 9.5% to 10% in October 2016 and increase to 12% in June 2017.	18	-	-	-	18	
Resources	CCP- 1617-07	D	National Living Wage	Internal Staffing Impact	1	-	-	-	1	National policy change. This cost will eventually be allocated across all appropriate Directorates.
Total Resources					437	15	150	50	652	
SCHH	SCHH01	B	Increased demand on care packages for Older People	More intensive support packages needed, unavoidable public financial support where residential care customers' income falls below the self funding threshold	1,166	1,809	2,348	2,739	8,062	People living longer with more complex needs, 85+ population increasing by more than 4% year-on-year.

Directorate	Ref	Category	Detail of pressure	Implications / Impact	2018/19	2019/20	2020/21	2021/22	Total	Comments	
					£'000	£'000	£'000	£'000	£'000		
SCHH	SCHH02	B	Increased demand on care packages for People with a Learning Disability	Demand management approach to young people aged 14-17 to ensure appropriate and cost effective services are identified to support them (and their families) in adulthood	1,962	1,976	1,833	1,814	7,585	Funding within Adult Social Care for eligible transitions customers from Children's Services, mid life transitions customers (ageing carers).	
SCHH	SCHH03	D	Increased cost of service delivery due to legislative changes	Addresses risk around market sustainability, recognises rising cost of wages within the care sector and the need to fund a "fair cost of care"	1,655	1,071	952	957	4,635	Funding to address the phased National Living Wage and its impact on the cost of care delivered by the independent sector. Also cover sleep-ins and Personal Assistant rates paid through Direct Payments	
SCHH	SCHH04	B	Increased demand due to Homelessness	No impact as a variety of cost effective solutions have been implemented to deliver more affordable temporary accommodation	550	275	300	300	1,425	Phased repayment of prior years' pressure funding increased for temporary accommodation costs.	
SCHH			Increased demand due to Homelessness	No impact as a variety of cost effective solutions have been implemented to deliver more affordable temporary accommodation		(72)	-	-	(72)	Phased repayment of prior years' pressure funding increased for temporary accommodation costs.	
SCHH			Homelessness			-	(100)	(100)	(100)	(300)	
SCHH			Homelessness			-	-	(200)	(200)	(400)	
SCHH	SCHH05	E	17/18 overspend currently met from reserves.		448	-	-	-	448		
SCHH	SCHH06	G	Customer Services	No impact, ensures performance targets are met in respect of customer contacts	206	-	-	-	206	Funding the Customer Services workforce to operate at the required performance level	
SCHH	SCHH07	F	Non achievement of Cross Cutting Procurement savings	No impact - correction to the base budget	190	-	-	-	190	Prior years' unachieved cross-cutting efficiencies	
SCHH	SCHH08	F	Comensura Rebate reduction	No impact - reflects reduced reliance on agency staff	200	50	50	50	350	Reducing use of agency staff is leading to reduced rebate income	
SCHH	SCHH09	G	Increased resources to support Independent Living and homelessness reduction.	No impact - correction to base budget	455	-	-	-	455	Salary budget pressure for Homelessness Reduction, BCF funded and Independent Living	
SCHH	CCP- 1617-07	D	National Living Wage	Internal Staffing Impact	61	-	-	-	61	National policy change. This cost will eventually be allocated across all appropriate Directorates.	
Total Social Care, Health & Housing					6,893	5,009	5,183	5,560	22,645		
Regeneration	RG1819P001	G	Without additional funding CBC will not be able to fund it's contribution to shaping and supporting the development of the Central area and broader Oxford to Cambridge work. This new area of work has emerged as an in year pressure in 17/18. - base budget		50	-	-	-	50	Required to cover additional costs in shaping future sub-regional architecture to support housing growth, infrastructure and economic investment. Includes £30k East of England Heartlands membership and other on-going costs such as contribution to pooled resource for staffing across all member authorities.	
Regeneration	RG1819P003	A	Without this additional resource it is not possible for enforcement activity to match the level of service sought by members.		200	-	(200)	-	-	Member request to increase resources to support additional enforcement activity. This is to fund a more responsive enforcement service on a wider range of enquiries and complaints within normal working hours. The original objectives of this member request are not now reflected in the revised pressure and will therefore require a re-visit of the proposal to establish what can be delivered within the revised pressure	
Regeneration	RG1819P003	A	Without this additional resource it is not possible for enforcement activity to match the level of service sought by members.		(200)	-	200	-	-	Use of Reserve (Agreed at PFMT) - Limited to £500K spread over 2 years	
Regeneration	CCP- 1617-07	D	National Living Wage	Internal Staffing Impact	3	-	-	-	3	National policy change. This cost will eventually be allocated across all appropriate Directorates.	
Total Regeneration					53	-	-	-	53		
Corporate Costs	CCP- 1617-01	G	Corporate Costs	Capital Financing - Minimum Revenue Provision	(4,509)	688	674	1,629	(1,518)	Figures reflect the revenue costs of the proposed Capital Programme.	

Directorate	Ref	Category	Detail of pressure	Implications / Impact	2018/19	2019/20	2020/21	2021/22	Total	Comments
					£'000	£'000	£'000	£'000	£'000	
Corporate Costs	CCP- 1617-01	G	Corporate Costs	Capital Financing - Minimum Revenue Provision (Policy Change)	-	-	1,980	2,000	3,980	Reversal of the Policy change over the MTFP
Corporate Costs	CCP- 1617-02	G	Corporate Costs	Capital Financing - Interest Payable	186	460	34	323	1,003	Figures reflect the revenue costs of the proposed Capital Programme.
Corporate Costs	CCP- 1617-04	D	Employer's Pension Contribution	Past Service Pension Costs.	825	826	-	-	1,651	Employer's Pension Contribution.
Corporate Costs		D	Employer's Pension Contribution	Past Service Pension Costs.	467	557	-	-	1,024	Employer's Pension Contribution.
Corporate Costs		G	Loan repayments £20M over 25 years		-	-	560	-	560	
Corporate Costs	CCP- 1617-07	D	National Living Wage	Internal Staffing Impact	8	130	57	53	248	National policy change. This cost will eventually be allocated across all appropriate Directorates.
Corporate Costs		G	Contingency		500	1,500	3,000	-	5,000	
Corporate Costs		G	Contingency		-	-	(154)	23	(131)	
Corporate Costs	CCP- 1617-11	E	Potential impact of funding changes		-	-	1,000	3,277	4,277	
Corporate Costs	CCP- 1617-12	E	Inflationary impact		-	-	500	1,016	1,516	
Corporate Costs	CCP- 1617-13	E	Reduced reliance on New Homes Bonus		-	750	2,300	3,850	6,900	
Corporate Costs	CCP- 1617-14	E	Transfer of new responsibilities funding		-	-	930	1,000	1,930	
Corporate Costs	CCP- 1617-15	E	Revaluation 2017- potential shortfall in provision for appeals		-	-	1,600	-	1,600	
Total Corporate Costs					(2,523)	4,911	12,481	13,171	28,040	
Overall Pressures - Total					10,084	11,097	17,324	19,290	57,795	