

**Head of Transformation, HR and Corporate Services
Estimates 2023/24**

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Estimates 2023/24
Summary

	2021-22	2022-23		2023-24		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Communications & Sustainable Communities	2,142	2,124	1,117	4,295	(1,037)	3,257
Corporate Programme	266	393	268	338	-	338
Democratic Representation	880	1,010	958	1,027	-	1,027
Emergency Planning	15	20	20	23	(3)	20
Service Area Total	3,303	3,546	2,362	5,682	(1,040)	4,642
Facilities Management	2,051	2,436	2,466	2,376	(77)	2,299
HR & Corporate Support Services	1,195	1,177	1,306	1,300	(10)	1,290
Transformation Support Services	4,850	5,928	5,683	5,854	(2)	5,852
Total Expenditure to General Fund	11,399	13,088	11,817	15,212	(1,129)	14,083
Continuing Services Budget	2,657	3,006	1,775			3,203
Funded from Earmarked Reserves	647	540	588			1,438
Total	3,303	3,546	2,362	-	-	4,642
Total Expenditure to General Fund	3,303	3,546	2,362	5,682	(1,040)	4,642

Head of Transformation, HR and Corporate Services
Estimates 2023/24
Communications and Sustainable Communities

	2021-22	2022-23		2023-24			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Arts & Culture	9	9	(28)	-	-	-	The reduction in costs included within the 2022/23 probable outturn is due to the release of historic S106 funds that are no longer required. The budget for 2023/24 has transferred to Voluntary Sector Grants.
Building Safer Communities	6	-	5	-	-	-	This spend for 2021/22 is funded from existing reserves. There is no set budget as spend is based on an ad-hoc basis and funded from reserves.
Communications	586	464	596	620	(24)	596	The Communications team deal with all types of media interaction with residents across the district. This includes all social media and written publications. The increase in outturn against 2022/23 budget is partially due to 2 new posts which are funded from the Transformation reserve and existing posts being regraded (£61,000). An increase in the cost of printing (£13,000) the magazine has also added to this variance. These costs are offset against income due to staff working on the Homes for Ukraine project (£52,000).
Community Chest	103	129	76	77	-	77	This is a central budget which local communities can request funding for small projects. To ensure they receive funding there is a criteria that needs to be met. The reduction in budget is due to a movement in staffing to Localism.
Community Safety	69	75	78	84	-	84	The Community Safety budget covers funding for the Strategic Assessment and ad hoc community safety projects.
Crime & Disorder Partnership	6	-	51	51	-	51	The £51,000 included within the budget for the probable outturn 2022/23 and 2023/24 is for the establishment of a project officer who will be funded from an earmarked reserve.
Healthy Living & Wellbeing	178	153	159	203	(51)	153	The Healthy Living and Wellbeing budget looks at healthy living projects across the district. These include Wild Minds and Active and Healthy for Life. A contribution of £40,280 has been received in 2022/23 and the same again is expected in 2023/24 to facilitate the cost of the project co-ordinator who brings these initiatives together for delivery within the district.
Healthy New Towns	98	23	(2)	30	(15)	15	The Northstowe Healthy New Town partnership is to support healthy living initiatives at Northstowe and research projects to identify best practice. Partner contributions, held by the council are to be spent on projects approved by HNT partnership.

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Communications and Sustainable Communities

	2021-22	2022-23		2023-24			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Localism & Development Projects	715	848	860	1,050	(76)	974	The Localism budget is the main budget within Sustainable Communities which covers legal advice, patch budgets for Development officers and membership fees. The increase in budget is partially due to the movement of a post from Community Chest grants. Also a £60k BID for Changing Lives initiative, is included in the outturn and 23/24 budget.
Mobile Warden Scheme	173	230	178	97	-	97	This covers grants for the mobile warden schemes across the district. The reduction in budget is due to the ending of some schemes. A review is due during the year to decide on the future funding
Northstowe Community Rooms	0	-	(30)	40	(40)	-	This cost centre has been re-purposed to be used for the temporary buildings in Northstowe. Any income received should offset the cost incurred.
Transport Initiatives	14	46	18	194	(147)	46	The Transport Initiatives looks at community transport services across the district and currently is looking into whether a Community Transport service could be viable.
Ukraine Crisis	-	-	(991)	1,693	(684)	1,009	The Homes for Ukraine Project helps guests settle into the area and provides safe and suitable hosted accommodation. The project also supports guests to consider further housing options to move on from being hosted by a local family.
Voluntary Sector Grants	186	146	148	154	-	154	Service Support Grants for Care Network, Royston and District Community Transport, Cambridge Council for Voluntary Service, Arts and Minds and Homestart. Included within the budget is £9,000 of museum grants which was previously allocated within the Arts and Culture budget.
Grand Total	2,142	2,124	1,117	4,295	(1,037)	3,257	

Head of Transformation, HR and Corporate Services
Estimates 2023/24
Corporate Programme

	2021-22	2022-23		2023-24			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Equality & Diversity	30	37	12	15	-	15	Ensuring the council meets its statutory obligations under the Equality Act 2010 and promoting equality, diversity and inclusion. Historically these costs were absorbed within other cost centres.
Policy And Performance	236	356	256	323	-	323	The service collects, reports and publishes performance information relating to the Councils business plan. The team provides quarterly updates on the Councils key performance indicators and project benefit delivery. The reduction in the probable outturn for 2022/23 is primarily due to the change in the allocation of the Transformation costs which represents a more accurate reflection of the work which is committed to take place during the year.
Grand Total	266	393	268	338	-	338	

Head of Transformation, HR and Corporate Services
Estimates 2023/24
Democratic Representation

	2021-22	2022-23		2023-24			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Democratic Services	880	1,010	958	1,027	-	1,027	Democratic Services provide a service to members and officers of the Council ensuring the democratic decision-making process remains within statutory guidelines. The decreased 2022/23 probable outturn is due to 2 vacant posts within the team (£76,000), one vacant as the officer is seconded to a different post within the team. There is a recruitment freeze in backfilling these posts due to a service review. The increase in the 2023/24 budget is due to an ongoing £27,000 bid for the maintenance of moving the hosting of ModernGov to an on-site server.
Grand Total	880	1,010	958	1,027	-	1,027	

Head of Transformation, HR and Corporate Services
Estimates 2023/24
Emergency Planning

	2021-22	2022-23		2023-24			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Emergency Planning	15	20	20	23	(3)	20	This budget contains the cost of Health, Safety & Emergency Planning service provisions recharged from Cambridge City Council and Cambridgeshire Fire & Rescue.
Grand Total	15	20	20	23	(3)	20	

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Estimates 2023/24
Facilities Management

	2021-22	2022-23		2023-24			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Facilities Management	1,883	2,258	2,288	2,179	(77)	2,102	<p>This budget comprises all of the costs related to the maintenance and management of the building. The 2022/2023 probable outturn contains £270,000 one off bids, the outturn increase is due to a rise in gas prices higher than anticipated due to the current energy crisis.</p> <p>2023/24 budget contains a new one off £15,000 bid for security for the curtain wall project and an increase in gas costs of £48,000 in anticipation of the energy crisis continuing.</p>
Health & Safety	126	144	138	156	-	156	<p>This budget ensures all staff are trained in mandatory and task related health and safety training in compliance with regulation and legislation together with ensuring we have all necessary supplies and equipment. The small increase in 2023/24 budget compared to 2022/23 budget is mainly due to an increase in the training budget.</p>
Hub Offices	41	34	39	42	-	42	<p>This budget contains the costs for our Hubs at Great Shelford and Over which offer a smaller alternative working space, potentially for those out on site i.e. Planners. The small increase in budget for 2023/24 is mainly due to increased cyclical & pest control costs.</p>
Grand Total	2,051	2,436	2,466	2,376	(77)	2,299	

Head of Transformation, HR and Corporate Services
Estimates 2023/24
HR and Corporate Support Services

	2021-22	2022-23		2023-24			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Central Expenses	138	162	154	170	(10)	160	<p>The Central expenses service provides training, development, and assistance for all staff in the council. It is split into activities comprising of general staff development and training as the largest at £67,000 accompanied by activities for ICT Training, Management Development, and employee assistance.</p> <p>The 2023/24 budget includes £5,000 to cover the cost of carrying out additional staff surveys.</p>
Human Resources	1,056	1,015	1,151	1,130	-	1,130	<p>The Human Resources service provides support, advises, and recruits to service areas within the council. The budget includes the expenditure for the annual levy payment of £90,000 and £100,000 to Cambridge City Council for the payroll shared service.</p> <p>The probable outturn increase is primarily due to the creation of a new Learning & Development Officer post (£38,000), some acting up arrangements and higher than anticipated agency costs (£42,000).</p> <p>The 2023/24 budget includes the new post created in 2022/23 in addition to bids to extend the HR apprentice post and HR System Administrator post to continue to assist in implementing the new HR system.</p>
Grand Total	1,195	1,177	1,306	1,300	(10)	1,290	

Head of Transformation, HR and Corporate Services
Estimates 2023/24
Transformation Support Services

	2021-22	2022-23		2023-24			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Central Support Services	139	145	152	142	(2)	140	This service covers the costs of refreshments provided within South Cambs Hall, the central printing and postage functions.
Contact Centre	1,228	1,395	1,406	1,398	-	1,398	This service covers all incoming telephone calls to the generic telephone number.
Customer Relationship Management	197	153	483	511	-	511	This service is for the central Customer Relationship Management System. The transfer of 2 Project Managers and 2 Business Analysts backdated to 01/04/22 from the Transformation programme is the reason for the significant increase in budget.
ICT	1,916	2,479	2,386	2,480	-	2,480	This budget covers the cost for the central ICT support. This service is a 3 way shared service with Cambridge City Council and Huntingdonshire District Council (HDC).
Transformation	1,370	1,757	1,256	1,322	-	1,322	This budget is for the team carrying out the service reviews. The purpose is aimed at the council making best use of its resources, meeting modern customer needs and providing value for money. The transfer of 2 Project Managers and 2 Business Analysts backdated to 01/04/22 to the Customer Relationship Management service is the reason for the reduction in budget. Included within the 2023/24 budget are 2 BIDs for Business Analysts to assist with the on-going reviews. These costs are to be funded from the reserves.
Grand Total	4,850	5,928	5,683	5,854	(2)	5,852	

**Head of Transformation, HR and Corporate Services
Subjective Analysis 2023/24**

	Employee Expenses	Premises Related Expenses	Transport Related Expenses	Supplies And Services	Third Party Payments	Depreciation and Impairment Losses	Support Services	Internal Recharges	Total Expenditure	Fees & Charges	Government Contributions	Misc Income	Other Contributions	Total Income	Net Expenditure
Communications & Sustainable Communities															
Communications	465,750	-	300	113,350			127,670	(86,740)	620,330	(24,000)	-			(24,000)	596,330
Community Chest	-			70,140			6,390		76,530						76,530
Community Safety	49,660		-	15,800			19,000		84,460						84,460
Crime & Disorder Partnership	39,760		-	-			11,340		51,100	-				-	51,100
Healthy Living & Wellbeing	108,900		1,500	58,940			34,150		203,490	(10,500)	-		(40,280)	(50,780)	152,710
Healthy New Towns	-			15,000			15,080		30,080	-			(15,000)	(15,000)	15,080
Localism & Development Projects	752,840		400	167,690			162,390	(33,470)	1,049,850	(37,830)	-		(37,860)	(75,690)	974,160
Mobile Warden Scheme				92,860			4,550		97,410					-	97,410
Northstowe Community Rooms		8,000		32,000			-		40,000	(40,000)	-			(40,000)	-
Transport Initiatives	22,540		130,280	30,800			10,020		193,640	(130,280)		(17,140)		(147,420)	46,220
Ukraine Crisis	550,900		-	1,133,400			9,160		1,693,460				(684,300)	(684,300)	1,009,160
Voluntary Sector Grants				151,000			3,150		154,150		-			-	154,150
Corporate Programme															
Equality & Diversity	1,500			3,500			10,080		15,080						15,080
Policy And Performance	214,790		-	8,850			99,280		322,920					-	322,920
Democratic Representation															
Democratic Services	379,230		850	467,320			521,590	(342,260)	1,026,730	-		-		-	1,026,730
Emergency Planning															
Emergency Planning	-			14,780			7,930		22,710			(3,080)		(3,080)	19,630
Facilities Management															
Facilities Management	391,200	893,900	9,250	105,100		285,600	493,790	(2,101,840)	77,000	(77,000)				(77,000)	-
Health & Safety	70,460		-	66,740			18,660	(155,860)	-					-	-
Hub Offices	2,100	24,210		-		11,490	3,970	(41,770)	-					-	-
HR & Corporate Support Services															
Central Expenses	110,400			48,500			11,260	(160,060)	10,100		(10,000)	(100)		(10,100)	-
Human Resources	760,780		800	46,280	100,000		221,750	(1,129,610)	-					-	-
Transformation Support Services															
Central Support Services	41,480			85,050			15,100	(139,930)	1,700	(200)		(1,500)		(1,700)	-
Contact Centre	1,009,760		-	76,130			312,540	(1,398,430)	-					-	-
Customer Relationship Management	230,030			240,560			40,140	(510,730)	-					-	-
ICT				401,110	1,522,700	506,340	50,330	(2,480,480)	-		-	-		-	-
Transformation	968,800		-	187,450			166,080	(1,322,330)	-					-	-
Grand Total	6,170,880	926,110	143,380	3,632,350	1,622,700	803,430	2,375,400	(9,903,510)	5,770,740	(319,810)	(10,000)	(21,820)	(777,440)	(1,129,070)	4,641,670