

Proposal Title	Investment Amount	Notes
	£'000	
Continuing CFA Reserves (Including Trading Unit Replacement Reserves and Equalisation Reserves)		
Changing the cycle (SPACE/repeat referrals)	£67	Project working with mothers who have children taken into care - to ensure that the remaining personal or family needs or issues are resolved before the mother becomes pregnant again. This project continues into 2016/17.
IT for Looked After Children (LAC)	£178	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
Independent Reviewing Officers (IRO) and Care Planning (CP) Chairperson	£28	Increase in IRO capacity to provide effective assessment which will safeguard the YP as per statutory guidance under the Care Planning Regulations Children Act 1989 – (Remaining balance will support for 1 post for 6 month period)
Adaptations to respite carer homes	£14	Committed for adaptations to respite carer homes.
Building Schools for the Future (BSF)	£141	Reserve to support ongoing IT risk associated to BSF schools which continue into 2016/17. Current contracts end in August 2016.
Statutory Assessment and Resources Team (START)	£10	Previously agreed fixed term staff – contracts due to end in 2016/17
Home to School Transport Equalisation reserve	£253	Reserve to amend the budget for number of days in the school year. There are 197 days (7 more than the average) in 2016/17.
Time Credits	£74	2016/17 is the third (and final) year of the ongoing Time Credits commitment.
Disabled Facilities	£127	Funding to support housing adaptations for disabled children. To be reviewed in-year.
Commissioning Services – Children’s Placements	£13	Previously agreed fixed term Resource Officer posts – contracts due to end in 2016/17.
Multi-Systemic Therapy (MST) Standard	£182	2-year investment in the MST service (£182k in 2015/16 & 2016/17) to support a transition period whilst the service moves to an external model, offering services to CCC and other organisations on a traded basis.

MST Child Abuse & Neglect	£78	Whilst the MST CAN project ended in 2015/16, the posts of MST Program Manager and Business Support Manager who support all of the MST teams have been retained and will transfer to the MST Mutual CIC. Funding is required until the MST Mutual commences.
Youth Offending Team (YOT) Remand (Equalisation Reserve)	£250	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation. There is now no other revenue funding for remands as the remand budget is funding shortfall in Youth Justice Board grant. Rebalanced to £250k.
All Age Lead Professional	£40	Trialling an all age locality lead professionals. Ongoing trial into 2016/17.
Equipment Replacement Reserve	£604	Replacement reserve to support ongoing equipment replacement within the (Education) ICT Service.
Cambridgeshire Culture/Art Collection	£87	Ongoing reducing reserve to support cultural activities for children and young people. (Created from ring-fenced Trust Fund)
Discretionary support for LAC education	£182	Additional support for LAC. Final balance increased by £48k to reflect grant substitution.
ESLAC Support for children on edge of care	£50	Children in Need Support Worker continuing into 2016/17 and 2017/18.
CCS (Cambridgeshire Catering and Cleaning Services)	£119	CCS Reserve to make additional investment in branding, marketing, serveries and dining areas to increase sales and maintain contracts. Also includes bad debt provision following closure of Groomfields Grounds Maintenance Service.
Information Advice and Guidance	£20	Reserves were used to delay the saving from the Information Advice and Guidance teams by one year (from 15/16 to 16/17). £240k of an existing £320k reserve were used in 15/16 and £20K will be used in 16/17 to cover the salaries of 6 remaining post holders who will leave by redundancy on 11 th May 2016.
Capacity in ASC procurement & contracts	£225	Funding for staff employed in the Procurement and Contracts Team to be used for contract rationalisation and review. Amount required going forward as staff in role. Multi-year and continuing
Continuing Healthcare	£118	Funding for staff employed to carry out CHC assessments - ensuring they are completed in a transparent way with a view to ensuring that those who are eligible for CHC receive it. Retention of full reserve allows staff to be continued across multi-year plan.

Social Work Recruitment (Recruitment support officers)	£103	Two staff (Scale 6) recently recruited into fixed term roles, continuing into 2017
Homecare Development	£62	Roleholder in post taking forward proposals that emerged from the home care summit
Falls prevention	£44	Contract with provider continues into 2016/17
Dementia Co-ordinator	£35	Dementia Co-ordinator role to be filled and funding required in 2016/17
Shared Lives (Older People)	£49	Continuing the trial of the Adult Placement Scheme with OP&MH. preliminary work undertaken in 2015/16
Mindful / Resilient Together	£321	Programme of community mental health resilience work (spend has begun and is continuing over 3 years) through a contract.
Total existing schemes	£3,474	Continuing earmarked reserves

Proposal Title	Investment Amount £'000	Description	Associated Saving / Benefits
New proposed schemes funded from earmarked CFA reserves			
Develop 'traded' services	£57	<p>£30k for Early Years and Childcare Provider Staff Development: To buy additional functionality into the Child Assessment System for Early Years. This will be a package that early Years providers can buy which will support them with managing their staff training, supervision and development</p> <p>£27k for the transition to fully traded Youth Development Coordinators: Two 0.5 fte Youth Development Co-ordinators were retained in the Early Help Review (phase1) and it is proposed these posts become fully traded. This funding will support the transition to a fully funded offer.</p>	<p>This will deliver an additional part-year saving from 2017/18 of approximately £15k per annum</p> <p>This investment enables us to support the youth element of the Community Resilience Strategy which will become self-sustaining financially</p>
Reduce the risk of deterioration in school inspection outcomes	£60	<p>Adviser for Accelerating Achievement of Vulnerable Groups: A fixed term post to support the development and implementation of the revised 'Narrowing the Gap' strategy</p>	Narrowing the gap is our key school improvement priority. This investment will reduce the risk of savings leading to an increase in schools being judged as 'requires improvement'
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	£85	<p>£40k for a fixed term post to implement the virtual College of Social Work: A fixed term post to improve the recruitment and retention of social workers</p>	This dedicated capacity will deliver on reducing recruitment costs and will reduce payments for agency workers to meet the business planning savings target of -£502k in 2016/17
		<p>£45k for recruitment and retention capacity (Social Work): Additional recruitment and retention capacity in LGSS for one year to help coordinate the Recruitment and Retention Strategy and manage two recently recruited Recruitment Support Officers via LGSS People.</p>	

Maximise resources through joint commissioning with partners	£14	This post seeks to coordinate the Area Partnership's work, ensuring that local needs are identified and met in relation to children's services by bringing together senior managers of local organisations in order to identify and develop priorities and commission local services. Work will continue in 2016/17 to seek sustainable solution to the shortfall in funding on a permanent basis.	
Independent Domestic Violence Advisors	£24	To continue to provide a high level of support to partner agencies via the Multi-agency safeguarding hub, and through the multi-agency risk assessment conference process, by supporting high-risk victims of domestic abuse.	
Reduce the cost of home to school transport	£60	Independent travel training for children with SEND: An independent travel training scheme to work with young people with SEND so they can develop skills to travel independently post-16. Funding is for a centrally based ITT co-ordinator post and a bank of travel trainers on zero hours contracts to either directly deliver travel training to young people or support schools	11% (24) of young people 16+ with SEND will be successfully travel trained in the first full year, achieving a saving of £128k in one year. This will become a permanent saving and is likely to increase year on year as independent travel training becomes a standardised approach to post-16 transport for SEND young people. Young people will develop life skills that will support them to prepare for adulthood and enable greater independence.
Prevent children and young people becoming Looked After	£57	£25k for re-tendering of Supporting People contracts: A part-time post on a fixed term contract for one year to support and undertake the activities to review all Supporting People contracts across the Council and retender them.	Without this review, we may suffer reduction in resources and capacity or face incidences of supported housing provider failure and an increase in homelessness (increasing the number of Looked After Children), along with significant risks to the Council's reputation if services for homeless young people and adults are not provided.

		£32k to extend the SPACE programme pilot: Extend the SPACE Programme pilot for post-October to 2016/17 year-end to enable a full year of direct work to be evaluated for impact	Avoid 7 babies being taken into the care system per year, resulting in a 6 month investment saving of £155k.
Reduce the cost of placements for Looked After Children	£184	Looked After Children Commissioning Strategy - £60k for adaptation and refurbishment of a number of Council owned properties: Three properties owned by Cambridgeshire County Council have become vacant, or are becoming vacant over the coming months. Funding some adaptations and refurbishment of these properties presents an opportunity to increase the in-county accommodation capacity for children who are looked after.	15 extra in-county placements resulting in a saving of £1,679k per year compared to placements currently being funded for these young people
		Looked After Children Commissioning Strategy - £50k to adapt Havilland Way: A one off investment of £50k to adapt an annex at Havilland Way to make it suitable for use as an emergency placements for children and young people with learning disabilities	Based on recent numbers of young people requiring emergency placements (4 per year), there would be an annual saving of £243k for an investment of £50k, plus savings from young people being placed in Cambridgeshire rather than out of county as is the case now
		Looked After Children Commissioning Strategy - £74k to increase the capacity of in-house foster caring: An investment to support the implementation of the in-house fostering action plan. Targets are extremely challenging, particularly the early years. Dedicated resource to drive forward the action plan and to increase the resources available for marketing and recruitment activities is needed to establish momentum.	Increase number of 52 week in-house foster care placements by 56.92 in 2016/17, resulting in a saving of -£1,976k
Child Sexual Exploitation (CSE) Service	£250	Voluntary sector support to undertake missing interviews and to provide an intensive support service for young people at greatest risk of CSE.	
Increasing client contributions and the frequency of Financial Re-assessments	£120	Funding for equivalent of 4 FTE Financial Assessment Officers to progress a major programme of financial reassessment. Significant level of aged financial assessments (70% not updated for a year or more)	Modelling suggests that assessing more frequently would achieve an estimated additional total income of £756,000 accrued as £283,500 in 2016/17 and £472,500 in 2017/18. This forms part of the delivery plan for saving proposal A/R.6.214 (targets of £500k in 2016/17 and a

			further £500k in 2017/18). Additional assessor capacity would also support the wider programme of service user care package reviews required for the delivery of demand management savings from care budgets in ASC and OP&MH.
Specialist Assistive technology input to the LDP	£186	Extending external support on provision of assistive technology which is delivering savings in LDP (£938k in previous 2 years) and will need to go further as part of savings plans.	Significant savings delivery through this methodology in recent years. A key part of LD savings plans for 2016/17 – with £250k modelled as a saving from using technology to avoid the need to provide sleep in support for people overnight – which has very high cost. If the pilot is successful there may be greater savings in later years.
Autism & Adult Support Workers (trial)	£60	2 x Support Workers for 1 year. Support workers working alongside vulnerable people in a model similar to community navigators. Thought is to quickly employ staff for one year and develop a specification for this service through this trial, then for tender.	Dedicated capacity will enable us to more effectively meet the needs of adults with autism, linking them in to community and peer support.
Recruitment and Retention Capacity (Social Work)	£45	Management of staff in item D (above) via LGSS People. Fixed Term and linked to our strategy to reduce agency spend in social work	This proposal supports the delivery of business planning savings associated with reducing the cost of agency staffing. (existing £502k savings target in 2016/17 A/R 6.706) We are modelling a net reduction of 20 agency social workers during 2016/17
Brokerage function - extending to domiciliary care	£50	Brokerage has been successful at co-ordinating purchasing of care and exercising some market influence for care home beds suppressing the full effect of market increases. Additional resource will enable investigation of extension to domiciliary care, with potential staffing efficiencies in future	Will support the efficient use of very scarce homecare capacity. Getting best use of the available homecare will avoid the need for higher cost care to be put in place whilst homecare is identified, will reduce waiting lists, will avert unmet need leading to crises and higher cost interventions at a later date. The benefits form part of the savings from the costs of care in OP&MH directorate
Specialist Capacity: home care transformation / and extending affordable care home capacity	£70	Purchasing affordable care in the right places is crucial to delivery of savings and the CFA strategy. Dedicated and specialist expertise (from outside) is needed to push forward transformation in the homecare sector and further development of Council supported/influence	Will support the expansion of the availability of homecare. Having more homecare available will avoid the need for higher cost care to be put in place whilst homecare is identified, will reduce waiting lists, will avert unmet need leading to crises and higher cost

		affordable care home beds	<p>interventions at a later date.</p> <p>The capacity to extend affordable residential care home capacity will support the delivery of the savings associated with managing inflation and NLW uplifts to providers.</p>
Direct Payments - Centralised support (trial)	£174	Aimed at making the direct payments easier from all perspectives. 18 months capacity providing support to setup and early months of client direct payments. Improving user experience and a view to future potential efficiencies. 3.2 FTE additional capacity. Looking to increase personal assistants register through working with our direct payments partner.	The evidence suggests that direct payments are a financially efficient model of care and support people to retain their independence for longer – thereby mitigating the need for full time residential care. There is not a separate savings target for increasing the use of direct payments but it is part of the business cases for the care budget saving in ASC and OP&MH
Learning Disability Partnership - Reassessment & Reviews Capacity	£346	To achieve the care budget reductions in the LDP (see Business Plan A/R.6.102) reviews of care and support plans need to be conducted with service users. Teams will re-structure themselves so that there will be additional staff resource focused on reviews. The investment required is for 4 fixed term social workers, with associated business support (3 FTE) a negotiator and complaints investigator.	The expectation is that each social worker completes 4 reviews per week meaning that additional capacity delivers 180 reviews per year. The additional resource unlocked by this funding is key to delivery of the existing Business Plan saving (-£5,213 in 2016/17). Re-assessment will use a new 'toolkit' of policies and staff guidance designed to allow a different approach to support planning that meets statutory requirements and meets eligible need.
Disabilities Services – Reassessment & Reviews capacity	£109	It is estimated that two qualified social workers and a Business Support Assistant will be needed to supplement the team's capacity to deliver the level and type of review required.	This capacity will help to deliver the associated saving of -£1,232 in 2016/17 (A/R.6.101). Monitoring mechanisms are in place to capture the outcome of reviews activity and professional input through team "reflective practice meetings"
Older People's Services – Reassessment & Reviews Capacity	£452	Underpinning Business Plan proposal A/R.6.201, the delivery of reductions in spend is reliant on the design of more cost effective care plans. Additional capacity comprising 8 FTE Social Workers, 2 FTE Occupational Therapists and 3 FTE associated business support on a fixed term basis for 8 months. The cost of using locum workers has been factored into the estimate.	This provides sufficient capacity to deliver approximately 1400 additional reviews. The relevant OP savings target totals -£2,063k in 2016/17 with a stretching further £1m listed in the 'funnel'. The additional capacity will ensure delivery of a much higher proportion of reviews for existing clients which are required by statute.

Total new bids	£2,403	New proposed schemes funded from earmarked CFA reserves
Total CFA bids	£5,877	

Proposal Title	Area of Service	Investment Amount £'000	Description
Continuing ETE reserves			
Carry forward of Flood Risk grant funding for Kings Hedges Flood Risk management project.	Growth & Economy	42	CCC contribution to Environment Agency scheme due to be spent in 16/17. Not spending it would mean we lose the opportunity to improve flood protection for homes in Kings Hedges and the County Council may be expected to repay the grant.
Carry forward of Community Transport residual (balance of £500k) that was allocated at Full Council in February 2014 Combined with CFT allocation.	Passenger Transport	346	Residual funding allocated to develop alternative community transport models of operation. If approved by E&E Committee, £125K of this will be allocated to offset for one year only the saving to non-statutory concessionary fares (B/R 6.204).
Cambridgeshire Future Transport (CFT) - carry forward of 2014/15 underspend. Combined with Community Transport allocation.	Passenger Transport	216	Residual funding allocated to develop alternative community transport models of operation.
Cleaning of archive material	Community & Cultural Services	65	Funding necessary prior to relocation of the archive to Ely. This is not part of the capital expenditure of relocation.

Cambridgeshire County Council contribution to the Joint Strategic Planning Unit for Cambridgeshire.	Growth & Economy	15	£14,850 is needed to fund the County Council's contribution to the JSPU in future years. This delivers joint work on infrastructure and other strategic planning for the County Council and 5 district councils.
Investment to ensure delivery of ETE savings in the Business Plan	Policy & Business Development	75	To cover the costs of two posts in 16/17, to lead on transformation of key areas of ETE to deliver Business Plan savings. Two officers are already in post.
Project support for Library Review	Community & Cultural Services	71	To achieve Business Plan savings. Combined costs for staff supporting the Library Service Transformation over a two year period, including consultant fees, Project Support Officer and Transformation Manager. This will achieve over £1m year on year savings.
Community Hub Programme Manager	Community & Cultural Services	36	This role is the continuation of the Community Hubs Programme Manager role. Delivers corporate objectives.
Waste PFI	Assets & Commissioning	300	Legal and technical advice for the Waste PFI contract
Renewal of Highways Services contract	Assets & Commissioning	80	Specialist consultancy services to support the development of the future Highways services contract to achieve improved service outcomes and future financial savings.
Development of LED lighting options for street lighting	Assets & Commissioning	200	Until recently, it has not been cost effective to install LED lanterns to lighting columns. The cost of LEDs has now reduced significantly and this one year funding is required to deliver LED lighting on appropriate columns.
Transport Strategy Modelling, Analysis & Development	Transport Infrastructure Policy & Funding	60	Transport Modelling, analysis, strategy development plus consultation to support development of district wide Strategies and local plans for Huntingdonshire and East Cambs
Lane rental implementation costs	Local Infrastructure & Street Management	150	To achieve future Business plan proposals, which are expected to generate income in excess of £1m.
Highways Records Digitisation	Assets & Commissioning	45	This will complete the delivery of digitalisation of our highways asset records, improving efficiency and customer access to information. Currently approximately 2/3 complete.
Total existing schemes		1,701	

Proposal Title	Area of Service	Investment Amount £'000	Description
New Bids			
Sawston Library – costs of temporary Library	Community & Cultural Services	24	Scheme delayed resulting in a longer period until the new hub is built.
Asset Management	Assets & Commissioning	100	Work required to be able get from level 2 to level 3 rating to achieve £1m additional funding
Modify Park & Ride (Cambridge) ticket machines to wave and pay	Passenger Transport	135	Existing chip and pin credit/debit card units will require replacement as existing units are becoming obsolete. Upgrading 27 ticket machines to accept wave and pay and chip would speed up transaction times for passengers.
Strategic Transport Corridor Feasibility Studies	Transport Infrastructure Policy & Funding	200	To undertake early stage feasibility studies to build on the Long Term Transport Strategy and identify options to address those parts of the strategic highway network where lack of capacity is restricting continued economic prosperity. The priorities to be set and work overseen by Economy and Environment Committee
Cromwell Museum – Replacement of air conditioning unit	Community & Cultural Services	21	Outstanding commitment to replace the air conditioning unit to ensure the new trust gets off to a good start rather than starting with a debt.
Winter Maintenance – investment to achieve future savings	Local Infrastructure & Street Management	171	Brine tank work to bring the tanks up to specification make them more secure from any misuse and that the liquid brine they output is fit for purpose. Weather forecast Stations; new one at Warboys so that the domain forecasting to create savings can be initiated ready for this winter season, and upgrade/renew weather forecast stations at Littleport and A141 Ringsend, which are both twenty years old and at end of serviceable life.
Smart energy grids – Park & Ride sites	Growth & Economy	100	Cost of feasibility and business case development for energy generation and storage projects on two park and ride sites. This work will look to draw down £2.3million ERDF grant and will be repaid through the revenues generated by the project, if successful.

Total new bids		751	
Total ETE bids		2,452	