

Appendix 4- Savings Tracker 2017-18

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|           |                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |              | 4,073                    | -15,785                  | -5,775                   | -4,830                   | -6,974                   | -33,364                  | -11,380                             | -4,263                              | -5,958                              | -6,012                              | -27,613            | 5,751                         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                |  |
| Reference | Title                                                                                                                                                | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Committee    | Investment<br>17-18 £000 | Original<br>Phasing - Q1 | Original<br>Phasing - Q2 | Original<br>Phasing - Q3 | Original<br>Phasing - Q4 | Original<br>Saving 17-18 | Current<br>Forecast<br>Phasing - Q1 | Current<br>Forecast<br>Phasing - Q2 | Current<br>Forecast<br>Phasing - Q3 | Current<br>Forecast<br>Phasing - Q4 | Forecast<br>Saving | Variance<br>from Plan<br>£000 | RAG   | Forecast Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                        | Links with partner organisations                               |  |
| A/R.6.001 | DAAT - Saving from integrating drug and alcohol misuse service contracts                                                                             | The NHS trust 'Inclusion' provides countywide specialist drug & alcohol treatment services. Currently there are separate treatment contracts for alcohol and drugs. Inclusion have agreed to commence full service integration in 2016-17. This will require fewer service leads employed in management grades and reduces the overall management on-costs in the existing contract agreement. It is also proposed to reduce Saturday clinics and/or move to a volunteer/service user led model for these clinics. | Adults, C&YP | 0                        | -100                     | 0                        | 0                        | 0                        | -100                     | -100                                | 0                                   | 0                                   | 0                                   | -100               | 0                             | Green | Saving Achieved                                                                                                                                                                                                                                                                                                                                                                                                                                            | 0                                                              |  |
| A/R.6.101 | Recouping under-used direct payment budget allocations for service users                                                                             | Improving central monitoring and coordination arrangements for direct payments - ensuring budget allocations are proportionate to need and any underspends are recovered.                                                                                                                                                                                                                                                                                                                                          | Adults       | 87                       | -98                      | -99                      | -99                      | -99                      | -395                     | 0                                   | 0                                   | 0                                   | 0                                   | 0                  | 395                           | Red   | Expecting to achieve direct payment clawbacks totalling £1.65m, which is short of the baseline target and therefore making none of the savings. This is based on monitoring after first 6 months of the year. This could also reflect progress in setting updated (lower) personal budgets in response to clients where there is a recurring underspend.<br><br>This position will be kept under close review as direct payments are monitored each month. | N - except LD: Pooled budget - learning disability partnership |  |
| A/R.6.102 | Care Act (part reversal of previous saving)                                                                                                          | There is a £60k deficit on Care Act funded schemes going into 2017-18, and a further £60k required to fund a new Community Navigators scheme. A saving of £400k was taken from the Care Act funding in 2016-17. Part of this (£120k) will be reversed to fund these schemes now that they are established and ongoing                                                                                                                                                                                              | Adults       | 0                        | 120                      | 0                        | 0                        | 0                        | 120                      | 120                                 | 0                                   | 0                                   | 0                                   | 120                | 0                             | Green | In place                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 0                                                              |  |
| A/R.6.111 | Supporting people with physical disabilities and people with autism to live more independently                                                       | The focus will be on helping people lead independent lives through the Transforming Lives programme and measures approved by Adults Committee in 2016.                                                                                                                                                                                                                                                                                                                                                             | Adults       | 128                      | -377                     | -138                     | -138                     | -138                     | -791                     | -27                                 | -254                                | -255                                | -255                                | -791               | 0                             | Green | On track                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 0                                                              |  |
| A/R.6.112 | Securing appropriate Continuing Healthcare Funding for people with physical disabilities and ongoing health needs                                    | Careful consideration of the needs of people with complex needs to identify where these needs meet the criteria for Continuing Healthcare and full funding by the NHS.                                                                                                                                                                                                                                                                                                                                             | Adults       | 0                        | -80                      | -80                      | -80                      | -80                      | -320                     | -66                                 | -84                                 | -85                                 | -85                                 | -320               | 0                             | Green | On track                                                                                                                                                                                                                                                                                                                                                                                                                                                   | NHS fund continuing healthcare                                 |  |
| A/R.6.113 | Specialist Support for Adults with Autism to increase their independence                                                                             | Recruitment of two full time Support Workers for a twelve month period to work with service users to develop skills and access opportunities such as training or employment that would reduce the need for social care support.                                                                                                                                                                                                                                                                                    | Adults       | 50                       | -18                      | -18                      | -18                      | -18                      | -72                      | -6                                  | -6                                  | -7                                  | -7                                  | -26                | 46                            | Red   | Mitigation work involves expanding the activity of the Workers to other Vulnerable Adults; monitoring the saving against avoided costs and the demographic expectation.                                                                                                                                                                                                                                                                                    | 0                                                              |  |
| A/R.6.114 | Increasing independence and resilience when meeting the needs of people with learning disabilities                                                   | The focus will be on helping individuals to be independent and resilient through the Transforming Lives initiative, together with policies approved by Adults Committee in 2016. Care and support will focus on developing skills and opportunities, wherever possible, to increase independence. In the short term this may include more intensive support in order to reduce reliance on social care support in the longer term.                                                                                 | Adults       | 750                      | -2,307                   | -74                      | 0                        | 0                        | -2,381                   | -904                                | -984                                | -493                                | 0                                   | -2,381             | 0                             | Green | On track                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Pooled budget - learning disability partnership                |  |
| A/R.6.115 | Retendering for residential, supported living and domiciliary care for people with learning disabilities                                             | Contracts will be retendered in 2017-18 with the intention of reducing the unit cost of care.                                                                                                                                                                                                                                                                                                                                                                                                                      | Adults       | 0                        | -63                      | -63                      | -102                     | -103                     | -331                     | -71                                 | 0                                   | 0                                   | 0                                   | -71                | 260                           | Red   | Domiciliary care retender has taken place and is expected to deliver associated saving. Decision taken to delay retender for supported living and residential frameworks to allow time to undertake detailed analysis of clients and the market to ensure retender is as effective as possible, will achieve in 18/19 instead.                                                                                                                             | Pooled budget - learning disability partnership                |  |
| A/R.6.116 | Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care | New and existing care packages will be reviewed by specialist Assistive Technology and Occupational Therapy staff to identify appropriate equipment which could help disabled people to be safe and live more independently.                                                                                                                                                                                                                                                                                       | Adults       | 186                      | -53                      | -53                      | -54                      | -54                      | -214                     | -53                                 | -53                                 | -54                                 | -54                                 | -214               | 0                             | Green | On track.                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 0                                                              |  |
| A/R.6.117 | Developing a new learning disability care model in Cambridgeshire to reduce the reliance on out of county placements                                 | This work will entail a review of the most expensive out-of-county placements to inform the development of the most cost-effective ways of meeting needs by commissioning new services within county. In particular we know we will need to develop additional in-county provision with the expertise to manage behaviours that may be challenging. By replacing high-cost out of county placements with new in-county provision tailored to our needs we will reduce overall expenditure on care placements.      | Adults       | 0                        | -58                      | -47                      | -35                      | 0                        | -140                     | 0                                   | 0                                   | 0                                   | 0                                   | 0                  | 140                           | Red   | Saving has been postponed to 2018/19 pending additional resource from the Transformation Fund.                                                                                                                                                                                                                                                                                                                                                             | Pooled budget - learning disability partnership                |  |
| A/R.6.118 | Review of Health partner contributions to the Learning Disability Partnership                                                                        | Negotiating with the NHS for additional funding through reviewing funding arrangements, with a focus on Continuing Healthcare and joint funded packages.                                                                                                                                                                                                                                                                                                                                                           | Adults       | 0                        | -500                     | 0                        | 0                        | 0                        | -500                     | -500                                | 0                                   | 0                                   | 0                                   | -500               | 0                             | Green | On track                                                                                                                                                                                                                                                                                                                                                                                                                                                   | NHS funding to pooled budget                                   |  |

|           |                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           | Planned £000             |                          |                          |                          |                          |                          | Forecast £000                       |                                     |                                     |                                     |                    |                               |       |                                                                                                                                                                                                                                                                                                                                                                   |                                                 |  |
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|           |                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           | 4,073                    | -15,785                  | -5,775                   | -4,830                   | -6,974                   | -33,364                  | -11,380                             | -4,263                              | -5,958                              | -6,012                              | -27,613            | 5,751                         |       |                                                                                                                                                                                                                                                                                                                                                                   |                                                 |  |
| Reference | Title                                                                                                                                                                                         | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Committee | Investment<br>17-18 £000 | Original<br>Phasing - Q1 | Original<br>Phasing - Q2 | Original<br>Phasing - Q3 | Original<br>Phasing - Q4 | Original<br>Saving 17-18 | Current<br>Forecast<br>Phasing - Q1 | Current<br>Forecast<br>Phasing - Q2 | Current<br>Forecast<br>Phasing - Q3 | Current<br>Forecast<br>Phasing - Q4 | Forecast<br>Saving | Variance<br>from Plan<br>£000 | RAG   | Forecast Commentary                                                                                                                                                                                                                                                                                                                                               | Links with partner organisations                |  |
| A/R.6.121 | Managing the assessment of Deprivation of Liberty cases within reduced additional resources                                                                                                   | The March 2014 Supreme Court judgment on Deprivation of Liberty requires councils to undertake a large number of new assessments, including applications to the Court of Protection.<br><br>Funding was made available to increase capacity to undertake best interest assessments and process applications for DoLS. The national demand for staff who are trained as best interest assessors has meant that it has not been possible to deploy all the available funding in this way. This position is not expected to change, and so a saving has been identified against this budget. | Adults    | 0                        | -100                     | 0                        | 0                        | 0                        | -100                     | -100                                | 0                                   | 0                                   | 0                                   | -100               | 0                             | Green | Budget reduced - delivered                                                                                                                                                                                                                                                                                                                                        | 0                                               |  |
| A/R.6.122 | Transforming In-House Learning Disability Services                                                                                                                                            | We will review and make necessary changes to in house services focussed on ensuring that resource is appropriately targeted to provide intensive short term support aimed at increasing independence. We will also identify where we can work with the independent sector to provide for assessed needs in a different way and consider whether any under-utilised services are required for the future.                                                                                                                                                                                  | Adults    | 0                        | -375                     | 0                        | -55                      | 0                        | -430                     | -287                                | 0                                   | -35                                 | 0                                   | -322               | 108                           | Red   | A saving of £265k delivered from restructure implemented in May 2017. Phase two of restructure to deliver additional savings has been designed and will be implemented in the second half of the year. The time taken to design and implement phase two means that an element of this saving will be delivered in 2018/19 instead of 2017/18.                     | 0                                               |  |
| A/R.6.123 | Rationalisation of housing related support contracts                                                                                                                                          | In 2016-17 we completed a review of contracted services which support individuals and families to maintain their housing. A contract was terminated in November 2016, with the full-year effect of the associated budget reduction affecting 2017-18.                                                                                                                                                                                                                                                                                                                                     | Adults    | 0                        | -58                      | 0                        | 0                        | 0                        | -58                      | -58                                 | 0                                   | 0                                   | 0                                   | -58                | 0                             | Green | Delivered through change to contract in 2016/17.                                                                                                                                                                                                                                                                                                                  | 0                                               |  |
| A/R.6.125 | Supporting people with learning disabilities to live as independently as possible in adult life                                                                                               | This work has two elements which are focused on managing demand for long term funded services. 1. Work in children's services and in the Young Adults Team will ensure that young people transferring to the LDP will be expected to have less need for services. 2. Working proactively with people who are living at home with carers who are needing increased support to maintain their caring role for whatever reason.                                                                                                                                                              | Adults    | 0                        | -181                     | -181                     | -182                     | -182                     | -726                     | -27                                 | -37                                 | -37                                 | -37                                 | -138               | 588                           | Red   | The circumstances of the young people as they reach 18 years old is monitored closely to confirm the level of funding required to meet their needs and to try to anticipate the sustainability of the arrangements. This includes both the home circumstances and the educational arrangements for the young person. This work has led to the forecast overspend. | Pooled budget - learning disability partnership |  |
| A/R.6.132 | Promoting independence and recovery and keep people within their homes by providing care closer to home and making best use of resources for adults and older people with mental health needs | Reducing the cost of care plans for adults and older people with mental health needs will lead to savings. We aim to reduce residential and nursing care costs and increase the availability of support in the community.                                                                                                                                                                                                                                                                                                                                                                 | Adults    | 0                        | -353                     | -252                     | -52                      | -19                      | -676                     | -66                                 | -31                                 | -98                                 | -39                                 | -234               | 442                           | Red   | Demand for residential and nursing care is increasing across Mental Health services, and although a number of actions have been put in place to increase pace of delivery, there is expected to be a significant shortfall against the target.                                                                                                                    | 0                                               |  |
| A/R.6.134 | Increase in income from Older People and Older People with mental health's client contributions from increased frequency of reassessments                                                     | Older people and those receiving elderly mental health services are not always being financially reassessed every year. The council will therefore reassess all clients more regularly to ensure that the full contributions are being collected. This programme has begun in 2016-17 and will continue into 2017-18 to complete.                                                                                                                                                                                                                                                         | Adults    | 46                       | -121                     | -139                     | -87                      | -34                      | -381                     | -155                                | -105                                | -87                                 | -34                                 | -381               | 0                             | Green | On track. Automatic (annual) uplifts in place for a growing number of clients using Abacus software. Staff in place working through more complex assessments. Monitored and reported through OP Management team.                                                                                                                                                  | 0                                               |  |
| A/R.6.140 | Helping older people to take up their full benefits entitlements                                                                                                                              | The council will work with service users to make sure they receive all the benefits to which they are entitled and this is expected to increase service user contributions.                                                                                                                                                                                                                                                                                                                                                                                                               | Adults    | 0                        | -72                      | -82                      | -51                      | -21                      | -226                     | 0                                   | 0                                   | -126                                | -100                                | -226               | 0                             | Green | Monitoring process in place and supplied to OP management team. Welfare benefits advisor team to be re-organised between the Adult Early Help team (CFA) and Financial Assessment team (LGSS) this has only recently been completed creating a delay.<br>Financial Assessment staff have access to DWP database.                                                  | 0                                               |  |

|           |                                                                                                                                                                 | Planned £000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |           |                          |                          |                          |                          |                          |                          |                                     |                                     | Forecast £000                       |                                     |                    |                               |       |                                                                                                                                                                                                                                                                                                                                         |                                  |  |
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|           |                                                                                                                                                                 | 4,073                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | -15,785   | -5,775                   | -4,830                   | -6,974                   | -33,364                  | -11,380                  | -4,263                   | -5,958                              | -6,012                              | -27,613                             | 5,751                               |                    |                               |       |                                                                                                                                                                                                                                                                                                                                         |                                  |  |
| Reference | Title                                                                                                                                                           | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Committee | Investment<br>17-18 £000 | Original<br>Phasing - Q1 | Original<br>Phasing - Q2 | Original<br>Phasing - Q3 | Original<br>Phasing - Q4 | Original<br>Saving 17-18 | Current<br>Forecast<br>Phasing - Q1 | Current<br>Forecast<br>Phasing - Q2 | Current<br>Forecast<br>Phasing - Q3 | Current<br>Forecast<br>Phasing - Q4 | Forecast<br>Saving | Variance<br>from Plan<br>£000 | RAG   | Forecast Commentary                                                                                                                                                                                                                                                                                                                     | Links with partner organisations |  |
| A/R.6.143 | Savings from Homecare: re-tendering of home care to develop the market through a number of best practice initiatives including the expansion of direct payments | <p>This proposal will focus specifically on piloting an alternative but complementary approach to home-based care that would try and find alternative and local solutions to traditional homecare - whilst still improving outcomes for service users, promote independence, and achieve savings to the Council.</p> <p>Through the tendering process for home care, the Council will engage potential providers within a price range consistent with achieving this saving. The model also envisages greater efficiency through working across all service user groups including those that that are the responsibility of the CCG.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Adults    | 0                        | 0                        | 0                        | -306                     | 0                        | -306                     | 0                                   | 0                                   | -306                                | 0                                   | -306               | 0                             | Green | DPS selected for procurement exercise which aims to secure savings through price ceilings and floors for new work, manage current and future cost pressures through a managed and formulaic approach and reduce the number of homecare transition cars. Tender is running according to schedule in line with financial recommendations. | 0                                |  |
| A/R.6.145 | Using assistive technology to support older people to remain independent in their own homes                                                                     | <p>The proposal is to invest in and expand the use of Just Checking (or similar) equipment to reduce spending in older people’s services. As part of a social care assessment the equipment gives us a full report of a person’s movements during a given period allowing us to test whether they are able to go about daily life (eating, washing, dressing, going to the toilet) unaided and to check that overnight they are safe at home.</p> <p>This full picture of a person’s daily patterns and movements allows us to say with significantly more accuracy and confidence whether they can or cannot cope independently at home. This additional information and confidence would allow older people, their families and social workers to only make the decision to recommend a move into residential or nursing care where it is absolutely essential. In this way we can reduce care spending overall whilst ensuring we do make provision for those who cannot be independent in their own homes.</p>                                                                                   | Adults    | 110                      | -187                     | -134                     | -27                      | -10                      | -358                     | -166                                | -155                                | -27                                 | -10                                 | -358               | 0                             | Green | On track                                                                                                                                                                                                                                                                                                                                | 0                                |  |
| A/R.6.146 | Expansion of the Adult Early Help Team to minimise the need for statutory care                                                                                  | <p>The Adult Early Help team was established in April 2016 to provide an enhanced first response to people contacting the County Council with social care concerns. The team help people to retain independence, access services and advise on ways in which older people and their carers can organise help for themselves. The goal is to try to resolve issues without the need to wait for a formal assessment or care plan.</p> <p>Through either telephone support or through a face to face discussion, we hope to work with older people to find solutions without the need for further local authority involvement. The initial phase is already resulting in a reduced number of referrals to social care teams. This business case builds on the first phase and proposes continuing the expansion of the Adult Early Help team, so that the team is able to meet more of the need at tier 2, preventing further escalation of need and hence minimising care expenditure. This contributes further savings in 2017-18 as part of the care budget targets in Older People's Services.</p> | Adults    | 0                        | -201                     | -143                     | -29                      | -11                      | -384                     | -201                                | -143                                | -29                                 | -11                                 | -384               | 0                             | Green | On track. Work underway to be able to demonstrate avoid costs as a result of service's involvement.                                                                                                                                                                                                                                     | 0                                |  |

|           |                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        |   |      |      |     |     |      |      |     |      |      |      |     |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                  |
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| A/R.6.149 | Administer Disability Facilities Grant within reduced overhead costs                                                                                  | At present the County Council invests £300k into the Home Improvement Agencies, which oversee the Disabled Facilities Grants by each of the Districts. The County Council is working in partnership with the District Councils to reduce the cost of the administration of these services. There will be no reduction in the level of grant or service and the intention is to speed up the decision making process.                                                                                                                                                                                                                                                                                                                                                                                                   | Adults | 0 | -150 | 0    | 0   | 0   | -150 | -150 | 0   | 0    | 0    | -150 | 0   | Green | Savings for 2017/18 agreed with District Councils and in the budget - complete.                                                                                                                                                                                                                                                                                                                                                                              | District Council capital grants via Better Care Fund and central government significantly increased. District Councils engaged in review project |
| A/R.6.155 | Securing appropriate contributions from health to section 117 aftercare.                                                                              | Careful consideration of the needs of people sectioned under the Mental Health Act to identify joint responsibility and ensure appropriate contributions by the council and the clinical commissioning group to section 117 aftercare.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Adults | 0 | -150 | -150 | -80 | -40 | -420 | -45  | 3   | -215 | -163 | -420 | 0   | Green | Delivery of this saving has been re-profiled over the second 6 months of the financial year to accommodate on-going work with the CCG in relation to section 117 and the Joint Commissioning Tool which has taken place over the first 6 months of the year and was completed in September. It should also be noted that the savings will not be achieved equitably over the next 6 months, for example, 70% of the savings may be achieved in month 11 etc. | NHS funding to section 117 aftercare                                                                                                             |
| A/R.6.157 | Increase in income from Older People and Older People with Mental Health's client contributions following a change in Disability Related Expenditure  | Following a comparative exercise, the Adults Committee agreed a change to the standard rate of disability related expenditure (DRE) during 2016. This means that additional income is being collected through client contributions. This line reflects the 'full-year' impact of this change, reflecting that the new standard rate is applied at the planned point of financial assessment or reassessment for each person.                                                                                                                                                                                                                                                                                                                                                                                           | Adults | 0 | -53  | -38  | -22 | -6  | -119 | -53  | -38 | -22  | -6   | -119 | 0   | Green | Implemented following policy change in 2016. Achievement in 2017/18 is through full year effect (existing clients did not start adjustment until January, and will be picked up through scheduled financial assessment reviews). Monitoring process in place through to OP management team.                                                                                                                                                                  | 0                                                                                                                                                |
| A/R.6.159 | Efficiencies from the cost of Transport for Older People                                                                                              | Savings can be made through close scrutiny of the expenditure on transport as part of care packages in Older People's Services to ensure that travel requirements are being met in as cost efficient a way as possible.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Adults | 0 | -25  | -25  | -25 | -25 | -100 | 0    | -16 | -16  | -16  | -48  | 52  | Red   | Investigation has identified three areas in which £64k can be made and these are being implemented. £16k of this will be achieved next financial year and £48k will be achieved in year. This leaves £36k that is unlikely to be achieved.                                                                                                                                                                                                                   | 0                                                                                                                                                |
| A/R.6.160 | Ensuring joint health and social care funding arrangements for older people are appropriate                                                           | We have been working with NHS colleagues to review continuing health care arrangements including joint funding, with a view to ensuring that the decision making process is transparent and we are clearer about funding responsibility between social care and the NHS when someone has continuing health care needs. Several cases has been identified where potentially health funding should be included or increased based on a review of needs.                                                                                                                                                                                                                                                                                                                                                                  | Adults | 0 | -196 | -143 | -89 | -36 | -464 | -106 | 0   | -138 | -130 | -374 | 90  | Red   | To achieve the baseline CHC savings each year as well as continue with last year's permanent saving and make this year's saving requires the team to complete decision support tool that save £1.541m this year. Savings to date are £651k across the OP&MH directorate. Our progress is constrained by the pace and effectiveness of the CCG in completing the CHC process. Pace of delivery is expected to increase as these constraints are resolved.     | 0                                                                                                                                                |
| A/R.6.161 | Managing the Cambridgeshire Local Assistance Scheme within existing resources                                                                         | The Adults Committee has considered several proposals on how to deliver the Cambridgeshire Local Assistance Scheme (CLAS). The contingency budget previously held for CLAS has now been removed, as is no longer required to support the redesigned service.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Adults | 0 | -163 | 0    | 0   | 0   | -163 | -163 | 0   | 0    | 0    | -163 | 0   | Green | On-track. The contract has already been let and so the savings has been delivered.                                                                                                                                                                                                                                                                                                                                                                           | 0                                                                                                                                                |
| A/R.6.163 | Ensuring homecare for adults with mental health needs focuses on supporting recovery and piloting peer support delivered through the Recovery College | Savings will be achieved through reproviding homecare services for adults with mental health needs and helping people to return to independence more quickly.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Adults | 0 | -75  | -75  | -60 | -40 | -250 | -38  | -28 | -35  | -12  | -113 | 137 | Red   | Savings delivery is behind profile, and although actions are being put in place to increase the pace of delivery, there is expected to be a shortfall against target at year end.                                                                                                                                                                                                                                                                            | 0                                                                                                                                                |
| A/R.6.164 | Reablement for Older People - Improving effectiveness to enable more people to live independently                                                     | Development of the Reablement Service to ensure it promotes independence and reduces the costs of care by being directed at the right people. Changes to the way the service operates will release additional capacity, allowing it to work with more people, achieve better outcomes and so reduce demand and cut costs. It is proposed that within existing staffing levels we can increase the number of people receiving a reablement service and increase the number of people for whom the reablement intervention is ended without the need for ongoing care or with a reduced need for ongoing care. To achieve this we will improve team structures and working practices and ensure the cases referred to the service are appropriate, where there is good potential for people to live independently again. | Adults | 0 | -93  | -67  | -42 | -17 | -219 | -93  | -67 | -42  | -17  | -219 | 0   | Green | On track. Likely efficiencies which are being made as a result of a number of service based innovations ('in touch' etc.) which should increase throughput of the service. Work underway to ensure that the service can measure the avoided cost as a result of the involvement and to avoid double counting with AEH. Key risk around pull towards mainstream provision.                                                                                    | 0                                                                                                                                                |

|           |                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |           | Planned £000             |                          |                          |                          |                          |                          | Forecast £000                       |                                     |                                     |                                     |                    |                               |       |                                                                                                                                                                                    |                                                      |  |
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| Reference | Title                                                                                | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Committee | Investment<br>17-18 £000 | Original<br>Phasing - Q1 | Original<br>Phasing - Q2 | Original<br>Phasing - Q3 | Original<br>Phasing - Q4 | Original<br>Saving 17-18 | Current<br>Forecast<br>Phasing - Q1 | Current<br>Forecast<br>Phasing - Q2 | Current<br>Forecast<br>Phasing - Q3 | Current<br>Forecast<br>Phasing - Q4 | Forecast<br>Saving | Variance<br>from Plan<br>£000 | RAG   | Forecast Commentary                                                                                                                                                                | Links with partner organisations                     |  |
| A/R.6.165 | Enhanced Occupational Therapy Support to reduce the need for double-handed care      | <p>The Double-Up Team was set up as a 'spend to save' initiative in 2013 based on evidence from other local authorities. Initially set up as a pilot project, it was endorsed as part of the County Council's prevention agenda, the implementation of Transforming Lives and the requirements of The Care Act.</p> <p>The team consists of two Senior Occupational Therapists (OTs) and two OT Technicians employed directly by the County Council. The team's remit is to focus on the review of service users to assess whether it is possible to either:</p> <ul style="list-style-type: none"><li>• Reduce existing double-up packages of care to single-handed care OR</li><li>• Prevent single-handed care packages being increased to double-up</li></ul> <p>This team is currently based outside of the existing mainstream OT service to ensure focus on the delivery of actions that will benefit the recipients whilst returning a saving direct to the Council. Through the actions of the existing team, savings from the Councils homecare budget were generated in the region of £1.1m in 2015-16 and are on track to achieve a similar figure in the current financial year.</p> <p>This business case proposes the expansion of the service through the recruitment of an additional two OT workers so they can share learning and benefits associated with the current model to other settings (further details are listed in the 'scope' section of this document) as well as providing additional review capacity.</p> | Adults    | 90                       | -132                     | -94                      | -19                      | -7                       | -252                     | -42                                 | -124                                | -39                                 | -17                                 | -222               | 30                            | Amber | Alongside mainstream occupational therapy service provided within community (CPFT) and hospitals based OTs                                                                         |                                                      |  |
| A/R.6.167 | Voluntary Sector Contracts for Mental Health Services                                | Renegotiation of a number of voluntary sector contracts for mental health support has resulted in lower costs to the Council whilst maintaining levels of service provision for adults with mental health needs. The reductions have been discussed and negotiated with the providers impacted, and they have factored this into their own business planning. On-going investment by the Mental Health service in the voluntary and community sector remains over £3.7m                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Adults    | 0                        | -130                     | 0                        | 0                        | 0                        | -130                     | -130                                | 0                                   | 0                                   | 0                                   | -130               | 0                             | Green | Delivered                                                                                                                                                                          | 0                                                    |  |
| A/R.6.168 | Establish a review and reablement function for older people with mental health needs | Redirect support workers within the Older People Mental Health team to provide a review and reablement function for service users in receipt of low cost packages (under £150 per week).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Adults    | 0                        | -20                      | -25                      | -15                      | -9                       | -69                      | -4                                  | -1                                  | -9                                  | -2                                  | -16                | 53                            | Red   | Savings delivery is behind profile, and although actions are being put in place to increase the pace of delivery, there is expected to be a shortfall against target at year end.  | 0                                                    |  |
| A/R.6.169 | Better Care Fund improvement                                                         | <p>Each year the Council and the local NHS agree a Better Care Fund plan, this includes an element for social care services.</p> <p>Given the uplift in the BCF allocation in 2016-17 and an anticipated further increase in 2017-18 the Council will negotiate that a greater share of BCF monies are focused on provision of social care services. This supports the local NHS.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Adults    | 0                        | -930                     | 0                        | 0                        | 0                        | -930                     | 0                                   | 0                                   | -930                                | 0                                   | -930               | 0                             | Green | On track                                                                                                                                                                           | The Better Care Fund is a pooled budget with the NHS |  |
| A/R.6.170 | OP contractual & demand savings (including respite beds) 6.170                       | <p>Retendering of contracts in 2016-17 has presented the opportunity to reduce our block purchasing of respite beds, following under-utilisation and unused voids in previous arrangements. Use of spot purchasing for respite will be monitored.</p> <p>Additionally, as trends have continued towards supporting fewer people overall in 2016-17 it has been possible to reflect this cost reduction in a further small saving on demographic allocations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Adults    | 0                        | -450                     | 0                        | 0                        | -100                     | -550                     | -450                                | 0                                   | 0                                   | 0                                   | -450               | 100                           | Red   | Full delivery of respite block saving resulting from 2016/17 retendering, but demand pressures across OP locality budgets means that full delivery of this saving is not expected. | 0                                                    |  |
| A/R.6.201 | Staffing reductions in Commissioning Enhanced Services                               | Review of Commissioning across CFA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | C&YP      | 0                        | 0                        | 0                        | -107                     | 0                        | -107                     | 0                                   | 0                                   | -107                                | 0                                   | -107               | 0                             | Green | On-track. Saving to be delivered as part of the Commissioning restructure.                                                                                                         | 0                                                    |  |
| A/R.6.202 | Children's Change Programme: Changes to Management Structure in Children's Services  | The Children's Change Programme is reviewing and transforming the system of children's services across early help, safeguarding and protection teams. Phase 1 of the programme will realise savings from staffing by deleting duplication and simplifying processes. Specifically, we will integrate social work and early help services into a district-based delivery model, unifying services around familiar and common administrative boundaries so they can align with partners better; and reducing the number of team manager level posts required.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | C&YP      | 0                        | -619                     | 0                        | 0                        | 0                        | -619                     | -619                                | 0                                   | 0                                   | 0                                   | -619               | 0                             | Green | On-track - Plan in place to deliver. Awaiting response from DfE on Innovation Funding before confirming full achievement of savings.                                               | 0                                                    |  |
| A/R.6.203 | Amalgamating Family Support Services                                                 | Amalgamation of Specialist Family Support Service Family Support Workers in localities to produce better efficiency and subsequent a reduction of associated relief staff costs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | C&YP      | 0                        | -50                      | 0                        | 0                        | 0                        | -50                      | -50                                 | 0                                   | 0                                   | 0                                   | -50                | 0                             | Green | On-track - Plan in place.                                                                                                                                                          | 0                                                    |  |
| A/R.6.205 | Children's Social Care Support for young people with complex needs                   | Prevention of placement or family breakdowns by providing outreach support and the provision of a consistent wrap-around support for young people with complex needs to avoid the use of costly external residential provision that may not meet need.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | C&YP      | 497                      | 0                        | -135                     | -181                     | -243                     | -559                     | 0                                   | -51                                 | -192                                | -100                                | -343               | 216                           | Red   | Current forecasting shortfall in 2017/18 due to delayed start of The Hub but still forecasting ability to meet total savings over the next two years.                              | 0                                                    |  |

|           |                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |           | Planned £000             |                          |                          |                          |                          | Forecast £000            |                                     |                                     |                                     |                                     |                    |                               |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                  |
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| Reference | Title                                                                                    | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Committee | Investment<br>17-18 £000 | Original<br>Phasing - Q1 | Original<br>Phasing - Q2 | Original<br>Phasing - Q3 | Original<br>Phasing - Q4 | Original<br>Saving 17-18 | Current<br>Forecast<br>Phasing - Q1 | Current<br>Forecast<br>Phasing - Q2 | Current<br>Forecast<br>Phasing - Q3 | Current<br>Forecast<br>Phasing - Q4 | Forecast<br>Saving | Variance<br>from Plan<br>£000 | RAG   | Forecast Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Links with partner organisations |
| A/R.6.210 | Home to School Transport (Special)                                                       | <p>Most children and young people with statements of SEND and Education, Health and Care (EHC) plans do not require special transport arrangements. Wherever possible and appropriate, the child or young person with SEN should be treated in the same way as those without. e.g. in general they should walk to school, travel on a public bus or rail service or a contract bus service or be taken by their parents. They should develop independent travel skills which should be assessed at each Annual Review. The majority of children/young people of statutory school age (5-16) who have a Statement of Special Educational Need (SSEN) will attend their designated mainstream school. Only if, as detailed in their SSEN/EHC Plan, a child or young person has a special educational need or disability which ordinarily prevents them from either walking to and from school or accessing a bus or rail service or contract bus service, will they be eligible for free transport.</p> <p>With effect from 1 September 2015, the Council stopped providing free transport for young people with SEND over the age of 16, except those living in low income families. In addition to the £396k of savings in this business case, there are two separate invest to save proposals which are being funded by CFA underspend and ETE capital funding (Meadowgate footpath and Independent Travel Training) which relate to home to school transport (special). There is less likelihood of achieving savings from 2018-19 onwards as these are more reliant on a reduction in the number of children on EHC plans. The ability to make considerable savings from 2018-19 onwards is based on increased in-county education provision and reduction in EHC Plans due to more need being met within mainstream provision, both of which are needed to reduce the number of pupils requiring transport - even with demographic increase in population. We plan to achieve savings through a change to post-16 funding policy introducing contributions to all post-16 pupils. This is subject to Member approval.</p> | C&YP      | 0                        | -124                     | -123                     | -123                     | -123                     | -493                     | -104                                | -93                                 | -371                                | -253                                | -821               | -328                          | Green | On Track – we are anticipating that this savings target will be surpassed, with savings already made due to a successful tender round, demography savings and an ongoing scrutiny of contract services to ensure that Council delivers the most efficient and cost effective school transport services. This over-achievement offsets pressures due to under achievement in A/R.6.214 and A/R.6.222                                                                                                                                                                    | 0                                |
| A/R.6.213 | LAC Inflation Savings                                                                    | Award inflation at 0.7% rather than 1.7%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | C&YP      | 0                        | -31                      | -31                      | -31                      | -31                      | -124                     | -124                                | -23                                 | -23                                 | -22                                 | -192               | -68                           | Green | The forecast is based on the current fee uplifts agreed. If further fee uplift requests are received, and subsequently approved, the forecast surplus will decrease. Requests can be received throughout the year. This savings is likely to over deliver and mitigate under delivery in A/R. 6. 239                                                                                                                                                                                                                                                                   | 0                                |
| A/R.6.214 | Moving towards personal budgets in home to school transport (SEN)                        | The Personal Transport Budget (PTB) is a sum of money that is paid to a parent/carer of a child who is eligible for free school travel. The cost of a PTB would not be more than current transport arrangements. A PTB gives families the freedom to make their own decisions and arrangements about how their child will get to and from school each day. Monitoring and bureaucracy of PTBs is kept to a minimum with parents not being expected to provide evidence on how the money is spent. However, monitoring of children's attendance at school is done and PTBs are removed if attendance falls below an agreed level.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | C&YP      | 0                        | -58                      | -58                      | -58                      | -58                      | -232                     | 0                                   | 0                                   | 0                                   | 0                                   | 0                  | 232                           | Red   | Not on track to deliver savings this financial year. While some parents have taken up the option of a PTB, a focused, strictly time-limited review will be undertaken to determine whether a greater level of savings could be achieved in future years by making changes to the scheme and relaunching it. Additional savings, outlined in A/R.6.210 are on track to be achieved and will offset this pressure.                                                                                                                                                       | 0                                |
| A/R.6.215 | Adaptation and refurbishment of Council Properties to reduce the unit cost of placements | Two properties owned by Cambridgeshire County Council have become vacant, or are becoming vacant over the coming months. This presents an opportunity to increase the capacity for in-county accommodation the Council has for children who are looked after and to contribute to the savings arising from the unit cost of placements. Refurbishment of the properties will take place to make these buildings fit for purpose.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | C&YP      | 0                        | -141                     | -140                     | -141                     | -140                     | -562                     | 0                                   | -19                                 | -54                                 | -55                                 | -128               | 434                           | Red   | The original saving was predicated on a 12 month period for each of these placements. Due to issues with handing the properties over in a fit state the timescales for opening the homes slipped from April 17 to August 17. As a result of the lead times needed to progress the project, part of the saving will be pushed to 18/19 (a saving of -£92k is currently forecast to be delivered in 18/19). Not all the beds are occupied currently and the team continue to review placements in order to identify suitable young children to move into the properties. | 0                                |
| A/R.6.216 | Pathways to access contraception and sexual health services for priority groups          | To provide intermediate level training to 100 staff from targeted services in residential children's homes, drug and alcohol services, adult mental health services, the Youth Offending Service, the 18-25 team and Domestic Violence Adviser team. We will purchase 12 contraception boxes for offices of services attending training for use with clients.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | C&YP      | 0                        | -185                     | 0                        | 0                        | 0                        | -185                     | 0                                   | 0                                   | 0                                   | 0                                   | 0                  | 185                           | Red   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0                                |
| A/R.6.217 | Enhanced intervention service for children with disabilities                             | Establish an Enhanced Intervention Service in Cambridgeshire. The purpose of the team would be to reduce the number of children with disabilities placed in out of county residential homes, to enable children to safely live with their family and access education in their local area.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | C&YP      | 120                      | -29                      | -48                      | -48                      | -49                      | -174                     | -29                                 | -48                                 | -48                                 | -49                                 | -174               | 0                             | Green | On-track - Staff appointed, children identified and working within timeframes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 0                                |

|           |                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           | Planned £000             |                          |                          |                          |                          | Forecast £000            |                                     |                                     |                                     |                                     |                    |                               |       |                                                                                                                                                                                                                                                                                                              |                                  |  |
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|           |                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           | 4,073                    | -15,785                  | -5,775                   | -4,830                   | -6,974                   | -33,364                  | -11,380                             | -4,263                              | -5,958                              | -6,012                              | -27,613            | 5,751                         |       |                                                                                                                                                                                                                                                                                                              |                                  |  |
| Reference | Title                                                                                                                            | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Committee | Investment<br>17-18 £000 | Original<br>Phasing - Q1 | Original<br>Phasing - Q2 | Original<br>Phasing - Q3 | Original<br>Phasing - Q4 | Original<br>Saving 17-18 | Current<br>Forecast<br>Phasing - Q1 | Current<br>Forecast<br>Phasing - Q2 | Current<br>Forecast<br>Phasing - Q3 | Current<br>Forecast<br>Phasing - Q4 | Forecast<br>Saving | Variance<br>from Plan<br>£000 | RAG   | Forecast Commentary                                                                                                                                                                                                                                                                                          | Links with partner organisations |  |
| A/R.6.218 | SPACE Programme – helping mothers to prevent repeat removals                                                                     | The Space Programme works to engage with mothers who have had their baby permanently removed from their care, with the aim of reducing the likelihood of it happening again. The programme works with mothers and their partners where appropriate, to help them understand the range of issues they face and which may have contributed to their child becoming permanently removed in the first place. In partnership with other agencies, the programme works to promote positive relationships, self esteem and confidence and assertiveness, whilst encouraging access to universal and specialist services that can help mothers live healthier lives. The programme has been funded by CFA reserves from October 2015 to March 2017 and works on the assumption that the programme prevents six babies entering foster care in 2017-18 and 2018-19 as a result of the intervention work that’s taken place in 2015-16 and 2016-17. Outcome data for the programme is currently being prepared and reviewed and options to secure permanent funding to sustain this work are being explored. | C&YP      | 0                        | -111                     | 0                        | 0                        | 0                        | -111                     | 0                                   | 0                                   | 0                                   | 0                                   | 0                  | 111                           | Red   | Savings deemed as not achievable. Under review.                                                                                                                                                                                                                                                              | 0                                |  |
| A/R.6.219 | Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements | Change the referral criteria for systemic family meetings so they take place with families at an earlier stage - at the point just before beginning a child protection plan. This would enable us to work with a larger group of 390 children at Child Protection level, rather than 240 at court proceedings level.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | C&YP      | 148                      | -115                     | -115                     | -115                     | -116                     | -461                     | -115                                | -115                                | -115                                | -116                                | -461               | 0                             | Green | On-track - Q2 savings quantified against benchmark data.                                                                                                                                                                                                                                                     | 0                                |  |
| A/R.6.220 | Increase the number and capacity of in-house foster carers                                                                       | Reduce spending on foster placements from external carer agencies by increasing the capacity of the in-house service.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | C&YP      | 0                        | -48                      | -49                      | -49                      | -49                      | -195                     | -73                                 | -151                                | -22                                 | -16                                 | -262               | -67                           | Green | On-track and currently forecasting exceeding savings by £78k.                                                                                                                                                                                                                                                | 0                                |  |
| A/R.6.221 | Link workers within Adult Mental Health Services                                                                                 | Two Link Workers will embed a Think Family approach in adult mental health services and increase access to preventative and early help services to keep families together wherever possible.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | C&YP      | 84                       | 0                        | 0                        | 0                        | 0                        | 0                        | 0                                   | 0                                   | 0                                   | 0                                   | 0                  | 0                             | 0     | No savings planned for 17/18                                                                                                                                                                                                                                                                                 | 0                                |  |
| A/R.6.222 | Independent travel training for children with SEND                                                                               | Proposal to introduce Independent Travel Training (ITT) for young people with SEND to help them cope with the often more complex journeys required to access further education. Once trained and assessed to be safely able to travel independently, we will no longer have to provide home to school transport for these young people.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | C&YP      | 0                        | -24                      | -24                      | -24                      | -24                      | -96                      | 0                                   | 0                                   | 0                                   | 0                                   | 0                  | 96                            | Red   | Not on track to deliver savings this financial year. A small working group will be established to begin work in Autumn 2017 to develop an action and implementation plan to deliver savings in 2018/19. Additional savings, outlined in A/R.6.210 are on track to be achieved and will offset this pressure. | 0                                |  |
| A/R.6.225 | Alternative model of delivery for school catering and cleaning [EI]                                                              | A new way of providing school catering and cleaning as either a joint venture or a partnership with another provider is at an advanced stage. A minimum of £50K has been set as a project priority.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | C&YP      | 0                        | -13                      | -13                      | -12                      | -12                      | -50                      | 0                                   | 0                                   | 0                                   | 0                                   | 0                  | 50                            | Red   | Management changes for the service have been implemented from 1 July - a recovery plan is being undertaken with support from theTransformation Team.                                                                                                                                                         | 0                                |  |
| A/R.6.227 | Strategic review of the LA's ongoing statutory role in learning                                                                  | A programme to transform the role of the local authority in education in response to national developments such as the 2016 Education White Paper, and the local context, (e.g. the increasing number of academies and the educational performance of schools) has been started. This has four strands - the LA's core duties, traded services, local authority-initiated Multi-academy Trusts and the recruitment and retention of school staff. Early work has identified savings from reducing core funding by discharging the Education Advisor function with two f.t.e. staff, one funded centrally and one traded; Mathematics, English and Improvement advisers to be fully traded from 2017-18; Primary advisers to be part traded from 2017-18 and fully traded from 2018-19; Senior Advisers to be part traded; and a reduction in the intervention budget, supporting only maintained schools where we have a statutory responsibility to do so. The Education Advisers will generate a £10k surplus in 2018-19.                                                                        | C&YP      | 0                        | -67                      | -68                      | -67                      | -68                      | -270                     | -180                                | -25                                 | -35                                 | -30                                 | -270               | 0                             | Green | These savings have been met in full through grant funding and reduction in intervention budget                                                                                                                                                                                                               | 0                                |  |
| A/R.6.230 | Reduction in Heads of Service                                                                                                    | Reduce the number of Heads of Service in the Learning directorate from six to five in line with the reduction in staffing and changing role of the Directorate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | C&YP      | 0                        | -80                      | 0                        | 0                        | 0                        | -80                      | -60                                 | 0                                   | 0                                   | 0                                   | -60                | 20                            | Green | On-track - Head of Service for CID appointed as interim, permanent role still planned for deletion.                                                                                                                                                                                                          | 0                                |  |
| A/R.6.234 | Home to School Transport (Mainstream)                                                                                            | The 2017-18 saving is made up of the summer term changes to post 16 and spare seats charging policy, implemented in 2016-17. As a result of a decision taken by SMT, all services are now required to absorb the impact of the general growth in population and no demography funding will be allocated for this purpose. This represents £598k for this budget. Full year savings of £438k from route retendering (which normally would be offered as savings) will instead be diverted to meet this pressure, with the remainder secured through a programme of route reviews.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | C&YP      | 0                        | -70                      | 0                        | 0                        | -24                      | -94                      | -70                                 | 0                                   | 0                                   | -24                                 | -94                | 0                             | Green | On-track                                                                                                                                                                                                                                                                                                     | 0                                |  |
| A/R.6.236 | Business Support                                                                                                                 | Development and implementation of course booking and customer feedback systems and new ways of working will enable us to reduce our business support capacity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | C&YP      | 0                        | -51                      | 0                        | 0                        | 0                        | -51                      | -51                                 | 0                                   | 0                                   | 0                                   | -51                | 0                             | Green | Saving achieved                                                                                                                                                                                                                                                                                              | 0                                |  |
| A/R.6.238 | Virtual Beds                                                                                                                     | Tender for 16 Block Distributed Purchasing (Flexi Beds).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | C&YP      | 0                        | 0                        | -23                      | -83                      | -99                      | -205                     | 0                                   | 0                                   | 0                                   | 0                                   | 0                  | 205                           | Red   | Decision taken not to take this proposal forward. Alternative proposals are being progressed.                                                                                                                                                                                                                | 0                                |  |

| Planned £000 |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |           |                          |                          |                          |                          |                          |                          | Forecast £000                       |                                     |                                     |                                     |                    |                               |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                  |
|--------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------|-------------------------------|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
|              |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |           | 4,073                    | -15,785                  | -5,775                   | -4,830                   | -6,974                   | -33,364                  | -11,380                             | -4,263                              | -5,958                              | -6,012                              | -27,613            | 5,751                         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                  |
| Reference    | Title                                                       | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Committee | Investment<br>17-18 £000 | Original<br>Phasing - Q1 | Original<br>Phasing - Q2 | Original<br>Phasing - Q3 | Original<br>Phasing - Q4 | Original<br>Saving 17-18 | Current<br>Forecast<br>Phasing - Q1 | Current<br>Forecast<br>Phasing - Q2 | Current<br>Forecast<br>Phasing - Q3 | Current<br>Forecast<br>Phasing - Q4 | Forecast<br>Saving | Variance<br>from Plan<br>£000 | RAG   | Forecast Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Links with partner organisations |
| A/R.6.239    | Review of top 50 placements                                 | Monthly review by panel of the top 50 most expensive external placements, with the objective of reducing placement costs wherever possible.                                                                                                                                                                                                                                                                                                                                                                                                                                                          | C&YP      | 0                        | -81                      | -81                      | -81                      | -81                      | -324                     | 0                                   | -24                                 | -45                                 | -128                                | -197               | 127                           | Red   | <p>The forecast saving is based on a review of the high cost placements that has been undertaken to date. 'Top 50' meetings are taking place to ensure regular review of high cost placements in order to secure further savings. There are also Purchased Placement review meetings being established that will be held by Placements Officers and Group Managers to review high cost placements that are made in an emergency and ensuring these are adequately reviewed. The forecast will be updated monthly following the outcome of these meetings. This is likely to generate further savings.</p> <p>It should also be noted that where a placement price is reduced, the saving is quantified over a 12 month period. Therefore any changes midway through the financial year will result in an element of the saving being pushed back into 18/19. Of the placements currently identified to deliver savings during 17/18 (-£197k), a further -£286k is forecast to be delivered in 18/19 from these placements.</p> | 0                                |
| A/R.6.240    | Negotiating placement fees                                  | Negotiate the costs of external placements for Looked After Children.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | C&YP      | 0                        | -17                      | -18                      | -17                      | -18                      | -70                      | -9                                  | -8                                  | -7                                  | -8                                  | -32                | 38                            | Red   | Savings are negotiated on an adhoc basis either at point of placement (for placement moves) or by reducing high cost packages. The team will continue to negotiate with providers where possible.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0                                |
| A/R.6.241    | Foster carers to provide supported lodgings                 | Delivery of 10 new supported lodging placements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | C&YP      | 0                        | 0                        | -22                      | -65                      | -65                      | -152                     | 0                                   | 0                                   | -9                                  | -7                                  | -16                | 136                           | Red   | Shortfall of savings projected based on availability of supported lodgings carers.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0                                |
| A/R.6.242    | Reducing fees for Independent Fostering Agency placements   | Reduce fees for Independent Fostering Agency (IFA) placements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | C&YP      | 0                        | -30                      | -30                      | -3                       | -3                       | -66                      | -17                                 | -12                                 | 0                                   | 0                                   | -29                | 37                            | Red   | Meetings continue to be arranged with providers, contracts and placements to support negotiations in order to try and secure further savings in this area.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 0                                |
| A/R.6.243    | Children's Change Programme: Hawthorns, FGC, PIP & Misc     | Restructure of Children’s Services through the Children’s Change Programme, to be reinvested to support the revised structure (see proposal A/R.5.004).                                                                                                                                                                                                                                                                                                                                                                                                                                              | C&YP      | 1,595                    | -1,595                   | 0                        | 0                        | 0                        | -1,595                   | -1,595                              | 0                                   | 0                                   | 0                                   | -1,595             | 0                             | Green | Saving Achieved                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 0                                |
| A/R.6.244    | Total Transport                                             | This is an updated proposal, in light of the data and experience gained through Phase 1 of the Total Transport pilot, which was implemented in the East Cambridgeshire area at the start of September 2016. By investing in staff and by extending the use of smartcard technology, the Council will be able to deliver more efficient mainstream school transport services, matching capacity more closely with demand. The intention is to secure financial savings whilst ensuring that all eligible pupils continue to receive free transport with reasonable but efficient travel arrangements. | C&YP      | 132                      | -180                     | 0                        | -290                     | -370                     | -840                     | 0                                   | -134                                | -336                                | -370                                | -840               | 0                             | Green | On Track                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0                                |
| A/R.6.245    | Cambridgeshire Race, Equality and Diversity Service (CREDS) | The de-delegation received by the Cambridgeshire Race, Equality and Diversity Service (CREDS) from maintained primary schools in 2017-18 will reduce as a consequence of the large number of recent and forthcoming academy conversions. This reduction in funding will require a restructure of the service, including staffing reductions.                                                                                                                                                                                                                                                         | C&YP      | 0                        | -125                     | 0                        | 0                        | 0                        | -125                     | -125                                | 0                                   | 0                                   | 0                                   | -125               | 0                             | Green | On-track                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0                                |
| A/R.7.101    | Early Years subscription package                            | Proposal to develop Early Years subscription package for trading with settings.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | C&YP      | 0                        | 0                        | 0                        | -28                      | 0                        | -28                      | 0                                   | 0                                   | -28                                 | 0                                   | -28                | 0                             | Green | On-track                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0                                |
| A/R.7.103    | Education ICT Service                                       | Increase in trading surplus through expanding out-of-county provision.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | C&YP      | 0                        | -25                      | -25                      | -25                      | -25                      | -100                     | -25                                 | -25                                 | -25                                 | -25                                 | -100               | 0                             | Green | On-track                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0                                |
| A/R.7.104    | Cambridgeshire Outdoors                                     | Increase in trading surplus through cost reduction and external marketing.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | C&YP      | 0                        | -12                      | -13                      | -13                      | -12                      | -50                      | -8                                  | -8                                  | -8                                  | -9                                  | -33                | 17                            | Amber | A plan has been developed across the three centres to achieve this target. Key actions include the development and marketing of new offers, including weekend and school holiday bookings, and a relative reduction in management costs. This plan is resulting in increased income, however it is unlikely that the full target will be reached.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0                                |
| A/R.7.105    | Admissions Service                                          | Increase in trading surplus through an increased use of automated systems.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | C&YP      | 0                        | -3                       | -3                       | -3                       | -1                       | -10                      | -3                                  | -3                                  | -3                                  | -1                                  | -10                | 0                             | Green | On-track                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0                                |
| A/R.7.106    | Reduction in income de-delegated from Schools to CREDS      | The de-delegation received by the Cambridgeshire Race, Equality and Diversity Service (CREDS) from maintained primary schools in 2017-18 will reduce as a consequence of the large number of recent and forthcoming academy conversions. This reduction in funding will require a restructure of the service, including staffing reductions.                                                                                                                                                                                                                                                         | C&YP      | 0                        | 30                       | 30                       | 30                       | 35                       | 125                      | 30                                  | 30                                  | 30                                  | 35                                  | 125                | 0                             | Green | On-track                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0                                |
| B/R.6.001    | Senior management review in ETE                             | A review of senior management in ETE to reduce cost and simplify structures, as well as sharing services with partners.                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | E&E, H&CI | 0                        | -250                     | 0                        | 0                        | 0                        | -250                     | 0                                   | 0                                   | 0                                   | -63                                 | -63                | 187                           | Red   | Given timescales this will now only be a part year saving, but other efficiencies may make up the difference.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | N                                |
| B/R.6.002    | Centralise business support posts across ETE                | Costs will be reduced by centralising business support for the whole of ETE.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | E&E, H&CI | 0                        | 0                        | 0                        | -20                      | 0                        | -20                      | 0                                   | 0                                   | 0                                   | -5                                  | -5                 | 15                            | Red   | This will follow on from the senior management review so not yet started                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | N                                |

|           |                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                              |      |    |      |      |      |      |      |        |      |      |      |      |        |    |       |                                                                                                                                                                                                                                                                                                                                                  |   |
|-----------|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----|------|------|------|------|------|--------|------|------|------|------|--------|----|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| B/R.6.101 | Improve efficiency through shared county planning, minerals and waste service with partners                  | Reduced costs to the Council by sharing our services for minerals and waste planning applications with other Councils.                                                                                                                                                                                                                                                                                       | E&E  |    | 0    | -25  | 0    | 0    | 0    | -25    | 0    | 0    | 0    | 0    | 0      | 25 | Red   | These savings were originally to be made by sharing services with the District Councils. The focus of sharing services is now with Peterborough City Council and work is underway to develop options. This saving will therefore be made later than originally anticipated and there is only likely at best to be a part year saving in 2017/18. | N |
| B/R.6.102 | Improve efficiency through shared growth and development service with partners                               | Reduced costs to the Council by sharing our services with other councils to process major planning applications and negotiate financial contributions from developers that can be used to pay for essential infrastructure such as schools and roads.                                                                                                                                                        | E&E  |    | 0    | -25  | 0    | 0    | 0    | -25    | 0    | 0    | 0    | 0    | 0      | 25 | Red   |                                                                                                                                                                                                                                                                                                                                                  | N |
| B/R.6.103 | Reduction in Concessionary fare payments                                                                     | To remove £300k from the Concessionary Fare budget for 2017-18 following actual underspend of £300k for 2015-16 and projected underspend of £300k for 2016-17                                                                                                                                                                                                                                                | E&E  |    | 0    | -75  | -75  | -75  | -75  | -300   | -75  | -75  | -75  | -75  | -300   | 0  | Green | Budget reduced to match reduction in demand                                                                                                                                                                                                                                                                                                      | N |
| B/R.6.202 | Upgrade streetlights to LEDs                                                                                 | This will involve upgrading street light bulbs with LEDs where this offers good value for money, such as the energy savings are greater than the cost of conversion. This links to capital proposal B/C.3.109. This is the full year effect of a saving made in 2016-17.                                                                                                                                     | H&CI |    | 0    | 0    | -14  | 0    | 0    | -14    | 0    | 0    | 0    | -14  | -14    | 0  | Green | LED project plan for accrued street lights has been agreed with Balfour Beatty and Connect Roads. Work will take place in Q3.                                                                                                                                                                                                                    | N |
| B/R.6.203 | Rationalise business support in highways depots to a shared service                                          | Move to shared service business support across the highway depots.                                                                                                                                                                                                                                                                                                                                           | H&CI |    | 0    | -25  | 0    | 0    | 0    | -25    | -25  | 0    | 0    | 0    | -25    | 0  | Green | Vacant post has been deleted from the establishment.                                                                                                                                                                                                                                                                                             | N |
| B/R.6.205 | Replace rising bollards with cameras                                                                         | The rising bollards in Cambridge are old and becoming increasingly expensive to maintain. This will save the annual maintenance cost of the bollards.                                                                                                                                                                                                                                                        | H&CI |    | 0    | -25  | 0    | 0    | 0    | -25    | -25  | 0    | 0    | 0    | -25    | 0  | Green | Three sites went live in 16/17 (Emmanuel Rd, Bridge St & Regent St). Station Road is due to go live imminently and there is the potential for two further sites in 2017/18 (Silver St, Worts Causeway), both of which are being investigated further.                                                                                            | N |
| B/R.6.207 | Highways Services Transformation                                                                             | The Council is replacing its existing contract for highway works such as road maintenance and pot hole filling. This will allow us to achieve greater value for money and reduce costs significantly while improving service quality.                                                                                                                                                                        | H&CI |    | 0    | 0    | -267 | -267 | -266 | -800   | 0    | -267 | -267 | -266 | -800   | 0  | Green | The new highway contract has been procured, with Skanska the successful bidder. The contract started on 1 July and the year one saving (nine months) of £800k has been captured through the price of the tender.                                                                                                                                 | N |
| B/R.6.209 | Reduce library management and systems support and stock (book) fund                                          | One year reduction of £325k in spending on new library stock, together with further savings in deliveries and some IT systems support. Any further reduction in support would impact the ability of communities to take on their libraries and there is reputational risk in reducing the book fund.                                                                                                         | H&CI |    | 0    | -340 | 0    | 0    | 0    | -340   | -340 | 0    | 0    | 0    | -340   | 0  | Green | The saving has been made                                                                                                                                                                                                                                                                                                                         | 0 |
| B/R.6.211 | Road Safety projects & campaigns - savings required due to change in Public Health Grant                     | This is a removal of a one off Public Health grant. This has funded specific work and campaigns which have now ended and so the money is no longer required.                                                                                                                                                                                                                                                 | H&CI |    | 0    | -84  | 0    | 0    | 0    | -84    | -84  | 0    | 0    | 0    | -84    | 0  | Green | This funding has been removed and therefore this saving achieved. The Road Safety team is utilising opportunities through the PCC To continue certain activities.                                                                                                                                                                                | N |
| B/R.6.213 | Move to full cost recovery for non-statutory highway works                                                   | Communities and Parish/Town Councils can pay for additional highway works such as traffic calming and yellow lines that are extra to the Council's normal work. The Council delivers these works but has not in the past recovered the full cost of delivery of schemes and officer time in preparing them will be charged.                                                                                  | H&CI | 50 | -100 | 0    | 0    | 0    | 0    | -100   | 0    | 0    | -50  | -50  | -100   | 0  | Green | The £100k saving this year has been achieved by top slicing the budget. Therefore achievement of savings is not dependent on performance of the new scheme this financial year.                                                                                                                                                                  | N |
| B/R.6.214 | Street Lighting Synergies                                                                                    | Cambridgeshire County Council can make an £8m joint saving with Northamptonshire if both parties enter the same Street Lighting PFI contract. In order for this to happen, CCC will have to pay a Break Cost estimated to be £800k. This cost can be paid upfront or over time. It is proposed that CCC pays the Break Cost upfront.                                                                         | H&CI |    | 0    | -32  | -32  | -32  | -33  | -129   | -32  | -32  | -32  | -33  | -129   | 0  | Green | "£800k investment in 16-17<br>The streetlighting synergies were signed in March 2017, but the full realisation of the saving will not be achieved until year end, with the savings made throughout the year"                                                                                                                                     | N |
| B/R.6.215 | Contract savings for the maintenance of Vehicle Activated signs (VAS) and traffic signal junctions/crossings | A new 5 year contract is now in place to provide maintenance for traffic signalled junctions, crossings and vehicle speed activated signs (VAS). The proposed saving is realised from sharing fixed contract overhead costs with neighbouring authorities and the reallocation of risk. Funding will no longer be available to replace VAS signs if they cannot be repaired unless they are safety critical. | H&CI |    | 0    | -17  | -17  | -18  | -18  | -70    | -17  | -17  | -18  | -18  | -70    | 0  | Green | The new contract will be paid for on a monthly basis and therefore the total saving will be achieved at year end                                                                                                                                                                                                                                 | N |
| B/R.6.302 | Renegotiation of the Waste PFI contract.                                                                     | The Council has a contract with Amey to process and recycle the waste collected across Cambridgeshire. Through negotiation, the Council is seeking to reduce the cost of this contract.                                                                                                                                                                                                                      | GPC  |    | 0    | -920 | 0    | 0    | -80  | -1,000 | -100 | -100 | -200 | -600 | -1,000 | 0  | Green | Savings of approximately £500,000 have been identified that will be delivered in this financial year. It is anticipated that further savings will come on stream in year that will contribute to achieving the overall £1m annual target.                                                                                                        | 0 |

| Planned £000 |         |        |        |        |         | Forecast £000 |        |        |        |         |       |
|--------------|---------|--------|--------|--------|---------|---------------|--------|--------|--------|---------|-------|
| 4,073        | -15,785 | -5,775 | -4,830 | -6,974 | -33,364 | -11,380       | -4,263 | -5,958 | -6,012 | -27,613 | 5,751 |

| Reference | Title                                                                              | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Committee | Investment<br>17-18 £000 | Original<br>Phasing - Q1 | Original<br>Phasing - Q2 | Original<br>Phasing - Q3 | Original<br>Phasing - Q4 | Original<br>Saving 17-18 | Current<br>Forecast<br>Phasing - Q1 | Current<br>Forecast<br>Phasing - Q2 | Current<br>Forecast<br>Phasing - Q3 | Current<br>Forecast<br>Phasing - Q4 | Forecast<br>Saving | Variance<br>from Plan<br>£000 | RAG   | Forecast Commentary                                                                                                                                                                                       | Links with partner organisations |
|-----------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------|-------------------------------|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| B/R.7.100 | Increase income from digital archive services                                      | The Council currently charges for digital versions of documents from our archive. As more documents are being digitised each year, the Council expects income to increase.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | H&CI      | 0                        | -5                       | 0                        | -15                      | 0                        | -20                      | 0                                   | -7                                  | -15                                 | 0                                   | -22                | -2                            | Green | On track                                                                                                                                                                                                  | 0                                |
| B/R.7.109 | Introduce a charge for commercial events using the highway                         | Large commercial events that require closures of roads such as cycling and running races currently cost the council money to administer. In future, the cost of the Council's work will be recovered. This will not impact on small community events.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | H&CI      | 0                        | -2                       | -3                       | -3                       | -2                       | -10                      | -2                                  | -3                                  | -3                                  | -2                                  | -10                | 0                             | Green | On track                                                                                                                                                                                                  | N                                |
| B/R.7.110 | Increase highways charges to cover costs                                           | This relates to a wide range of charges levied for use of the highway such as skip licences for example. All charges have been reviewed across ETE. Further targeted review and monitoring of charges will continue to ensure they remain relevant.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | H&CI      | 0                        | -1                       | -1                       | -1                       | -2                       | -5                       | -1                                  | -1                                  | -1                                  | -2                                  | -5                 | 0                             | Green | Fees & Charges increased inline with inflation for statutory services, whilst discretionary functions have been reveiwed and increased accordingly.                                                       | N                                |
| B/R.7.111 | Introduce a highways permitting system                                             | This proposal will allow the Council to better control works on our roads being carried out by utility and other commercial companies through the use of permits. This will mean better coordination of road works, reduced delays and the ability to fine companies when they do not work efficiently on our roads.                                                                                                                                                                                                                                                                                                                                                                                                                                                       | H&CI      | 0                        | -100                     | -40                      | 0                        | 0                        | -140                     | -100                                | -40                                 | 0                                   | 0                                   | -140               | 0                             | Green | Permitting scheme implemented Oct 16. Already seeing overachievement in the first six months. Although likely to plateau and drop off slightly as the scheme beds in, the income target will be achieved. | N                                |
| E/R.6.003 | CCS contract for integrated contraception and sexual health services               | Continued move to a more demand led model which means that although there will be a small reduction in clinic sessions the service will be even more targeted where there is most need. Specific proposals that reflect this approach are being discussed with Cambridgeshire Community Services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Health    | 0                        | -50                      | 0                        | 0                        | 0                        | -50                      | -50                                 | 0                                   | 0                                   | 0                                   | -50                | 0                             | Green | On track                                                                                                                                                                                                  | 0                                |
| E/R.6.006 | Review exercise referral schemes                                                   | As part of the Public Health drive to promote and increase physical activity to benefit everyone across the County the service is discontinuing investment in the current district based exercise referral schemes by £48k (recurrent). There is inequity in the current investment in exercise referral schemes as only two areas are funded. However the Health Committee approved at its November 2016 meeting a countywide physical activity programme which includes all the Districts.<br><br>An additional £23k saving (recurrent) results from the end of a workplace physical activity pilot at County Council premises Scott House, from which the learning is now mainstreamed, and from ceasing other currently unallocated physical activity project budgets. | Health    | 0                        | -71                      | 0                        | 0                        | 0                        | -71                      | -71                                 | 0                                   | 0                                   | 0                                   | -71                | 0                             | Green |                                                                                                                                                                                                           | 0 0                              |
| E/R.6.012 | Public health services contract for children and young people aged 0-19            | Reducing the cost of the contract for age 0-19 public health services with Cambridgeshire Community Services, while investing in public health school nursing services for Special Schools. Review of skill mix and ways of working in 0-5 public health services, including health visiting and family nurse partnership, which should enable saving of £150k. Existing staff will be working in a more integrated way with other Council services, such as Children's Centres and Together for Families Programme. Invest £60k to provide a public health school nursing service for Special Schools.                                                                                                                                                                    | Health    | 0                        | -90                      | 0                        | 0                        | 0                        | -90                      | -23                                 | -22                                 | -23                                 | -22                                 | -90                | 0                             | Green | On track                                                                                                                                                                                                  | 0                                |
| E/R.6.019 | Public Health Programmes Team: proposed transfer to integrated lifestyles provider | It is proposed to transfer the CAMQUIT team to the current external Integrated Lifestyles Provider, subject to a Voluntary Transparency notice. Staff involved in microcommissioning of smoking cessation services in GP practices and pharmacies will not be transferred and will be in scope for the joint public health commissioning unit.                                                                                                                                                                                                                                                                                                                                                                                                                             | Health    | 0                        | -13                      | -12                      | -13                      | -12                      | -50                      | -13                                 | -12                                 | -13                                 | -12                                 | -50                | 0                             | Green | On track                                                                                                                                                                                                  | 0                                |
| E/R.6.021 | Public health commissioning - explore joint work with other organisations          | Create a joint Public Health commissioning unit with Peterborough City Council in order to drive best value across both areas, building on the existing Children's Health Joint Commissioning Unit and existing joint work across the two Councils by the public health specialist team.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Health    | 0                        | -14                      | -14                      | -14                      | -15                      | -57                      | -14                                 | -14                                 | -14                                 | -15                                 | -57                | 0                             | Green | On track                                                                                                                                                                                                  | 0                                |
| E/R.6.025 | Smoking Cessation : Reduced spend on NRT and GP Payments                           | After review of smoking cessation spend on nicotine replacement therapy (NRT) and payments to GP practices and pharmacies in the first two quarters of 2016-17, it has been established that this level of saving can be withdrawn while meeting the current level of demand for the smoking cessation service.                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Health    | 0                        | -28                      | -27                      | -28                      | -27                      | -110                     | -28                                 | -27                                 | -28                                 | -27                                 | -110               | 0                             | Green | On track                                                                                                                                                                                                  | 0                                |
| E/R.6.026 | Chlamydia Screening : Online Testing and reduction in lab costs                    | Demand for the online chlamydia screening service has declined. This is partially due to adopting a more targeted screening model. This also results in a lower spend on laboratory tests.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Health    | 0                        | -13                      | -12                      | -13                      | -12                      | -50                      | -13                                 | -12                                 | -13                                 | -12                                 | -50                | 0                             | Green |                                                                                                                                                                                                           | 0 0                              |

|           |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           | Planned £000             |                          |                          |                          |                          | Forecast £000            |                                     |                                     |                                     |                                     |                    |                               |       |                                                                                                                                                                                                                                                                                                                                                                                                         |                                  |  |
|-----------|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------|-------------------------------|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--|
|           |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           | 4,073                    | -15,785                  | -5,775                   | -4,830                   | -6,974                   | -33,364                  | -11,380                             | -4,263                              | -5,958                              | -6,012                              | -27,613            | 5,751                         |       |                                                                                                                                                                                                                                                                                                                                                                                                         |                                  |  |
| Reference | Title                                                                         | Description                                                                                                                                                                                                                                                                                                                                                                                                                                            | Committee | Investment<br>17-18 £000 | Original<br>Phasing - Q1 | Original<br>Phasing - Q2 | Original<br>Phasing - Q3 | Original<br>Phasing - Q4 | Original<br>Saving 17-18 | Current<br>Forecast<br>Phasing - Q1 | Current<br>Forecast<br>Phasing - Q2 | Current<br>Forecast<br>Phasing - Q3 | Current<br>Forecast<br>Phasing - Q4 | Forecast<br>Saving | Variance<br>from Plan<br>£000 | RAG   | Forecast Commentary                                                                                                                                                                                                                                                                                                                                                                                     | Links with partner organisations |  |
| E/R.6.028 | Food for Life : Jointly commission across Cambridgeshire and Peterborough     | The Food for Life programme aims to promote a healthier eating lifestyle and reduce childhood obesity. Currently the Council and Peterborough City Council separately commission this programme. The proposal is to reduce costs by recommissioning jointly with Peterborough City Council the programme which will promote healthy eating and physical activity while targeting areas that are more deprived with higher levels of childhood obesity. | Health    | 0                        | -25                      | 0                        | 0                        | 0                        | -25                      | -25                                 | 0                                   | 0                                   | 0                                   | -25                | 0                             | Green |                                                                                                                                                                                                                                                                                                                                                                                                         | 0 0                              |  |
| E/R.6.029 | Traveller Health Team : Changed ways of working                               | Reduce value of contract with Ormiston Trust so that it reflects current level of community worker input, while funding additional input from Traveller Health specialist nurse.                                                                                                                                                                                                                                                                       | Health    | 0                        | -5                       | 0                        | 0                        | 0                        | -5                       | -5                                  | 0                                   | 0                                   | 0                                   | -5                 | 0                             | Green | On track                                                                                                                                                                                                                                                                                                                                                                                                | 0                                |  |
| E/R.6.031 | Contribution to CCC 0-5 voluntary sector contract no longer required          | The Council's three year contract with Homestart ceased in September 2016 as part of a wider refocussing of preventive services for children aged 0-5. Public Health made a contribution to the overall budget for this contract, which is no longer required.                                                                                                                                                                                         | Health    | 0                        | -98                      | 0                        | 0                        | 0                        | -98                      | -98                                 | 0                                   | 0                                   | 0                                   | -98                | 0                             | Green |                                                                                                                                                                                                                                                                                                                                                                                                         | 0 0                              |  |
| E/R.7.102 | Reduction in income                                                           | Reductions in income from Cambridgeshire and Peterborough Clinical Commissioning Group for management of joint Health Intelligence Unit. A reduction in Public Health Consultant sessions of medical student teaching.                                                                                                                                                                                                                                 | Health    | 0                        | 56                       | 0                        | 0                        | 0                        | 56                       | 56                                  | 0                                   | 0                                   | 0                                   | 56                 | 0                             | Green | On track                                                                                                                                                                                                                                                                                                                                                                                                | 0                                |  |
| F/R.6.107 | Rationalisation of Property Portfolio                                         | Savings generated by the more efficient use of Council properties.                                                                                                                                                                                                                                                                                                                                                                                     | A&I       | 0                        | -38                      | -38                      | -38                      | -40                      | -154                     | -14                                 | -14                                 | -14                                 | -39                                 | -81                | 73                            | Red   | Savings based on 2 properties Meadows and Benedict Court. Benedict Court was vacated in 16/17. Will not make full year saving for the Meadows as lease was renewed to accommodate staff who were planned to move elsewhere. The lease has a break clause but is likely to be required for and additional 6-9 months. However new lease is at reduced rate from £57k to £41k so some saving is achieved. | N                                |  |
| F/R.6.108 | Energy Efficiency Fund - Repayment of Financing Costs                         | Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal F/C.2.119                                                                                                                                                                                                                                                                                                          | A&I       | 0                        | -3                       | -5                       | -6                       | -6                       | -20                      | -3                                  | -5                                  | -6                                  | -6                                  | -20                | 0                             | Green | On track                                                                                                                                                                                                                                                                                                                                                                                                | N                                |  |
| F/R.7.103 | County Farms Investment (Viability) - Surplus to Repayment of Financing Costs | Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.                                                                                                                                                                                                                                                                                                                                 | A&I       | 0                        | -4                       | -4                       | -4                       | -3                       | -15                      | -4                                  | -4                                  | -4                                  | -3                                  | -15                | 0                             | Green | Additional income expected to be achieved                                                                                                                                                                                                                                                                                                                                                               | N                                |  |
| F/R.7.104 | County Farms Investment (Viability) - Repayment of Financing Costs            | Increase in County Farms rental income resulting from capital investment. Links to capital proposal F/C.2.101.                                                                                                                                                                                                                                                                                                                                         | A&I       | 0                        | -15                      | -15                      | -15                      | -15                      | -60                      | -15                                 | -15                                 | -15                                 | -15                                 | -60                | 0                             | Green | Additional income expected to be achieved                                                                                                                                                                                                                                                                                                                                                               | N                                |  |
| F/R.7.105 | Renewable Energy Soham - Repayment of Financing Costs                         | 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.                                                                                                                                                                                                                                                                                       | A&I       | 0                        | -160                     | -240                     | -240                     | -236                     | -876                     | -160                                | -240                                | -240                                | -236                                | -876               | 0                             | Green | On track                                                                                                                                                                                                                                                                                                                                                                                                | N                                |  |
| F/R.7.106 | Renewable Energy Soham - Surplus to Repayment of Financing Costs              | Income generation resulting from capital investment in solar farm at Soham. Element to surplus to repaying financing costs.                                                                                                                                                                                                                                                                                                                            | A&I       | 0                        | -33                      | -50                      | -50                      | -50                      | -183                     | -33                                 | -50                                 | -50                                 | -50                                 | -183               | 0                             | Green | On track                                                                                                                                                                                                                                                                                                                                                                                                | N                                |  |
| F/R.7.109 | Telecommunications hosting policy                                             | Review the Council's mobile telecommunications equipment policy. This will include exploring opportunities to generate revenue income from hosting telecommunications equipment on Council land and property assets and actively promoting better mobile coverage across the county.                                                                                                                                                                   | A&I       | 0                        | 0                        | 0                        | -20                      | -20                      | -40                      | 0                                   | 0                                   | -20                                 | -20                                 | -40                | 0                             | Green | Costs lower than forecast. Following adoption of new policy, telecoms consultants will be appointed to identify sites and negotiate with operators with agreements anticipated later in the year.                                                                                                                                                                                                       | N                                |  |
| F/R.7.120 | Income from Rationalisation of Property Portfolio                             | Income generation from alternative use of major office building(s) to provide ongoing revenue streams.                                                                                                                                                                                                                                                                                                                                                 | A&I       | 0                        | -98                      | -98                      | -98                      | -99                      | -393                     | -98                                 | -98                                 | -98                                 | -99                                 | -393               | 0                             | Green | Full year effect for Castle Court income                                                                                                                                                                                                                                                                                                                                                                | N                                |  |
| G/R.7.002 | Invest to Save Housing Schemes - Income Generation                            | Generation of long-term income stream associated with the development of new 'affordable' housing and open market rent housing on Council owned land.                                                                                                                                                                                                                                                                                                  | GPC       | 0                        | 0                        | 0                        | 0                        | -2,700                   | -2,700                   | 0                                   | 0                                   | 0                                   | -1,950                              | -1,950             | 750                           | Red   | Loan arrangements to CHIC have begun which will be a key source of the receivable income for the Council. C&I Committee briefed on the possibility of a "portfolio sale" which will bring forward income possibility for CCC to mitigate this                                                                                                                                                           | 0                                |  |
| C/R.6.101 | Commercial approach to contract management                                    | Ensuring the Council pursues all commercial opportunities, with a focus on contract management through improved commissioning and procurement.                                                                                                                                                                                                                                                                                                         | GPC       | 0                        | 0                        | 0                        | -250                     | -250                     | -500                     | 0                                   | 0                                   | 0                                   | -30                                 | -30                | 470                           | Red   | Potential opportunities from insurance re-tender progressing, with premises costs to follow. Savings from contract management within services, however this full corporately held target will not be delivered this year due to timing (partially recognised as pressure in business plan)                                                                                                              | 0                                |  |
| C/R.6.102 | Organisational Structure Review                                               | Ensuring that the Council's structures are as efficient and effective as possible, to meet the needs of our communities. This is part of an ongoing programme of organisational redesign.                                                                                                                                                                                                                                                              | GPC       | 0                        | -333                     | -333                     | -333                     | -313                     | -1,312                   | -386                                | -300                                | -200                                | -100                                | -986               | 326                           | Red   | Savings identified via: restructuring following spans of control work, and deletion of longer standing vacant posts. Services have been tasked with delivering the remaining shortfall in this area by year-end via holding further posts vacant where possible and sensible for financial reasons.                                                                                                     | 0                                |  |
| C/R.6.103 | Courier Contract                                                              | A more efficient Council-wide postage service, has generated savings against courier costs.                                                                                                                                                                                                                                                                                                                                                            | GPC       | 0                        | -35                      | 0                        | 0                        | 0                        | -35                      | -35                                 | 0                                   | 0                                   | 0                                   | -35                | 0                             | Green | Existing contract terminated. New arrangements now in place                                                                                                                                                                                                                                                                                                                                             | N                                |  |
| C/R.6.104 | Citizen First, Digital First - Repayment of financing costs                   | Investment in a range of technology solutions that will enable us to ensure that our digital presence is engaging and easy to use, to integrate our various existing IT systems, and enable the delivery of the Citizen First, Digital First strategy. This saving will repay the debt charges resulting from borrowing.                                                                                                                               | GPC       | 0                        | -14                      | -14                      | -14                      | -14                      | -56                      | -14                                 | -14                                 | -14                                 | -14                                 | -56                | 0                             | Green | It has been identified how these savings will be released from the Contact Centre                                                                                                                                                                                                                                                                                                                       | N                                |  |

|           |                                                                        |                                                                                                                                                                               | Planned £000 |                          |                          |                          |                          |                          |                          | Forecast £000                       |                                     |                                     |                                     |                    |                               |       |                                                     |                                  |
|-----------|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------|-------------------------------|-------|-----------------------------------------------------|----------------------------------|
|           |                                                                        |                                                                                                                                                                               | 4,073        | -15,785                  | -5,775                   | -4,830                   | -6,974                   | -33,364                  | -11,380                  | -4,263                              | -5,958                              | -6,012                              | -27,613                             | 5,751              |                               |       |                                                     |                                  |
| Reference | Title                                                                  | Description                                                                                                                                                                   | Committee    | Investment<br>17-18 £000 | Original<br>Phasing - Q1 | Original<br>Phasing - Q2 | Original<br>Phasing - Q3 | Original<br>Phasing - Q4 | Original<br>Saving 17-18 | Current<br>Forecast<br>Phasing - Q1 | Current<br>Forecast<br>Phasing - Q2 | Current<br>Forecast<br>Phasing - Q3 | Current<br>Forecast<br>Phasing - Q4 | Forecast<br>Saving | Variance<br>from Plan<br>£000 | RAG   | Forecast Commentary                                 | Links with partner organisations |
| C/R.6.105 | Citizen First, Digital First - Surplus to repayment of financing costs | Additional savings to C/R.6.104, after repayment of the debt charges resulting from borrowing to invest and enable the delivery of the Citizen First, Digital First strategy. | GPC          | 0                        | -62                      | -62                      | -62                      | -61                      | -247                     | -62                                 | -62                                 | -62                                 | -61                                 | -247               | 0                             | Green | On track                                            | N                                |
| C/R.6.106 | Reduction in costs on Redundancy, Pensions & Injury budget             | Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.                                                                                   | GPC          | 0                        | -10                      | 0                        | 0                        | 0                        | -10                      | -10                                 | 0                                   | 0                                   | 0                                   | -10                | 0                             | Green | Saving already being made by reducing payroll costs | N                                |
| C/R.6.107 | Capitalisation of Redundancies                                         | Using the flexibility of capital receipts direction to fund redundancies from capital instead of being funded by revenue.                                                     | GPC          | 0                        | -1,000                   | 0                        | 0                        | 0                        | -1,000                   | -1,000                              | 0                                   | 0                                   | 0                                   | -1,000             | 0                             | Green | Accounting adjustment already made                  | N                                |
| C/R.6.109 | Capitalisation of the Transformation team                              | Using the flexibility of capital receipts direction to fund the transformation team from capital instead of being funded by revenue.                                          | GPC          | 0                        | 0                        | -1,293                   | 0                        | 0                        | -1,293                   | -1,293                              | 0                                   | 0                                   | 0                                   | -1,293             | 0                             | Green | Accounting adjustment already made                  | N                                |