

Savings Tracker 2019-20

				Investment £000				Prior Years	Planned Savings 2019-20 £000					Prior years	Forecast Savings 2019-20 £000									
				7,378	2,486	1,529	1,528	-21,509	-5,431	-1,998	-1,794	-1,549	-15,785	-15,910	-5,404	-2,328	-1,792	-2,391	-13,226	2,559				
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Blue	A/R.6.114	Learning Disabilities - Increasing independence and resilience when meeting the needs of people with learning disabilities	A three-year programme of work was undertaken in Learning Disability Services from 2016/17 to ensure service-users had the appropriate level of care - this saving is the remaining impact of part-year savings made in 2018/19.	1,536	1,520	0	0	-5,481	0	0	0	0	-200	-3,992	-250	-148	-52	-20	-470	-270	No	-135.00	↑	On track to over-achieve
Amber	A/R.6.126	Learning Disabilities - Converting Residential Provision to Supported Living	This is an opportunity to de-register a number of residential homes for people with learning disabilities and change the service model to supported living. The people in these services will benefit from a more progressive model of care that promotes greater independence.	0	0	0	0	0	0	0	0	0	-250	0	0	0	0	-20	-20	230	No	92.00	↓	This is a complex and very volatile area for savings delivery, with challenge from family carers, service user advocates and housing providers. This has slowed delivery of this saving, with only a small element expected to be achieved.
Blue	A/R.6.127	Care in Cambridgeshire for People with Learning Disabilities	Work to enable people with learning disabilities who have been placed 'out of county' to move closer to their family by identifying an alternative placement which is closer to home. To be approached on a case by case basis and will involve close work with the family and the person we support. Will also involve ensuring out of county placements are cost effective and are appropriately funded by the NHS.	120	120	0	0	0	0	0	0	0	-250	0	-200	-478	-65	-63	-806	-556	No	-222.40	↑	On track to over-achieve
Green	A/R.6.128	Better Care Fund - Investing to support social care and ease pressures in the health and care system	The Improved Better Care Fund is a grant from Central Government for adult social care, to ensure that the health and social care market is not destabilised by pressures on Adult Social Care. A proportion of the funding will be taken as a saving in order to offset increased cost in social care as a result of demand rising and legislative pressures. The IBCF also provides targeted investment in social care services that will promote better outcomes for patients and social care services. The funding has not been confirmed beyond 2019/20, and so at this stage this remains a temporary saving.	0	0	0	0	-7,200	-1,300	0	0	0	-1,300	-7,200	-1,300	0	0	0	-1,300	0	No	0.00	↓	On track
Amber	A/R.6.132	Mental Health Social Work PRISM Integration Project	The introduction of social workers and social care support staffing into the community / primary care health services (PRISM) will deliver improved mental health outcomes for Cambridgeshire residents and reduce demand for services through a focus on prevention, early intervention and strengths-based approach.	340	0	0	0	0	-50	-75	-50	-25	-200	0	-10	-28	0	-27	-75	125	No	62.50	↓	A change of direction regarding implementation of PRISM has meant that the original model for savings delivery is no longer appropriate. Whilst alternative savings plans are being considered, it is expected that there will be a shortfall against the target, reflecting upwards demand pressures in relation to the provision of care.
Blue	A/R.6.133	Impact of investment in Occupational Therapists	OT involvement in reablement goal-setting and review will improve outcomes at the end of the pathway through achieving greater service user independence at the end of reablement.	0	0	0	0	0	-50	-100	-50	-20	-220	0	-50	-100	-110	-80	-340	-120	No	-54.55	↑	On track to over-achieve
Green	A/R.6.143	Review of Support Functions in Adults	A review of support functions to ensure that capacity is aligned appropriately to the needs of the services supported.	100	4	0	0	0	-150	0	0	0	-150	0	-150	0	0	0	-150	0	Yes	0.00	↔	On track
Red	A/R.6.174	Review of Supported Housing Commissioning	An ambitious saving of £1m was included in the 2018-23 Business Plan linked to a review of commissioning arrangements for supported housing. Following a detailed review of contract opportunities over the last 12 months, a reduction in the overall saving level is required. The remaining saving will be achieved through working with district partners and providers to redesign services.	250	0	0	0	0	-146	-146	-146	-146	-583	0	-80	-80	-80	-42	-282	301	No	44.94	↔	Expected to be delivered over 2 years into 2020/21 - this revised phasing was agreed when Council set the 2019-24 budget, with the service finding mitigations in-year to offset the revised phasing.
Amber	A/R.6.176	Adults Positive Challenge Programme	Through the Adults Positive Challenge Programme, the County Council has set out to design a new service model for Adult Social Care which will continue to improve outcomes whilst also being economically sustainable in the face of the huge pressure on the sector. This work will focus on promoting independence and changing the conversation with staff and service-users to enable people to stay independent for longer, and has already had success in 2018/19 through a fast-forward element of the programme.	500	239	1,500	1,500	0	-1,349	-983	-884	-584	-3,800	0	-591	-781	-700	-978	-3,051	749	No	19.71	↓	Evidence of slower than expected delivery in some workstreams, with cases of interventions not having avoided as much cost as expected or as quickly as expected. In particular, a large proportion of the saving was expected to come from the use of Technology Enabled Care – this already contributes millions to savings year on year but delivering above this has proven slower than expected and we expect to see benefits in future years. Over-delivery in Reablement is a positive, and analysis shows further evidence of the impact of 'changing the conversation' work, which has demonstrated demand is being managed. Savings are not 'claimed' against this work without robust evidence that programme interventions are having an impact
Green	A/R.6.177	Savings through contract reviews	Several contracts have been retendered throughout 17/18 and 18/19 and have delivered efficiencies, which can now be taken as savings. The largest of these was a retender of domiciliary care block car rounds in late 2017/18.	0	0	0	0	0	-412	0	0	0	-412	0	-412	0	0	0	-412	0	Yes	0.00	↔	Complete
Green	A/R.6.211	Safer Communities Partnership	A review of the required management and support functions within the team will be undertaken depending on the outcome of funding bids, and could deliver a saving of £30,000 during 2019/20.	0	0	0	0	0	-30	0	0	0	-30	0	-30	0	0	0	-30	0	Yes	0.00	↔	Complete
Green	A/R.6.212	Strengthening Communities Service	The deletion of a recently vacant Community Protection Project Officer post. The community led no cold calling zones project, which was coordinated by the previous post holder, has now successfully concluded.	0	0	0	0	0	-30	0	0	0	-30	0	-30	0	0	0	-30	0	Yes	0.00	↔	Complete

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Green	A/R.6.213	Youth Offending Service - efficiencies from joint commissioning and vacancy review	The full year impact of savings realised as a result of the Commissioning of Appropriate Adults and Reparation Services with Peterborough City Council and Cambridgeshire Constabulary. The removal of all capacity within the Youth Offending Service to spot purchase time limited support programmes, tailored to meet individual needs, which may be over and above the core offer. The removal of a part time vacant case holding post,and part time vacantSeniorYOSOfficer post.		0	0	0	-124	-40	0	0	0	-40	-192	-40	0	0	0	-40	0	Yes	0.00	↔	Complete
Green	A/R.6.214	Youth Support Services	Removal of a staff training budget for Youth Staff (£10k), a reduction in staff capacity and the Community Reach Fund (£30k)		0	0	0	0	-40	0	0	0	-40	0	-40	0	0	0	-40	0	Yes	0.00	↔	Complete
Green	A/R.6.252	Total Transport - Home to School Transport (Special)	Saving to be made through re-tendering contracts, route reviews, looking across client groups and managing demand for children requiring transport provision		0	0	0	0	-83	-28	0	0	-110	0	-28	-27	-28	-27	-110	0	Yes	0.00	↔	Complete
Green	A/R.6.253	Children in Care - Mitigating additional external residential placement numbers	There is currently a shortage of foster placements due to increased numbers of children in care both locally and nationally. This has resulted in a growing number of young people being placed in much higher cost residential placements. This business case describes how we will seek to mitigate 3 of the 8 additional residential placements expected and hence requiring a reduced contribution to the placement budget from demography funding.	705	92	0	18	0	-125	-125	-125	-125	-500	0	-125	-125	-125	-125	-500	0	No	0.00	↔	On track
Green	A/R.6.254	Children in Care - Fee negotiation and review of high cost placements	Negotiation of external placement costs and review of high cost placements. This will be delivered by: - Cost discounts - Volume/long term discounts - Reviewing packages of support for all purchased placement types - Reviewing high cost placements	50	16	50	10	0	-50	-50	-50	-50	-200	0	-50	-50	-50	-50	-200	0	No	0.00	↔	On track
Green	A/R.6.255	Children in Care - Placement composition and reduction in numbers	Numbers of children in care remain at around 100 higher than they should be if our performance was in line with the average of our statistical neighbours. This business case is targeted at reducing demand in the system and delivering sustainable savings by reducing costs associated with higher numbers of children in care in the system as well as increasing in-house fostering numbers and reducing the number of independent agency placements, which are more costly.	0	0	0	0	0	-336	-325	-325	-325	-1,311	0	-336	-325	-325	-325	-1,311	0	No	0.00	↔	On track
Green	A/R.6.258	Children's home changes (underutilised)	Anticipated savings resulting from the closure of the Victoria Road children's home that is currently underutilised. The budget associated with the residential element of the children's home is £600K per annum. The placement costs of the young people living in the provision until mid-June is in the region of £230K per annum, resulting in a full year saving of around £350K per annum.	0	0	0	0	0	-350	0	0	0	-350	0	-350	0	0	0	-350	0	Yes	0.00	↔	Complete
Green	A/R.6.259	Early Years Service	A review of services provided by the Early Years Service in light of the links with Peterborough and growing traded services.	0	0	0	0	0	-50	-50	-50	-50	-200	0	-50	-50	-50	-50	-200	0	Yes	0.00	↔	Complete
Green	A/R.6.260	Reduction of internal funding to school facing traded services	A reduction to the internal funding of the ICT Service and the PE and Sports Advisory Service recognising a reduction in LA usage	0	0	0	0	0	-38	-38	-38	-37	-151	0	-38	-38	-38	-37	-151	0	No	0.00	↔	On track
Green	A/R.6.261	Schools Intervention Service	Reduction in capacity of the service in line with the reduced number of maintained schools that require a direct service	0	0	0	0	0	-25	-25	-25	-25	-100	0	-25	-25	-25	-25	-100	0	Yes	0.00	↔	Complete
Black	A/R.6.263	Term time only contracts	A voluntary change to term time only contracts (or annualised hours) for staff in the Education Directorate where this is appropriate for their role.	0	0	0	0	0	-7	-8	-7	-8	-30	0	0	0	0	0	0	30	No	100.00	↓	Saving unachieved in 2019/20 however mitigating savings have been made elsewhere to offset this
Green	A/R.6.264	Review of Therapy Contracts	Savings will be delivered by reviewing existing arrangements but further details are unavailable at this time due to commercial confidence.	0	0	0	0	0	0	0	0	0	-321	0	0	0	0	-321	-321	0	No	0.00	↔	On track
Green	A/R.7.101	Early Years subscription package	Proposal to develop Early Years subscription package for trading with settings.	0	0	0	0	0	-4	-4	-4	-4	-16	0	-4	-4	-4	-4	-16	0	No	0.00	↔	On track

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Green	A/R.7.103	Attendance and Behaviour Service income	A review of charging models and use of school absence penalty notices within the Attendance and Behaviour Service	0	0	0	0	0	-12	-13	-12	-13	-50	0	-12	-13	-12	-13	-50	0	Yes	0.00	↔	Complete
Black	B/R.6.103	Shared Service: Historic Environment	Income generation shared services with Peterborough.	0	0	0	0	0	0	0	0	0	-10	0	0	0	0	0	0	10	No	100.00	↔	Shared service with PCC, still at discussion stage.
Green	B/R.6.105	Transformation of the Infrastructure & Growth Service into a profit centre.	The service recovers its operating costs through recharge and development related income. A large proportion of this is for external clients, such as the Combined Authority & GCP. Commerical operation of the service will maximise income opportunities and standardise the approach to working with external clients.	0	0	0	0	0	0	0	0	0	-79	0	-79	0	0	0	-79	0	No	0.00	↔	Already taken from base budget
Green	B/R.6.202	Highways Maintenance	Utilising a greater proportion of the on-street parking surplus to fund highways and transport works as allowed by current legislation.	0	0	0	0	0	0	0	0	0	-350	0	-350	0	0	0	-350	0	No	0.00	↔	Change of funding source to accommodate savings
Amber	B/R.6.206	Highways Shared Services Model	Creation of a single, shared highway service across Cambridgeshire and Peterborough.	0	0	0	0	0	0	0	0	0	-150	0	-12	-13	-12	-13	-50	100	No	66.67	↔	The £150k shared service saving will not be achieved until 20/21. However there are savings within Road Safety of £50k which will mitigate this shortfall.
Green	B/R.6.210	Household Recycling Centre changes	Implementation of a permitting system for vans and trailers.	0	0	0	0	0	0	0	0	0	-60	0	-15	-15	-15	-15	-60	0	No	0.00	↔	Saving in 19/20 to be made via vacancy saving within the team.
Green	B/R.6.214	Street Lighting - contract synergies	Annual saving from joint contract drafting with partners. This will not lead to any reduction in street lighting provision.	800	228	0	0	-227	0	0	0	0	11	-227	11	0	0	0	11	0	No	0.00	↔	Funding adjustment
Red	C/R.6.101	Sharing with other Councils	A joint working agreement is now in place with Peterborough City Council along with a growing number of shared posts.	400	267	0	0	0	0	0	0	0	-500	0	0	0	-73	0	-73	427	No	85.40	↔	Shared Services saving from 18/19 to be met before progress can be made against this target. This target has been significantly reduced based on actual experience to date through the Business Plan for 2020/21.
Black	C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.	0	0	0	0	-20	0	0	0	0	-10	-20	0	0	0	0	0	10	No	100.00	↔	Saving not expected to be met, as costs are not reducing as anticipated.
Black	C/R.7.101	BP 19/20 - Council Tax: Increasing Contributions	We will seek to work with Cambridgeshire District Councils to identify the best possible activities to drive up increased payment of Council Tax in Cambridgeshire. Based upon these discussions, we will procure support to undertake a process of identifying residents who are incorrectly paying less Council Tax than they should be, notify them and bill them appropriately, bringing in additional revenue. We may also seek to support arrangements to enable people who are genuinely unable to pay their Council Tax by offering more flexible payment terms. Based upon previous work in this area, there is a reasonable likelihood that this activity could be commissioned on a no-win-no-fee basis, with the Local Authority only having to pay if the work undertaken is successful.	0	0	0	0	0	0	0	0	0	-200	0	0	0	0	0	0	200	No	100.00	↓	The Council tax income saving has been rep phased to 2021-22 as set out in the 2020-25 Business Plan. This reflects the increased lead time required to develop and embed the cross-county initiative which supports delivery of this saving. The extension of initial development work is expected to increase the income saving that can be achieved in future years.
Green	D/R.6.999	LGSS operational savings	Savings being driven out by the Milton Keynes Council partnership, from LGSS income growth and from efficiencies following the introduction of the new ERP system.	0	0	0	0	0	0	0	0	0	-159	0	0	0	0	0	-159	0	No	0.00	↔	
Black	D/R.6.999	LGSS trading savings	Saving predicated on growth in LGSS' trading base through acquiring a fourth partner and further customer growth. With much of the work to achieve this on hold whilst the review of the LGSS operating model is completed there is risk around the delivery of this saving.	0	0	0	0	0	0	0	0	0	-460	0	0	0	0	0	0	460	No	100.00	↔	Saving predicated on securing a fourth partner which is not possible whilst the review of the LGSS operating model is ongoing.
Amber	D/R.6.999	LGSS additional savings	Additional LGSS savings ask above and beyond the savings share between the three partners. This will need to be delivered through a reduced service offering to CCC and options are being drawn up by LGSS for consideration by CCC for the delivery of this saving.	0	0	0	0	0	0	0	0	0	-300	0	0	0	0	0	-178	122	No	40.67	↓	No further savings are anticipated in 2019/20 - awaiting the outcomes of the LGSS operating model review.
Green	E/R.6.031	NHS Health Checks - IT software contract decommissioned	NHS Health Checks is a cardiovascular risk assessment offered to people aged to 40 to 74 year olds every five years who do not have a diagnosed health condition. GP practices are commissioned to identify and invite eligible individuals to have an NHS Health Check. A robust data collection process is required to manage patient data and to ensure that anonymized data is sent to the Local Authority as part of the performance monitoring and payment system to the GPs. In 2017 after securing agreement from the Clinical Commissioning Group (CCG) which has responsibility for practice systems new software was commissioned to sit on GP practice systems. The introduction of GPPR compromised the security of the software as it could not meet fully the GDPR requirements and therefore the contract was decommissioned. The IT company fully agreed with this approach and assumed any additional cost for removing systems already in practices. GP practice systems have developed rapidly and they are now able to manage NHS Health Check data electronically and share anonymized data with the Local Authority at no cost to the Local Authority.	0	0	0	0	0	-41	0	0	0	-41	0	-41	0	0	0	-41	0	No	0.00	↔	

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Green	E/R.6.032	NHS Health Checks Funding	There has been a recurrent underspend on the NHS Health Checks Programme since the transfer of the funding from the NHS to the Local Authority which has reflected fairly stable activity levels.	0	0	0	0	0	-13	-13	-13	-13	-50	0	-13	-13	-13	-13	-50	0	No	0.00	↔	
Green	E/R.6.033	Drug & Alcohol service - funding reduction built in to new service contract	Savings will be secured through the re-commissioning of the Cambridgeshire Adult Drug and Alcohol Treatment Services, which will enable transformational changes to be undertaken. The Drugs and Alcohol Joint Strategic Needs Assessment, (2016) indicated changes in needs that are addressed in the new service model. An aging long-term drug using population that enter and re-enter the Service has complex health and social problems that do not require intensive acute drug treatment services but more cost effective support services to ensure their good mental and physical health and social support needs are met. Strengthened recovery services using cost-effective peer support models to avoid readmission, different staffing models and a mobile outreach service.	0	0	0	0	0	-162	0	0	0	-162	0	-162	0	0	0	-162	0	No	0.00	↔	
Green	E/R.6.035	Children 5-19 - Mental Health Training for Children’s workforce	This proposal ceases funding for intensive training for a relatively small number of the young people’s workforce each year, delivered face to face by Cambridgeshire and Peterborough NHS Foundation Trust. Instead it is proposed that Public Health staff work together with the Heads of Early Help to establish a clear specification of the training requirements and success criteria for an e-learning training package with less intensive face to face training in 2019/20, focussed on the mental health training needs of Young People’s workers in the Early Help Teams.	0	0	0	0	0	-36	0	0	0	-36	0	-36	0	0	0	-36	0	No	0.00	↔	
Green	E/R.6.036	Children’s 0-19 Services - Healthy Child Programme - Proposal previously agreed in 2017/18 business planning process	<p>This £238k savings proposal was previously discussed by Health Committee in the autumn 2017 business planning round. It was agreed to fund the £238k saving from public health reserves in 2018/19, to allow further time to develop the 0-19 Healthy Child integration programme (and associated savings) for implementation in 2019/20.</p> <p>The Healthy Child programme is a universal-progressive, needs-based service delivered at 4 levels: Community, Universal, Universal Plus (single agency involvement) and Universal Partnership Plus (multi-agency involvement). All children, young people and families are offered a core programme of evidence based, early intervention and preventative health care with additional care and support for those who need it.</p> <p>The 0-19 Healthy Child Programme (HCP) consists of Health Visiting (0-5yrs), Family Nurse Partnership (for vulnerable teenage parents), and School Nursing (5-19yrs). It is delivered by CCS in Cambridgeshire and CPFT in Peterborough. The 2018/19 budget allocations are £8,926,739 in Cambridgeshire and £3,695,226 in Peterborough. Total approximately £12.6 million. Savings will be achieved by integrating the two services with a common management structure, and redesigning the service model to achieve savings through improved skill mix. A Transformation Board including commissioners, public health and senior management from the two provider organisations has been set up to oversee the project from design to implementation.</p> <p>The positive impact of this integration is that it will reduce duplication freeing up workforce capacity to improve areas of poor performance across the HCP particularly in mandated 0-5 checks. There will be an increased focus on areas of need so workforce and services will be resourced to ensure there is an improvement in outcomes and reduced inequalities. The Benson modelling tool has been used to model the workforce requirements and various options</p>	0	0	0	0	0	-238	0	0	0	-238	0	-238	0	0	0	-238	0	No	0.00	↔	
Green	E/R.6.037	Children’s 0-19 Services - Healthy Child Programme - Additional savings proposal for 2018/19	See description for proposal E/R.6.036. This proposal is for additional savings associated with integration of the 0-19 Healthy Child integration programme, not previously discussed in autumn 2017.	0	0	0	0	0	-160	0	0	0	-160	0	-160	0	0	0	-160	0	No	0.00	↔	
Green	E/R.6.038	Public Health Directorate - In house staff rationalisation	It has been possible to build on the efficiencies created by creating a joint public health directorate across Cambridgeshire County Council and Peterborough City Council, by merging two team leader posts in the joint public health commissioning unit. In addition it is proposed to delete three vacant posts in the public health directorate. The saving will be shared across Cambridgeshire County Council and Peterborough City Council, and some of the saving is offset by a technical change to the recharge across the two Councils.	0	0	0	0	0	-80	0	0	0	-80	0	-80	0	0	0	-80	0	No	0.00	↔	
Green	E/R.6.039	Reduce Long Acting Reversible Contraception (LARCs) funding in line with audit results and completion of clinician training	LARCs are commissioned from GP practices. The Clinical Commissioning Group (CCG) recharges the LA for the cost of the contraception devices. Audits have been undertaken of the services which revealed that the recharges included the cost of items for which the LA is not liable i.e. injectable contraception and the use of devices for gynaecological purposes. In addition the training programme for clinicians to ensure that there is capacity in the system to accommodate retiring GPs has now been completed.	0	0	0	0	0	-15	-15	-15	-15	-60	0	-15	-15	-15	-15	-60	0	No	0.00	↔	

				Investment £000				Prior Years	Planned Savings 2019-20 £000					Prior years	Forecast Savings 2019-20 £000									
				7,378	2,486	1,529	1,528	-21,509	-5,431	-1,998	-1,794	-1,549	-15,785	-15,910	-5,404	-2,328	-1,792	-2,391	-13,226	2,559				
RAG	Reference	Title	Description	Budgeted Investment - Prior Years £000	Actual Investment - Prior Years £000	Budgeted Investment - 19-20 £000	Actual Investment - 19-20 £000	Original Saving - Prior Years	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 19-20	Savings Achieved - Prior Years	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving 19-20	Variance from Plan £000	Saving complete?	% Variance	Direction of travel	Forecast Commentary
Green	E/R.6.040	Reduce immunisations promotion budget	In 2016/17 funding of £20k per annum was allocated by Cambridgeshire County Council for promotion of immunisations. Since then childhood immunisation rates have improved, although still with some further work to do, and the PHE/NHS England screening and immunisations team have been actively taking forward further improvement measures. It is proposed to mainstream promotion of immunisations within the wider health protection and communications functions. £7k will be allocated to the health protection budget and the remaining £13k taken as a saving.	0	0	0	0	0	-9	0	0	0	-13	0	-13	0	0	0	-13	0	No	0.00	↔	
Green	E/R.6.041	Expected operational savings across Public Health staffing and contracts	In-year vacancy savings and efficiencies within demand-led contracts.	0	0	0	0	0	0	0	0	-109	-109	0	0	0	0	-109	-109	0	No	0.00	↔	Will be made through staff vacancies and any other underspends on demand led spending.
Black	F/R.6.001	BP 19/20 Contract Efficiency	A review of specific areas identified within the contract register to discover what potential there is for savings through more commercially minded renegotiation, re-consideration of service specifications and consideration of where smarter payment processes may assist in driving down costs.	0	0	0	0	0	0	0	0	0	-200	0	0	0	0	0	0	200	No	100.00	↔	Any savings made in 2019/20 will go towards the savings target carried forward from 2018/19 which was not met in that year.
Green	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	0	0	0	0	-39	0	0	0	0	-19	-39	0	0	0	-19	-19	0	No	0.00	↔	
Green	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.	0	0	0	0	-15	0	0	0	0	16	-15	0	0	0	0	16	0	No	0.00	↔	
Green	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.	0	0	0	0	-97	0	0	0	0	-16	-95	0	0	0	0	-16	0	No	0.00	↔	
Green	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.	0	0	0	0	-877	0	0	0	0	-8	-877	0	0	0	0	-8	0	No	0.00	↔	
Green	F/R.7.106	Utilisation/commercialisation of physical assets	One Public Estate Asset plan Maximise the income generated from parking Venue request tool	0	0	0	0	0	0	0	0	0	-21	0	0	0	0	0	-21	0	No	0.00	↔	
Red	F/R.7.113	Invest to Save Housing Schemes - Income Generation	The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.	2,577	0	-21	0	-6,923	0	0	0	0	-1,483	-2,747	0	0	0	0	-942	541	No	36.48	↓	Dependent on land values and This Land's readiness for construction loans. An update on This Land is going to the March C&I Committee.
Green	F/R.7.127	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.	0	0	0	0	-187	0	0	0	0	-5	-187	0	0	0	0	-5	0	No	0.00	↔	
Green	G/R.6.004	Capitalisation of interest on borrowing	Through a change in the Council's accounting policy in 2017-18, the cost of borrowing within all schemes will be capitalised. This will help to better reflect the cost of assets when they actually become operational.	0	0	0	0	-319	0	0	0	0	11	-319	0	0	0	0	11	0	No	0.00	↔	

Key to RAG ratings:

Total saving	Over £500k	100-500k	Below 100k
Black	100% non-achieving	100% non-achieving	100% non-achieving
Red	% variance more than 19%	-	-
Amber	Underachieving by 14% to 19%	% variance more than 19%	% variance more than 19%
Green	% variance less than 14%	% variance less than 19%	% variance less than 19%
Blue	Over-achieving	Over-achieving	Over-achieving