

Appendix B: Finance Tables

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Introduction

There are four types of revenue finance table: tables 1-3 relate to all Service Areas, while only some Service Areas have table 6. Tables 1, 2, 3 and 6 show a Service Area's revenue budget in different presentations. Tables 3 and 6 detail all the changes to the budget. Table 2 shows the impact of the changes in year 1 on each policy line. Table 1 shows the combined impact on each policy line over the 5 year period. Some changes listed in Table 3 impact on just one policy line in Tables 1 and 2, but other changes in Table 3 are split across various policy lines in Tables 1 and 2.

TABLE 1 presents the net budget split by policy line for each of the five years of the Business Plan. It also shows the revised opening budget and the gross budget, together with fees, charges and ring-fenced grant income, for 2015-16 split by policy line. Policy lines are specific areas within a service on which we report, monitor and control the budget. The purpose of this table is to show how the net budget for a Service Area changes over the period of the Business Plan.

TABLE 2 presents additional detail on the net budget for 2015-16 split by policy line. The purpose of the table is to show how the budget for each policy line has been constructed: inflation, demography and demand, pressures, investments and savings are added to the opening budget to give the closing budget.

TABLE 3 explains in detail the changes to the previous year's budget over the period of the Business Plan, in the form of individual proposals. At the top it takes the previous year's gross budget and then adjusts for proposals, grouped together in sections, covering inflation, demography and demand, pressures, investments and savings to give the new gross budget. The gross budget is reconciled to the net budget in Section 7. Finally, the sources of funding are listed in Section 8. An explanation of each section is given below.

- **Opening Gross Expenditure:** The amount of money available to spend at the start of the financial year and before any adjustments are made. This reflects the final budget for the previous year.
- **Revised Opening Gross Expenditure:** Adjustments that are made to the base budget to reflect permanent changes in a Service Area. This is usually to reflect a transfer of services from one area to another.

- **Inflation:** Additional budget provided to allow for pressures created by inflation. These inflationary pressures are particular to the activities covered by the Service Area.
- **Demography and Demand:** Additional budget provided to allow for pressures created by demography and increased demand. These demographic pressures are particular to the activities covered by the Service Area, which can't be managed within normal cost efficiency plans. Demographic changes are backed up by a robust programme to challenge and verify requests for additional budget.
- **Pressures:** These are specific additional pressures identified that require further budget to support.
- **Investments:** These are investment proposals where additional budget is sought, often as a one-off request for financial support in a given year and therefore shown as a reversal where the funding is time limited (a one-off investment is not a permanent addition to base budget).
- **Savings:** These are savings proposals that indicate services that will be reduced, stopped or delivered differently to reduce the costs of the service. They could be one-off entries or span several years.
- **Total Gross Expenditure:** The newly calculated gross budget allocated to the Service Area after allowing for all the changes indicated above. This becomes the Opening Gross Expenditure for the following year.
- **Fees, Charges & Ring-fenced Grants:** This lists the fees, charges and grants that offset the Service Area's gross budget. The section starts with the carried forward figure from the previous year and then lists changes applicable in the current year.
- **Total Net Expenditure:** The net budget for the Service Area after deducting fees, charges and ring-fenced grants from the gross budget.
- **Funding Sources:** How the gross budget is funded – funding sources include cash limit funding (central Council funding from Council Tax, business rates and government grants), fees and charges, and individually listed ring-fenced grants.

TABLE 6 follows the same format and purpose as table 3 for Service Areas where there is a rationale for splitting table 3 in two.

Section 4 - A: Children, Families and Adults Services

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2015-16 to 2019-20

| Net Revised Opening Budget 2015-16 £000 | Policy Line | Gross Budget 2015-16 £000 | Fees, Charges & Ring-fenced Grants 2015-16 £000 | Net Budget 2015-16 £000 | Net Budget 2016-17 £000 | Net Budget 2017-18 £000 | Net Budget 2018-19 £000 | Net Budget 2019-20 £000 |
|---|---|---------------------------|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | Adult's Social Care | | | | | | | |
| 2,742 | Strategic Management - ASC | 2,802 | -23 | 2,779 | 2,779 | 2,779 | 2,779 | 2,779 |
| 598 | Procurement | 612 | - | 612 | 612 | 612 | 612 | 612 |
| 2,211 | ASC Strategy and Transformation | 1,876 | -170 | 1,706 | 1,726 | 1,526 | 1,526 | 1,526 |
| 555 | ASC Practice & Safeguarding | 2,334 | -421 | 1,913 | 1,466 | 1,466 | 1,466 | 1,466 |
| 943 | Carers | 964 | - | 964 | 964 | 964 | 964 | 964 |
| -279 | Social Fund | 36 | - | 36 | 36 | 36 | 36 | 36 |
| 1,987 | LD Head of Services | 8,268 | -5,979 | 2,289 | 2,289 | 2,289 | 2,289 | 2,289 |
| - | Ordinary Residence | - | - | - | - | - | - | - |
| 23,540 | City & South Locality | 26,641 | -3,360 | 23,281 | 23,157 | 23,037 | 24,309 | 25,657 |
| 18,602 | E Cambs & Fenland Locality | 22,825 | -4,025 | 18,800 | 19,145 | 19,666 | 20,925 | 22,326 |
| 13,672 | Hunts Locality | 17,199 | -3,799 | 13,400 | 13,106 | 12,802 | 13,310 | 13,848 |
| 1,266 | PD Head of Services | 1,334 | -44 | 1,290 | 1,290 | 1,290 | 1,290 | 1,290 |
| 12,555 | Physical Disabilities | 13,339 | -1,501 | 11,838 | 12,316 | 12,727 | 13,990 | 15,266 |
| 485 | Sensory Services | 453 | -8 | 445 | 445 | 445 | 445 | 445 |
| 94 | D-Carers | 95 | - | 95 | 95 | 95 | 95 | 95 |
| 42 | In House Provider Services | 230 | -198 | 32 | 32 | 32 | 32 | 32 |
| 79,013 | Subtotal Adult's Social Care | 99,008 | -19,528 | 79,480 | 79,458 | 79,766 | 84,068 | 88,631 |
| | Older People and Mental Health Services | | | | | | | |
| 3,485 | Director of Older People and Mental Health | 13,893 | -14,187 | -294 | 242 | 219 | 219 | 219 |
| 19,317 | OP - City & South Locality | 26,392 | -7,010 | 19,382 | 19,289 | 19,360 | 20,424 | 21,492 |
| 6,604 | OP - East Cambs Locality | 9,165 | -2,543 | 6,622 | 6,592 | 6,615 | 6,962 | 7,310 |
| 8,684 | OP - Fenland Locality | 11,941 | -3,230 | 8,711 | 8,670 | 8,702 | 9,169 | 9,638 |
| 12,991 | OP - Hunts Locality | 17,554 | -4,520 | 13,034 | 12,973 | 13,020 | 13,726 | 14,434 |
| 1,029 | Addenbrooke's Discharge Planning Team | 1,052 | - | 1,052 | 1,052 | 1,052 | 1,052 | 1,052 |
| 568 | Hinchingsbrooke Discharge Planning Team | 581 | - | 581 | 581 | 581 | 581 | 581 |
| - | Reablement, Occupational Therapy & Assistive Technology | - | - | - | - | - | - | - |
| 2,261 | Integrated Community Equipment Service | 5,949 | -3,872 | 2,077 | 2,169 | 2,102 | 2,231 | 2,359 |
| 4,402 | Head of Services | 4,362 | -172 | 4,190 | 4,116 | 4,116 | 4,116 | 4,116 |
| 7,270 | Adult Mental Health | 7,942 | -438 | 7,504 | 7,944 | 8,367 | 8,760 | 9,167 |
| 5,545 | Older People Mental Health | 6,507 | -1,073 | 5,434 | 5,214 | 5,310 | 5,397 | 5,472 |
| 72,156 | Subtotal Older People and Mental Health Services | 105,338 | -37,045 | 68,293 | 68,842 | 69,444 | 72,637 | 75,841 |
| | Children's Social Care | | | | | | | |
| 2,428 | Strategic Management - Children's Social Care | 2,737 | - | 2,737 | 2,737 | 2,737 | 2,737 | 2,737 |
| 5,847 | Head of Social Work | 5,868 | -71 | 5,797 | 5,868 | 5,868 | 5,868 | 5,868 |

Section 4 - A: Children, Families and Adults Services

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2015-16 to 2019-20

| Net Revised Opening Budget 2015-16 £000 | Policy Line | Gross Budget 2015-16 £000 | Fees, Charges & Ring-fenced Grants 2015-16 £000 | Net Budget 2015-16 £000 | Net Budget 2016-17 £000 | Net Budget 2017-18 £000 | Net Budget 2018-19 £000 | Net Budget 2019-20 £000 |
|---|---|---------------------------|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | - Legal Proceedings | - | - | - | - | - | - | - |
| 936 | Safeguarding & Standards | 1,108 | -150 | 958 | 958 | 958 | 958 | 958 |
| 3,240 | Children's Social Care Access | 3,627 | -160 | 3,467 | 3,467 | 3,467 | 3,467 | 3,467 |
| 9,456 | Children Looked After | 9,930 | -403 | 9,527 | 9,527 | 9,527 | 9,527 | 9,527 |
| 5,065 | Children In Need | 4,826 | -29 | 4,797 | 4,904 | 5,013 | 5,124 | 5,237 |
| 6,114 | Disabled Services | 6,585 | -470 | 6,115 | 6,171 | 6,229 | 6,289 | 6,351 |
| 33,086 | Subtotal Children's Social Care | 34,681 | -1,283 | 33,398 | 33,632 | 33,799 | 33,970 | 34,145 |
| | Strategy and Commissioning | | | | | | | |
| 599 | Strategic Management - S&C | -142 | -235 | -377 | -179 | -239 | -239 | -239 |
| 1,129 | Information Management & Information Technology | 1,156 | -50 | 1,106 | 1,006 | 1,006 | 1,006 | 1,006 |
| 1,743 | Strategy, Performance and Partnerships | 1,737 | -18 | 1,719 | 1,719 | 1,719 | 1,719 | 1,719 |
| 15,579 | LAC Placements | 15,832 | -329 | 15,503 | 15,376 | 16,374 | 17,434 | 18,556 |
| 8,031 | SEN Placements | 8,638 | -445 | 8,193 | 8,193 | 8,193 | 8,193 | 8,193 |
| 5,301 | Commissioning Services | 5,196 | -7 | 5,189 | 5,125 | 4,951 | 4,951 | 4,951 |
| 1,281 | Early Years Specialist Support | 1,306 | - | 1,306 | 1,306 | 1,306 | 1,306 | 1,306 |
| 7,574 | Home to School Transport - Special | 7,825 | -68 | 7,757 | 8,040 | 8,326 | 8,613 | 8,901 |
| 871 | Executive Director | 1,292 | -24 | 1,268 | 1,268 | 1,268 | 1,268 | 1,268 |
| -495 | Central Financing | -1,140 | 265 | -875 | -133 | -134 | -134 | -135 |
| 2,735 | Teachers Pensions | 3,293 | -503 | 2,790 | 2,790 | 2,790 | 2,790 | 2,790 |
| 206 | Redundancy | 210 | - | 210 | 210 | 210 | 210 | 210 |
| 44,554 | Subtotal Strategy and Commissioning | 45,203 | -1,414 | 43,789 | 44,721 | 45,770 | 47,117 | 48,526 |
| | Children's Enhanced and Preventative Services | | | | | | | |
| 826 | Strategic Management - E&P | 813 | - | 813 | 316 | 316 | 316 | 316 |
| 635 | Children's Centres Strategy | 446 | -170 | 276 | 366 | 366 | 366 | 366 |
| 1,633 | Support to Parents | 1,521 | - | 1,521 | 1,406 | 1,406 | 1,406 | 1,406 |
| 5,870 | SEND Specialist Services | 6,076 | -87 | 5,989 | 5,689 | 5,689 | 5,689 | 5,689 |
| 1,361 | Safer Communities Partnership | 7,840 | -6,461 | 1,379 | 7,477 | 7,558 | 7,648 | 7,732 |
| 1,301 | Youth Offending Service | 2,212 | -1,271 | 941 | 831 | 831 | 831 | 831 |
| 982 | Central Integrated Youth Support Services | 1,129 | -150 | 979 | 799 | 799 | 799 | 799 |
| 3,776 | East Cambs & Fenland Localities | 3,666 | -56 | 3,610 | 3,569 | 3,710 | 3,881 | 4,074 |
| 4,385 | South Cambs & City Localities | 4,213 | -34 | 4,179 | 4,061 | 4,202 | 4,374 | 4,568 |
| 2,781 | Huntingdonshire Localities | 2,711 | -93 | 2,618 | 2,579 | 2,720 | 2,891 | 3,084 |
| 23,550 | Subtotal Children's Enhanced and Preventative Services | 30,627 | -8,322 | 22,305 | 27,093 | 27,597 | 28,201 | 28,865 |

Section 4 - A: Children, Families and Adults Services

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2015-16 to 2019-20

| Net Revised Opening Budget 2015-16 £000 | Policy Line | Gross Budget 2015-16 £000 | Fees, Charges & Ring-fenced Grants 2015-16 £000 | Net Budget 2015-16 £000 | Net Budget 2016-17 £000 | Net Budget 2017-18 £000 | Net Budget 2018-19 £000 | Net Budget 2019-20 £000 |
|---|---|---------------------------------|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| | Learning | | | | | | | |
| -185 | Strategic Management - Learning | -223 | -43 | -266 | -296 | -326 | -326 | -326 |
| 2,414 | Early Years Service | 2,311 | -398 | 1,913 | 1,913 | 1,913 | 1,913 | 1,913 |
| 1,804 | Schools Intervention Service | 2,056 | -408 | 1,648 | 1,143 | 513 | 513 | 513 |
| 1,406 | Schools Partnership Service | 1,836 | -546 | 1,290 | 1,160 | 1,090 | 1,090 | 1,090 |
| 302 | Children's Innovation & Development Service | 3,102 | -2,867 | 235 | 180 | -60 | -60 | -60 |
| 1,500 | Integrated Workforce Development Service | 2,308 | -924 | 1,384 | 1,326 | 1,326 | 1,326 | 1,326 |
| -354 | Catering, Cleaning & Groomfield Services | 9,988 | -10,442 | -454 | -454 | -454 | -454 | -454 |
| 901 | 0-19 Organisation & Planning | 1,084 | -157 | 927 | 927 | 927 | 927 | 927 |
| 397 | Early Years Policy, Funding & Operations | 205 | - | 205 | 205 | 205 | 205 | 205 |
| 328 | Education Capital | 350 | -12 | 338 | 338 | 338 | 338 | 338 |
| 8,780 | Home to School / College Transport - Mainstream | 9,923 | -830 | 9,093 | 8,782 | 8,694 | 8,694 | 8,694 |
| 17,293 | Subtotal Learning | 32,940 | -16,627 | 16,313 | 15,224 | 14,166 | 14,166 | 14,166 |
| -21,563 | DSG Adjustment | - | -21,914 | -21,914 | -21,914 | -21,914 | -21,914 | -21,914 |
| | Future Years | | | | | | | |
| - | Inflation | - | - | - | 5,739 | 10,805 | 16,095 | 21,299 |
| - | Savings | - | - | - | -13,576 | -24,568 | -40,234 | -47,007 |
| 248,089 | CFA BUDGET TOTAL | 347,797 | -106,133 | 241,664 | 239,219 | 234,865 | 234,106 | 242,552 |

Section 4 - A: Children, Families and Adults Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2015-16

| Policy Line | Net Revised Opening Budget £000 | Net Inflation £000 | Demography & Demand £000 | Pressures £000 | Investments £000 | Savings & Income Adjustments £000 | Net Budget £000 |
|---|--|-----------------------|--------------------------------|-------------------|---------------------|--|--------------------|
| Adult's Social Care | | | | | | | |
| Strategic Management - ASC | 2,742 | 37 | - | - | - | - | 2,779 |
| Procurement | 598 | 14 | - | - | - | - | 612 |
| ASC Strategy and Transformation | 2,211 | 51 | - | - | - | -556 | 1,706 |
| ASC Practice & Safeguarding | 555 | 18 | - | 1,340 | - | - | 1,913 |
| Carers | 943 | 21 | - | - | - | - | 964 |
| Social Fund | -279 | 15 | - | - | - | 300 | 36 |
| LD Head of Services | 1,987 | 43 | - | 400 | - | -141 | 2,289 |
| Ordinary Residence | - | - | - | - | - | - | - |
| City & South Locality | 23,540 | 474 | 1,198 | - | - | -1,931 | 23,281 |
| E Cambs & Fenland Locality | 18,602 | 374 | 1,402 | - | - | -1,578 | 18,800 |
| Hunts Locality | 13,672 | 276 | 478 | - | - | -1,026 | 13,400 |
| PD Head of Services | 1,266 | 26 | - | - | - | -2 | 1,290 |
| Physical Disabilities | 12,555 | 254 | 1,146 | - | - | -2,117 | 11,838 |
| Sensory Services | 485 | 11 | - | - | - | -51 | 445 |
| D-Carers | 94 | 2 | - | - | - | -1 | 95 |
| In House Provider Services | 42 | 68 | - | - | - | -78 | 32 |
| Subtotal Adult's Social Care | 79,013 | 1,684 | 4,224 | 1,740 | - | -7,181 | 79,480 |
| Older People and Mental Health Services | | | | | | | |
| Director of Older People and Mental Health | 3,485 | 132 | - | 200 | - | -4,111 | -294 |
| OP - City & South Locality | 19,317 | 387 | 859 | - | - | -1,181 | 19,382 |
| OP - East Cambs Locality | 6,604 | 132 | 280 | - | - | -394 | 6,622 |
| OP - Fenland Locality | 8,684 | 175 | 377 | - | - | -525 | 8,711 |
| OP - Hunts Locality | 12,991 | 263 | 570 | - | - | -790 | 13,034 |
| Addenbrooke's Discharge Planning Team | 1,029 | 23 | - | - | - | - | 1,052 |
| Hinchingbrooke Discharge Planning Team | 568 | 13 | - | - | - | - | 581 |
| Reablement, Occupational Therapy & Assistive Technology | - | - | - | - | - | - | - |
| Integrated Community Equipment Service | 2,261 | 54 | 112 | - | - | -350 | 2,077 |
| Head of Services | 4,402 | 87 | 53 | 100 | - | -452 | 4,190 |
| Adult Mental Health | 7,270 | 151 | 471 | - | - | -388 | 7,504 |
| Older People Mental Health | 5,545 | 112 | 144 | - | - | -367 | 5,434 |
| Subtotal Older People and Mental Health Services | 72,156 | 1,529 | 2,866 | 300 | - | -8,558 | 68,293 |
| Children's Social Care | | | | | | | |
| Strategic Management - Children's Social Care | 2,428 | 67 | - | 447 | - | -205 | 2,737 |
| Head of Social Work | 5,847 | 118 | 300 | - | - | -468 | 5,797 |
| Legal Proceedings | - | - | - | - | - | - | - |

Section 4 - A: Children, Families and Adults Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2015-16

| Policy Line | Net Revised Opening Budget £000 | Net Inflation £000 | Demography & Demand £000 | Pressures £000 | Investments £000 | Savings & Income Adjustments £000 | Net Budget £000 |
|---|--|-----------------------|--------------------------------|-------------------|---------------------|--|--------------------|
| Safeguarding & Standards | 936 | 22 | - | - | - | - | 958 |
| Children's Social Care Access | 3,240 | 76 | - | 200 | - | -49 | 3,467 |
| Children Looked After | 9,456 | 207 | - | - | - | -136 | 9,527 |
| Children In Need | 5,065 | 112 | 106 | - | - | -486 | 4,797 |
| Disabled Services | 6,114 | 126 | 54 | - | - | -179 | 6,115 |
| Subtotal Children's Social Care | 33,086 | 728 | 460 | 647 | - | -1,523 | 33,398 |
| Strategy and Commissioning | | | | | | | |
| Strategic Management - S&C | 599 | 18 | - | - | - | -994 | -377 |
| Information Management & Information Technology | 1,129 | 27 | - | - | - | -50 | 1,106 |
| Strategy, Performance and Partnerships | 1,743 | 42 | - | - | - | -66 | 1,719 |
| LAC Placements | 15,579 | 316 | 873 | 900 | - | -2,165 | 15,503 |
| SEN Placements | 8,031 | 162 | - | - | - | - | 8,193 |
| Commissioning Services | 5,301 | 111 | - | - | -204 | -19 | 5,189 |
| Early Years Specialist Support | 1,281 | 25 | - | - | - | - | 1,306 |
| Home to School Transport - Special | 7,574 | 100 | 283 | - | - | -200 | 7,757 |
| Executive Director | 871 | 21 | - | 376 | - | - | 1,268 |
| Central Financing | -495 | -12 | - | - | - | -368 | -875 |
| Teachers Pensions | 2,735 | 55 | - | - | - | - | 2,790 |
| Redundancy | 206 | 4 | - | - | - | - | 210 |
| Subtotal Strategy and Commissioning | 44,554 | 869 | 1,156 | 1,276 | -204 | -3,862 | 43,789 |
| Children's Enhanced and Preventative Services | | | | | | | |
| Strategic Management - E&P | 826 | 29 | - | - | - | -42 | 813 |
| Children's Centres Strategy | 635 | 17 | - | - | - | -376 | 276 |
| Support to Parents | 1,633 | 33 | - | - | -145 | - | 1,521 |
| SEND Specialist Services | 5,870 | 119 | - | - | - | - | 5,989 |
| Safer Communities Partnership | 1,361 | 155 | 34 | - | - | -171 | 1,379 |
| Youth Offending Service | 1,301 | 31 | - | - | -225 | -166 | 941 |
| Central Integrated Youth Support Services | 982 | 25 | - | 175 | - | -203 | 979 |
| East Cambs & Fenland Localities | 3,776 | 87 | 68 | - | - | -321 | 3,610 |
| South Cambs & City Localities | 4,385 | 99 | 69 | - | - | -374 | 4,179 |
| Huntingdonshire Localities | 2,781 | 66 | 68 | - | - | -297 | 2,618 |
| Subtotal Children's Enhanced and Preventative Services | 23,550 | 661 | 239 | 175 | -370 | -1,950 | 22,305 |
| Learning | | | | | | | |
| Strategic Management - Learning | -185 | -1 | - | - | - | -80 | -266 |

Section 4 - A: Children, Families and Adults Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2015-16

| Policy Line | Net Revised Opening Budget £000 | Net Inflation £000 | Demography & Demand £000 | Pressures £000 | Investments £000 | Savings & Income Adjustments £000 | Net Budget £000 |
|---|--|-----------------------|--------------------------------|-------------------|---------------------|--|--------------------|
| Early Years Service | 2,414 | 61 | - | - | - | -562 | 1,913 |
| Schools Intervention Service | 1,804 | 47 | - | - | - | -203 | 1,648 |
| Schools Partnership Service | 1,406 | 26 | - | - | - | -142 | 1,290 |
| Children's Innovation & Development Service | 302 | 12 | - | - | - | -79 | 235 |
| Integrated Workforce Development Service | 1,500 | 49 | - | - | - | -165 | 1,384 |
| Catering, Cleaning & Groomfield Services | -354 | - | - | - | - | -100 | -454 |
| 0-19 Organisation & Planning | 901 | 26 | - | - | - | - | 927 |
| Early Years Policy, Funding & Operations | 397 | 9 | - | - | - | -201 | 205 |
| Education Capital | 328 | 10 | - | - | - | - | 338 |
| Home to School / College Transport - Mainstream | 8,780 | 109 | 28 | 808 | - | -632 | 9,093 |
| Subtotal Learning | 17,293 | 348 | 28 | 808 | - | -2,164 | 16,313 |
| DSG Adjustment | -21,563 | -351 | - | - | - | - | -21,914 |
| CFA BUDGET TOTAL | 248,089 | 5,468 | 8,973 | 4,946 | -574 | -25,238 | 241,664 |

Section 4 - A: Children, Families and Adults Services

Table 3: Revenue - Overview

Budget Period: 2015-16 to 2019-20

| | | Detailed Plans | | Outline Plans | | | | | | | |
|--------------|--|-----------------|-----------------|-----------------|-----------------|-----------------|----------|---|-----------------|------------------|--------------------------|
| Ref | Title | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | Type | Description | Committee | Impact Rating | Deliverability Rating |
| 1 | OPENING GROSS EXPENDITURE | 329,777 | 334,492 | 328,199 | 322,267 | 321,387 | | | | | |
| A/R.1.001 | Increase in spend funded from external sources | 5,195 | - | - | - | - | Existing | Adjustment for permanent changes to base budget from decisions made in 2014-15. | Adults, C&YP | | |
| A/R.1.002 | Better Care Fund (BCF) Allocation for 'Protecting Social Care' | 2,496 | - | - | - | - | Existing | Increase in funding transfer from the NHS to social care as part of the Better Care Fund. | Adults | | |
| A/R.1.004 | Care Act (New Burdens funding) Additional Assessments and care cap | 3,243 | 2,429 | -2,648 | -764 | - | New | New funding to support the new responsibilities under the Care Act. | Adults | | |
| A/R.1.005 | Care Act (New Burdens Funding) Social Care in Prisons | 354 | - | - | - | - | New | New funding to support the new responsibilities under the Care Act. | Adults | | |
| A/R.1.006 | Care Act (Better Care Fund) | 1,367 | - | - | - | - | New | This new funding is to support the new responsibilities under the Care Act and the funding comes from the Better Care Fund. | Adults | | |
| A/R.1.007 | Cambridgeshire Local Assistance Scheme | -1,027 | - | - | - | - | Existing | Due to the expected removal of Government funding, the budget for Cambridgeshire Local Assistance Scheme (CLAS) will be removed. Alternative options on the future operation and funding of CLAS are being explored, in discussion with partners. | Adults | | |
| A/R.1.008 | Correction of 2014-15 OP catch-up demography pressure | -2,500 | - | - | - | - | New | Correction of 2014-15 demography allocation identified in Closedown 2013-14. | Adults | | |
| A/R.1.009 | Transfer of Function - Public Health | -20 | - | - | - | - | New | Public Health Researcher post to sit within Public Health. | Adults, C&YP | | |
| A/R.1.010 | Special Educational Needs and Disability (SEND) Implementation Grant | 334 | -334 | - | - | - | New | New funding to support impact of new responsibilities due to SEND reforms. | Adults, C&YP | | |
| 1.999 | REVISED OPENING GROSS EXPENDITURE | 339,219 | 336,587 | 325,551 | 321,503 | 321,387 | | | | | |
| 2 | INFLATION | | | | | | | | | | |
| A/R.2.001 | Centrally funded inflation | 6,331 | 6,349 | 5,696 | 5,933 | 5,859 | Existing | Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures. | Adults, C&YP | | |
| 2.999 | Subtotal Inflation | 6,331 | 6,349 | 5,696 | 5,933 | 5,859 | | | | | |
| 3 | DEMOGRAPHY AND DEMAND | | | | | | | | | | |
| A/R.3.001 | Integrated Community Equipment Services (ICES) | 112 | 117 | 118 | 129 | 128 | Modified | Funding to support the increased demand for Community Equipment, both for the Adult population (demand for more complex equipment and demand led by Reablement) and for children (where demand continues to grow). ICES is an all age service. | Adults | | |
| A/R.3.002 | Physical Disability & Sensory Services | 1,146 | 1,237 | 1,250 | 1,263 | 1,276 | Modified | Funding to support the increase in demand on the service from children transferring to adult services and the net predicted increase in new users' needs (based on current trends of new users less users leaving the service). | Adults | | |
| A/R.3.003 | Learning Disability Partnership | 3,078 | 3,129 | 3,457 | 3,039 | 3,287 | Modified | Funding to support new users in the service (children turning 19 in 2013-14), as well as carer breakdown. Most of the funding for LD demography is based on named users. | Adults | | |
| A/R.3.004 | Older People | 2,231 | 2,362 | 2,338 | 2,671 | 2,669 | Modified | Funding to support the increase in the Older People population, as well as changing levels of need. Funding for Mental Health, and Learning Disability users turning 65 in the year is also included. | Adults | | |
| A/R.3.005 | Adult Mental Health | 523 | 540 | 523 | 393 | 407 | Modified | Funding to support increases in mental health needs, based on new users' needs (calculated trend) and removing the impact of users turning 65 whose funding is transferred to Older People's Services. | Adults | | |
| A/R.3.006 | Support Packages - Children in Need | 106 | 107 | 109 | 111 | 113 | Modified | Increased costs for Children in Need teams within Children's Social Care due to increasing numbers of referrals, and initial and core assessments being undertaken. | C&YP | | |
| A/R.3.007 | Disability Children's Services | 54 | 56 | 58 | 60 | 62 | Modified | Projected growth in disabled children numbers being seen in Cambridgeshire and requiring support from Children's Social Care, based on national trends in numbers and increases in complexity of need. | C&YP | | |
| A/R.3.008 | Home to School Special Transport | 283 | 283 | 286 | 287 | 288 | Modified | Increased costs of journeys to school for children with Special Educational Needs (SEN) due to increasing numbers and complexity of need of children being transported. | C&YP | | |

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|--------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|----------|--|-----------------|-----------|---------------|-----------------------|
| Ref | Title | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | Type | Description | | | | |
| A/R.3.009 | Looked After Children Numbers | 1,173 | 873 | 998 | 1,060 | 1,122 | Modified | Projected change in Looked After Children (LAC) numbers due to local population growth estimates and national growth in LAC numbers. Significant savings are planned to be delivered through the Placements strategy by reducing the risk of children entering care, reducing the length of time children spend in care, and reducing the risk of children returning to care. (See ref A/R.6.407) | C&YP | | | |
| A/R.3.010 | Growth in Children Numbers (incl Migration and IDVAS) | 205 | 469 | 423 | 514 | 580 | Modified | Increase in services required to support increased and more diverse child population in Cambridgeshire. | C&YP | | | |
| A/R.3.011 | Home to School Mainstream Transport | 28 | 173 | - | - | - | Modified | Increased costs due to known new transport routes being put in place and anticipated increases in Post 16 numbers being transported. | C&YP | | | |
| A/R.3.012 | Adult Alcohol Specialist Treatment Service | 34 | 88 | 81 | 90 | 84 | Modified | Funding to support increased demand for alcohol services. Funded by Public Health Grant. | Adults | | | |
| 3.999 | Subtotal Demography and Demand | 8,973 | 9,434 | 9,641 | 9,617 | 10,016 | | | | | | |
| 4 | PRESSURES | | | | | | | | | | | |
| A/R.4.001 | Ordinary Residence | 400 | - | - | - | - | Modified | Funding allocated to cover responsibility for people with learning disabilities being passed to Cambridgeshire under Ordinary Residence rules given up as saving in 2014/15, but not fully achieved as some transfers have now been made. | Adults | | | |
| A/R.4.002 | Reduce double up care | 200 | - | - | - | - | Modified | Savings not fully made through the review of all home care packages for older people where two care workers carry out a home visit. This is due to time needed by home care providers to implement the changes- this will be carried forward into 2015/16. | Adults | | | |
| A/R.4.003 | Looked After Children Savings | 900 | - | - | - | - | Modified | 2014-15 saving not fully realised through the delivery of the Children's placements strategy. | C&YP | | | |
| A/R.4.004 | Home to School Transport (Mainstream): Policy | 157 | - | - | - | - | Modified | 2014-15 saving not fully realised through review of routes to school currently deemed unsafe for children to use to walk to school. | C&YP | | | |
| A/R.4.005 | Home to School Transport (Mainstream): Contracts | 651 | - | - | - | - | Modified | 2014-15 saving not fully realised through review and re-tender transport contracts. | C&YP | | | |
| A/R.4.006 | Savings on agency and consultancy spend | 447 | - | - | - | - | Modified | 2014-15 saving not fully realised through reducing spend on agency staff and consultancy. | Adults, C&YP | | | |
| A/R.4.007 | Productivity savings | 376 | - | - | - | - | Modified | 2014-15 saving not fully realised through reduced absence and increased productivity. | Adults, C&YP | | | |
| A/R.4.008 | Single-Tier State Pension | - | 1,241 | - | - | - | New | The Government plans to abolish the State Second Pension on 1st April 2015. The Council currently receives a rebate on the amount of National Insurance contributions it pays as an employer because it has "contracted out" of the State Second Pension. This rebate will cease when the State Second Pension is abolished, resulting in an increase in the cost of National Insurance contributions which the Council is required to pay. | Adults, C&YP | | | |
| A/R.4.009 | Young Carers | 175 | - | - | - | - | New | The Care Act coming into force from April 2015 includes significant new expectations around the level of support provided to young people who take on caring roles for adults, especially those whose parents have physical or learning disabilities or other vulnerabilities. We know that there is unmet need amongst young carers and so additional funding will be required to extend the reach of services to more young carers, undertake more assessments and to enhance the level of service in line with the expectations in the Act. Further detailed guidance around expectations is still to be published and so this pressure remains under review. | C&YP | | | |

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| Ref | Title | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | Type | Description | | | | |
| A/R.4.010 | Deprivation of Liberty Standards | 1,340 | -540 | - | - | - | New | In March 2014 a Supreme Court Judgement changed the expectations and standards linked to the deprivation of liberty under the Mental Capacity Act and this affects arrangements for existing service users in adult social care, older people's services and some children and young people. The new standards will require all local authorities to undertake significantly more assessments of mental capacity than in previous years, and significant additional funding will therefore be required to cover the costs of assessments. For clients living in supported living or other non-residential settings applications will need to be made through a Court of Protection hearing process, which is likely to also require additional funding for legal costs. However, new guidance has recently been issued that allows professionals who are not legally trained to act as 'Litigation Friend' in DOLS cases that are being heard by the Court of Protection. This has the potential to reduce the legal costs associated with these processes compared to the cost of engaging legal professionals. | Adults | | | |
| A/R.4.011 | Emergency Duty Team | 300 | - | - | - | - | New | There are pressures on the budget for the Emergency Duty Team accumulating from three different areas of the work of the team, specifically; 1. Safeguarding of children 2. Safeguarding of adults 3. Mental Health Assessments Improved management and scrutiny of EDT has identified a number of areas where current practice is not fully compliant with set practice standards. The recent Ofsted inspection also identified EDT as being under-resourced and that in response a new model of delivery needs to be considered to ensure EDT is fit for purpose. In addition, discussions are also ongoing with the Cambridgeshire and Peterborough Foundation Trust (CPFT) about future service delivery in relation to mental health assessments. These discussions include the possibility of responsibility moving from EDT to CPFT and a requirement for the service to be fully resourced to deal with the required number of clients. Additional funding is therefore required across all three elements to increase the capacity of the EDT to meet future service and client needs | Adults, C&YP | | | |
| 4.999 | Subtotal Pressures | 4,946 | 701 | - | - | - | | | | | | |
| 5 | INVESTMENTS | | | | | | | | | | | |
| A/R.5.001 | Flexible Shared Care Resource | -204 | -64 | -174 | - | - | Existing | Ending of transformation funding given to fill a gap in the market for the provision of services which bridge the gap between fostering and community support and residential provision. Investment will be repaid over a 7 year period from savings in placement costs. | C&YP | | | |
| A/R.5.002 | Multi Systemic Therapy Child Abuse & Neglect | -225 | - | - | - | - | Existing | Ending of transformation funding to continue the pilot Multi Systemic Therapy Child Abuse and Neglect (MST CAN) programme. MST CAN works with families where children are at high risk of being placed in care with the aim of keeping children at home with increased safety. Consideration is being given to externalising the service as a traded offer which other local authorities could commission as well as CCC. This proposal could make the service self-funding in the longer term but would require ongoing or invest to save funding in the short term. | C&YP | | | |
| A/R.5.003 | Family Intervention Project Expansion | -145 | - | - | - | - | Existing | Ending of transformation funding to develop the Family Intervention Project model and expand it across the county. Used as a model to test our approach to joint work with highest need families in partnership with the Police, Health, District Councils and Housing Departments. | C&YP | | | |
| 5.999 | Subtotal Investments | -574 | -64 | -174 | - | - | | | | | | |

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| 6 | SAVINGS | | | | | | | | | | |
| | Adult Social Care | | | | | | | | | | |
| A/R.6.101 | Learning Disability Partnership contracts | -702 | - | - | - | - | Existing | Development of a Central Placements Team (at a cost of £78k) to manage negotiations with providers of specialist high cost placements to secure better value for money and to manage use of any vacancies arising in local supported living services. The team will also manage the new contracts arrangements following retendering in 2014/15 to ensure they deliver the expected financial benefits. | Adults | Green | Amber |
| A/R.6.102 | Special needs and Continuing health care NHS funding for people with learning disabilities placed out of county | -50 | - | - | - | - | Modified | Secure continuing health care funding for people with learning disabilities who have health needs who are placed out of county and where the full cost has been funded by the Learning Disability pooled budget. This will require case by case assessment and negotiation with the Clinical Commissioning Group in the other areas. | Adults | Green | Amber |
| A/R.6.103 | Changes to in-house learning disability provider service | -50 | - | - | - | - | New | Change the model of service from residential care to supported living to promote greater independence and security for residents, and include space for an additional tenant on a shorter term occupancy (up to 2 years) with support focused on progressing to more independent living. | Adults | Green | Green |
| A/R.6.104 | Greater efficiencies achieved through Direct Payments - Learning Disabilities | -300 | - | - | - | - | New | Monitoring of the use of Direct Payments has shown that service users & their families can meet their needs more cost effectively given the freedom to manage their own Direct Payments. Any surplus is reclaimed by the Council. | Adults | Green | Amber |
| A/R.6.105 | Review of out of county placements | -150 | - | - | - | - | Modified | Focused work on 20 people who are in out of county residential placements to develop appropriate services to meet their needs within Cambridgeshire in a more effective way | Adults | Amber | Amber |
| A/R.6.106 | Use of assistive technology to maximise independence for people with learning disabilities | -350 | - | - | - | - | Modified | Use of assistive technology to identify how such equipment can reduce the dependency on staff e.g. Waking night staff, leading to deployment of appropriate equipment to support the reduction of staff required. | Adults | Green | Amber |
| A/R.6.107 | Ordinary Residence | -200 | - | - | - | - | Modified | People with learning disabilities living in other local authority areas identified as the responsibility of that local authority under Ordinary Residence rules. | Adults | Green | Green |
| A/R.6.108 | Review of Learning Disability cases | -899 | - | - | - | - | Modified | Continuation of work to review all cases against the reduced allocation to ensure personal budget allocations fit with reduction to resource allocation system introduced in 2014/15 - supported by new policies relating to Transport & Activities. This could lead to increased isolation, boredom and frustration, leading to increased challenging behaviours. There is also a risk that the allocation may not be sufficient to meet assessed needs but this will be partly mitigated by staff considering carefully how to meet substantial and critical needs within the allocation. | Adults | Amber | Red |
| A/R.6.109 | Learning Disability packages | -1,388 | - | - | - | - | New | Absorb all demand arising from increased need of existing clients from existing resources. People might need more help because of illness, physical deterioration or a breakdown in their normal informal care arrangements (e.g. elderly parents can no longer cope). Such demand will be managed within existing resources, by focusing on short-term support in a crisis, stabilising situations and subsequently removing extra support. | Adults | Red | Amber |
| A/R.6.110 | Learning Disability in-house services | -50 | - | - | - | - | New | Efficiencies to be achieved across all in-house services. | Adults | Green | Amber |
| A/R.6.111 | Ending of enhancement to independent sector provider to cover TUPE | -80 | - | - | - | - | Existing | Payments were made to the provider to cover additional costs associated with staff terms and conditions inherited under TUPE regulations when they won the contract. This is the final saving delivered by the provider as they have worked on staff terms and conditions and removed the need for the additional payment. | Adults | Green | Green |
| A/R.6.112 | Inflation on care packages in LD | -630 | - | - | - | - | New | Review and reduce cost of inflation on LD Placements. This is a reduction from 2% to 1% inflation. | Adults | Amber | Green |
| A/R.6.113 | Physical Disability Care Packages | -600 | - | - | - | - | New | Reduce budget for Physical Disability care packages as current costs are below budget. This is considered as a structural underspend where the service has modelled costs based on assessed need but actual spending has been at a slightly lower level. | Adults | Green | Green |
| A/R.6.114 | Greater efficiencies achieved through Direct Payments - Physical Disabilities | -100 | - | - | - | - | New | Monitoring of the use of Direct Payments has shown that service users & their families can meet their needs more cost effectively given the freedom to manage their own Direct Payments. Any surplus is reclaimed by the Council. | Adults | Green | Amber |

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| A/R.6.115 | Support for people on the autistic spectrum | -110 | - | - | - | - | - | - | - | - | - | Modified | Investment in 2014/15 established 2 part time support workers in the National Autistic Society to support people with autism to maintain or gain greater independence, reducing their dependence on statutory support | Adults | Green | Amber |
| A/R.6.116 | Use of assistive technology to maximise independence for people with physical disabilities | -100 | - | - | - | - | - | - | - | - | - | Modified | Use of assistive technology to identify how such equipment can reduce the dependency on staff e.g. Waking night staff, leading to deployment of appropriate equipment to support the reduction of staff required. | Adults | Green | Amber |
| A/R.6.117 | Reinforcing the use of reablement as the pathway before completion of formal statutory assessments | -200 | - | - | - | - | - | - | - | - | - | Modified | Use of reablement to maximise independence and reduce demand on statutory services | Adults | Green | Amber |
| A/R.6.118 | Visual impairment rehabilitation | -50 | - | - | - | - | - | - | - | - | - | Modified | Increase take up of visual impairment rehabilitation to increase independence. | Adults | Green | Green |
| A/R.6.119 | Joint health and social care packages for people with physical disabilities | -50 | - | - | - | - | - | - | - | - | - | Modified | Negotiation with health where the person with a physical disability has a mix of health and social care needs to ensure a fair joint funded package is agreed. | Adults | Amber | Amber |
| A/R.6.120 | Review of Physical Disability cases | -384 | - | - | - | - | - | - | - | - | - | Modified | Continuation of work to review all cases to promote progression and use of local community resources to reduce dependence on statutory services and transport requirements. May lead to increased isolation and depression if community networks cannot be established to mitigate this. | Adults | Amber | Red |
| A/R.6.121 | Physical Disability packages | -231 | - | - | - | - | - | - | - | - | - | New | Absorb all demand arising from increased need of existing clients from existing resources. People might need more help because of illness, physical deterioration or a breakdown in their normal informal care arrangements (e.g. elderly parents can no longer cope). Such demand will be managed within existing resources, by focusing on short-term support in a crisis, stabilising situations and subsequently removing extra support. | Adults | Red | Amber |
| A/R.6.122 | Inflation on care packages in PD | -206 | - | - | - | - | - | - | - | - | - | New | Review and reduce cost of inflation on PD Placements. This is a reduction from 2% to 1% inflation. | Adults | Amber | Green |
| A/R.6.123 | Quality & Transformation - removal of posts | -71 | - | - | - | - | - | - | - | - | - | Modified | Removal of specific budget for legal costs, and assuming realistic growth in court of protection income. | Adults | Green | Green |
| A/R.6.124 | Removal of resource to pump prime new developments | -206 | - | - | - | - | - | - | - | - | - | Existing | Resource available to stimulate new developments to support community capacity building to be removed. | Adults | Green | Green |
| A/R.6.125 | Rationalisation of housing related support contracts (previously part of the Supporting People Programme) | -216 | -200 | -200 | - | - | - | - | - | - | - | Existing | Responsibility for housing related support contracts now aligned with adult social care funded contracts. Retendering or renegotiation of contracts to reduce overheads and target available resources to support people to maintain independence. | Adults | Green | Amber |
| A/R.6.126 | Cambridgeshire Local Assistance Agreement | 300 | - | - | - | - | - | - | - | - | - | Existing | One year, non recurrent contribution towards savings in 2014/15 has to be covered as a recurrent saving from 2015/16 and is therefore offset against other savings for 2015/16. | Adults | Green | Green |
| A/R.6.127 | Management of packages for people with learning disabilities and people with physical disabilities and sensory needs. | - | -4,000 | -4,200 | - | - | - | - | - | - | - | Modified | This will be particularly challenging to achieve in future years, with relatively low turnover and the number of new service users with learning disabilities and physical disabilities requiring support running at a higher level. The implementation of Transforming Lives and application of policies to ensure the most efficient and effective use of resources will contribute to this target. However, each year it is the same people that we will be working with to try to achieve reductions through supporting their progression (skills development leading to the need for less support) and working with communities to develop new opportunities. Skills development may be slow and many people will continue to require significant levels of support despite developing their skills. | Adults | Red | Red |
| A/R.6.128 | Charge eligible Disabled Facilities Grant expenditure to capital budget | -40 | 40 | - | - | - | - | - | - | - | - | New | Some equipment and work to provide better facilities for disabled people is capital spend that is currently funded from revenue. | Adults | Green | Green |
| A/R.6.129 | Older People's Services Handyperson | -50 | 50 | - | - | - | - | - | - | - | - | New | Other partners will not be ready to join the contract for a new handyperson service for older people, so it will not begin at the start of 2015-16. This will create a pressure in 2016-17, when the service will be operational all year. | Adults | Green | Green |

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| A/R.6.201 | Older People's Services and Adult Mental Health Demand management in OPMH | - | -2,400 | -2,092 | - | - | New | The implementation of Transforming Lives and closer working with UCP (health services provider), voluntary sector and district councils are expected to help towards delivery of savings related to effective demand management during 2016-17 and beyond. This demand-led budget is subject to a wide range of factors including decisions by other partner organisations, increasing levels of need and complexity amongst service users and seasonal changes and these savings are likely to be very challenging to deliver. | Adults | Red | Red |
| A/R.6.202 | Reviews of Home Care activity | -750 | - | - | - | - | Modified | Reduce homecare activity. The Council is currently above median levels for home care support for older people. The Council will invest in capacity to review home care packages with a view to ensuring they meet people's needs appropriately, and introduce flexible, community-based support for independence wherever possible. | Adults | Red | Amber |
| A/R.6.203 | Management of new demand at point of first contact and referral | -500 | - | - | - | - | Modified | Use support from within community to meet need wherever possible in new packages. The Council is using the 'Transforming Lives' programme to change the way that social care packages are planned, using more community support and more short-term support for people to learn to be more independent than they are now. This will result in a lower requirement for home care than otherwise would have been the case. | Adults | Amber | Red |
| A/R.6.204 | Reduce demand through a planned approach to prevention- promoting physical activity and falls prevention | -300 | - | - | - | - | New | Prevent falls. Injuries and mobility problems sustained from a fall account for approximately 1/3 of older people needing social care services, and an even larger proportion of attendances and admissions to hospital. Working with health services, physical activity services will be introduced to prevent people from falling over and so reduce the requirement for resources. | Adults | Green | Red |
| A/R.6.205 | Recommissioning interim beds so that distribution and level of funding is appropriate across the County. | -270 | - | - | - | - | New | A review of the provision of interim beds has shown that the Council has developed an unequal level of spend across the County in interim beds in response to pressures in the acute system and availability of NHS beds for rehabilitation and interim care. This is particularly the case in Huntingdonshire where the Council has, for historical reasons, funded a disproportionate level of provision due to limited availability of NHS beds. Any reduction will need to be managed slowly and in partnership with the Hunts NHS system to avoid created hospital delays. The impact of this will be a reduction in the overall capacity in the Hunts system which could result in increased hospital delays and pressure on the NHS. | Adults | Amber | Amber |
| A/R.6.206 | Rationalisation of the way in which respite care is commissioning and contracted moving away from spot purchasing | -120 | - | - | - | - | New | Review the service model for respite care, to develop a greater balance between home and residential/ nursing home based provision. This will be developed in consultation with providers, carers and service users and will be linked closely to the Carers Review. Apply a brokerage approach to respite, ensure usage is appropriate and planned, enabling a greater utilisation of block contracts. The impact of less funding being available for respite could be a reduction in availability, which could reduce capacity for either emergency respite or planned respite, which could result in an increase in demand. | Adults | Amber | Amber |
| A/R.6.207 | Continuing Health Care in community on discharge from hospital and longstanding placements | -650 | - | - | - | - | New | Ensure appropriate support is provided for people with high health needs. Continuing Health Care is provided by health services for people with high health needs living in the community. Some social care service users with high health needs may be entitled to such support. The Council will invest in capacity to make sure that eligible people receive the support they are entitled to. | Adults | Green | Red |
| A/R.6.208 | Appropriate recall of direct payment underspends (Older People) | -60 | - | - | - | - | New | Financial monitoring over recent years has regularly shown that a proportion of clients with direct payments do not spend their full allocation, where this occurs the County Council can take this money back. The proposal is to formalise a savings requirement for these Direct Payment clawbacks and establish a process of more regular review of actual spend for each client and targeted reassessment of allocations. The impact of this will be that some older people may feel less inclined to use direct payments. | Adults | Green | Green |

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| A/R.6.209 | Inflation on care packages (Older People) | -855 | - | - | - | - | New | Review and reduce cost of inflation on OPMH Placements. This is a reduction from 2% to 1% inflation. The impact of this will be that the Council struggles to have available a suitable range of providers for home care, residential and nursing care and that the providers have to find ways to meet their costs which impact on quality. Ultimately this can result in suspension of placements with providers who do not meet necessary quality standards. | Adults | Amber | Red | |
| A/R.6.210 | Integrated Community Equipment Service to manage increasing demand within available budget. | -190 | -185 | -185 | - | - | Existing | Retendering of contract to achieve better prices for equipment to manage increasing demand within the available budget. | Adults | Green | Green | |
| A/R.6.211 | Achieve efficiencies through reablement | -80 | - | - | - | - | New | Ensure that the level of home care that is commissioned when reablement has ceased is at an appropriate level. Ensure that reablement resources and capacity are being used to best effect to manage demand and avoid cost. | Adults | Green | Green | |
| A/R.6.212 | Charge eligible ICES expenditure to capital budget | -160 | 160 | - | - | - | New | Some equipment to provide better facilities to older people is capital spend that is currently funded from revenue. | Adults | Green | Green | |
| A/R.6.213 | Ending of enhancement to independent sector provider to cover TUPE and other operational efficiencies in grants to voluntary sector | -50 | - | - | - | - | New | Work will take place with providers where the Council currently pays an enhancement to cover costs of having transferred staff from one provider to another, where harmonisation needs to take place and will reduce costs. Grants to voluntary organisations will continue to be very important to the Council in order to deliver the Transforming Lives agenda, but will be examined to ensure that the commissioning and contracting process is as efficient as possible. This is not expected to have a negative impact on service users but will create an additional pressure for the providers concerned whose priority needs to be the delivery of high quality care. | Adults | Green | Amber | |
| A/R.6.214 | Older People Mental Health care package governance and authorisation process restructure. | -306 | -433 | - | - | - | New | Following the move of older peoples services from Cambridgeshire Community Services (CCS) to Cambridgeshire County Council work is underway to have a more detailed understanding of spend and practice in relation to support within older peoples mental health services. Older peoples mental health services sits within CPFT as part of the Council delegated services under the Section 75 partnership agreement. Work is taking place to ensure that front line staff and managers understand their roles and responsibilities. It is expected that they will have a greater understanding of the correct procedures to follow, best options for quality and financial efficiency, and standards of information and data entry will improve. In parallel to this work the Council is working with Health Commissioning colleagues to improve the joint decision making process when care packages require joint funding. The revised joint funding tool and decision making process is currently being piloted and once details are finalised a programme of joint training will be completed. It is expected that these improvements and the establishment of a robust system will realise financial and quality benefits. This work will continue into 2016/17. The impact of this will be that there will be greater pressure on staff to reduce the costs of support and this will be experienced by older people as a reduction if their existing package is reduced. For older people with dementia who may already be difficult to place, this will exacerbate that situation. | Adults | Amber | Amber | |
| A/R.6.215 | Efficiencies from monies paid to CPFT to deliver adult mental health section 75 agreement | -135 | -48 | - | - | - | Existing | Following discussion with Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) it is expected that these savings are achievable through two routes: firstly by delivering staff training in a more efficient way and secondly from the Council's historical funding of services which have ceased or altered through CPFT's pathway redesign. These savings will not impact on the funding of front line social care staff or result in a reduction in services delivered by CPFT as part of the Council's delegated duties under the Section 75 partnership agreement. | Adults | Green | Green | |

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| | | Detailed Plans | | Outline Plans | | | | | | | | |
|-----------|---|-----------------|-----------------|-----------------|-----------------|-----------------|----------|--|-----------|------------------|--------------------------|--|
| Ref | Title | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | Type | Description | Committee | Impact Rating | Deliverability Rating | |
| A/R.6.216 | Review of non statutory community based support services for adult mental health | -249 | -26 | - | - | - | Existing | The Council has a number of contracts with voluntary and community sector organisations that provide community based support for adults with mental health needs. These range from early help and direct support and services for those with mental health needs to positive activities and opportunities for community engagement. During the implementation of the 2014/15 budget plan, future reductions have been planned and negotiated with voluntary and community organisations. The Council has worked with providers to agree a feasible reduction whilst keeping the services viable and effective. Savings will be achieved through partial funding decrease to Richmond Fellowship, Mind in Cambridgeshire, Lifecraft, Street Outreach, Wintercomfort, Choices, CIAS, Suffolk MIND and Metropolitan services. Community impact assessments have been completed on all services where there are changes planned. These have been completed with commissioning partners and providers as relevant. Further discussions will be needed with providers and commissioning colleagues about the detail of how these savings will be delivered and impact managed. | Adults | Amber | Green | |
| A/R.6.217 | Improved assessment and reviews, and the implementation of demand management strategies for individual social care packages | -198 | -100 | -100 | - | - | Existing | This work to ensure that (as for older people) there is a detailed scrutiny of care packages already in place and the process for agreeing any new packages, to ensure best value for money, started in 14/15 and will continue during 15/16. It will be integrated into the work outlined above that will improve the governance and authorisation of older peoples mental health care packages. The impact of this will be increased management time being spent on negotiations with the NHS about financial accountability on a general and case by case basis. This has the potential to slow down decision making when an older person has health and social care needs, although this will be avoided wherever possible. It could also contribute to increased pressure on the NHS. | Adults | Amber | Red | |
| A/R.6.218 | Adult Mental Health | -201 | - | - | - | - | New | Absorb additional demand for specific conditions and services (eg. young onset dementia, autism, drug and alcohol related issues) within existing resources. Efficiencies within enhancement and redesign of Approved Mental Health Professional duty service. The impact of this will be that there is no additional capacity to respond to conditions which result in an increase in demand. Less capacity to respond at an early stage may increase costs further down the pathway. | Adults | Green | Green | |
| A/R.6.219 | Application of funding from the Better Care Fund | -2,496 | - | - | - | - | Existing | The Better Care Fund will be used to put in place preventative and early intervention measures to reduce demand on social care, prevent hospital admissions and improve outcomes for service users. This element of the Better Care Fund is intended to protect Social Care services. | Adults | Green | Green | |
| A/R.6.301 | Children's Social Care Family Group Conferencing service | -85 | - | - | - | - | Existing | Review of management of the service to include integration of three services within CSC. This will result in a reduced service offer for our service users and this represents a challenging target with overall LAC numbers remaining high. | C&YP | Amber | Green | |
| A/R.6.302 | Supervised Contact | -250 | - | - | - | - | Existing | Review of management of the service to include integration of three services within CSC. Whilst a proportion of the 15% reduction in CSC Unit spend on social care will be achieved through tighter monitoring of activity, this represents a challenging target with overall LAC numbers remaining high and CSC units under pressure of an overall 25% reduction in total budget. | C&YP | Amber | Amber | |
| A/R.6.303 | Unit Expenditure | -252 | - | - | - | - | Existing | All 47 CSC units will manage this 10% budget reduction through greater scrutiny of unit expenditure and better use of universal services, alongside the pressure of an overall 25% reduction in total budget. This will result in less resource being available to each of the social work units. | C&YP | Amber | Green | |

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| | | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | | | | | |
| A/R.6.304 | Disability Children's Services | -156 | - | - | - | - | Existing | Savings and the expected increase in demographic demand will be delivered through ending the block inclusion contract and identifying alternative ways to achieve inclusive outcomes with families' use of personal budgets. This will result in a reduced service offer for some families. With the continuing increase in numbers of children with disabilities, there is a high risk that the service will not be able to achieve these further unit costs reductions. | C&YP | Amber | Green |
| A/R.6.305 | Review of Children's Social Care Management Arrangements | -70 | - | - | - | - | Existing | Achieved through the reduction of a Group Manager post and HoS post, reducing leadership capacity within CSC. | C&YP | Green | Green |
| A/R.6.306 | Review of Business Support Needs | -205 | - | - | - | - | Existing | Reduction of 6% of business support staff across Children's Social Care in line with the reduction of services and though more efficient use of resources. This will reduce the administrative support within the Directorate and there is a risk that this will then take up the time of frontline staff. | C&YP | Amber | Green |
| A/R.6.307 | Recommission clinical offer | -200 | - | - | - | - | Existing | Review the current clinical offer within social work units by reallocating clinical posts according to need and function to achieve 15% reduction in provision of this service. This would have an impact in terms of the level of expertise within social care units. | C&YP | Amber | Green |
| A/R.6.308 | Legal Proceedings | -100 | - | - | - | - | New | This is an area of high cost and a proposed changed approach would see the absorption of additional demand through better use of in-house knowledge and more direct management of requests for legal advice. | C&YP | Green | Amber |
| A/R.6.309 | Future development funding | -154 | - | - | - | - | New | Funding set aside for future developments that have not been taken forward as yet will be removed. Impact will be minimal. | C&YP | Amber | Green |
| A/R.6.401 | Strategy and Commissioning Dual use funding | -50 | - | - | - | - | Existing | CFA ceased providing funding for primary swimming in 2012, saving £140k per annum. The remaining dual use budget is used to fund the use of leisure facilities operated by Huntingdonshire District Council (HDC) by one secondary school. Other schools in the county do not receive such funding and meet costs from their own budgets. It has been agreed with HDC colleagues and Members and the schools concerned to withdraw this funding with effect from 1 April 2014 to give the schools and HDC time to undertake a review of current lease and user agreements in the light of funding changes. | C&YP | Green | Green |
| A/R.6.402 | Information Management & InformationTechnology | -50 | -100 | - | - | - | Existing | Significant reduction in ICT funding for database improvements resulting in less bespoke development. This should be mitigated by IT Procurement. | Adults, C&YP | Green | Green |
| A/R.6.403 | Team saving proposals | -60 | -60 | -60 | - | - | Existing | Reduction in Schools Brokerage due to the academy agenda, and reduction in staff hours. This saving has a minimal impact. | Adults, C&YP | Green | Green |
| A/R.6.404 | Contract recommissioning | -100 | -187 | - | - | - | Existing | Non renewal of grants including the Children's Links contract which expires in June 2016. The contract has successfully developed a system for voluntary and community organisations. There is also a reduction in small grants funding available to the voluntary and community sector. The saving is a large proportion of the budget but has a small impact. | Adults, C&YP | Green | Green |
| A/R.6.405 | Looked After Children Savings | -2,000 | -1,000 | - | - | - | Modified | Reducing the total spend on placements for looked after children, through the delivery of the cross directorate Placements Strategy. This is a significant saving and will have an impact on all children's services. Savings will be achieved through a combination of three things. Firstly, reducing the number of children and young people entering care – with a particular focus on outcomes for teenagers, keeping families together and breaking cycles of family crisis. Secondly, reducing the length of time children are in care for – ensuring that children move into family based care promptly where this is appropriate and safe. Thirdly, reducing the unit cost of placements by better commissioning, changing the mix of placements and considering different ways of meeting needs, with a particular focus on reducing the spend on residential placements and increasing the number of available Local Authority foster carers. | C&YP | Red | Red |
| A/R.6.406 | Strategy and Partnerships Service | -66 | - | - | - | - | Existing | Savings have been identified from a removal of migration funding to support newly arriving families and a 50% reduction in Area Partnership funding which will reduce their ability to progress their commissioning strategies. | Adults, C&YP | Green | Green |

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| | | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | | | | | |
| A/R.6.407 | Home to School Transport (Special) | -200 | - | - | - | - | New | Introduction of parental contribution to non-statutory Post 16 transport, and review of parental claimable mileage. This is a small saving but could have a significant impact on the Post 16 cohort. | C&YP | Red | Green |
| A/R.6.408 | Inflation on LAC Placements | -183 | - | - | - | - | New | Review and reduce cost of inflation on LAC Placements. This is a reduction from 2% to 1% inflation. | C&YP | Amber | Green |
| A/R.6.409 | Rationalisation of Strategy and Commissioning support services | -500 | - | - | - | - | New | Rationalisation of Strategy and Commissioning services. Will reduce capacity to support change in operational services and some SEND functions. | Adults, C&YP | Green | Green |
| A/R.6.410 | Deliver new SEND responsibilities through existing resources | -334 | 334 | - | - | - | New | Careful planning has enabled efficiencies in responding to SEND reforms. | Adults, C&YP | Green | Green |
| A/R.6.501 | Children's Enhanced and Preventative Services Children's Centres | -259 | - | - | - | - | Existing | There are no further savings planned for Children's Centre budgets. Following an extensive public consultation process, Children's Centres in Cambridgeshire embarked on a comprehensive change programme to re-configure the service and achieve savings. A newly re-configured service was launched on 1st September 2014 and all savings profiled for 2014/15 and 2015/16 were achieved through this review. The £259K saving is the full year effect of the savings realised through the re-configuration programme. As such, Children's Centres will not be required to make any further savings in 2015/16. | C&YP | Green | Green |
| A/R.6.502 | Recommissioning of Early Help - Children's Centre Strategy Team & Support to Parents | -117 | -80 | - | - | - | Modified | It is proposed to integrate the Children's Centre Strategy team and Parenting Strategy Teams, synthesising their work. This will strengthen Family Work across the 0-19 range by taking a stronger commissioning approach to service delivery and further development of integrated working. This would not require a saving from Children's Centres. The total saving of £197K represents 23% of the Children's Centre Strategy & Parenting Commissioner budgets. | C&YP | Green | Green |
| A/R.6.503 | Recommissioning of Early Help - Strategic Management, Locality Teams and Business Support | -1,034 | -997 | - | - | - | Modified | A reduction in strategic management (one Head of Service post) will save £77K. A restructure of the E&P central business support function is planned for 2016-17 to rationalise the function by hub or local team according to the service changes planned. It is proposed that this will achieve savings of approximately £430K (28% of the budget). Every effort will be made to reduce this savings target, for example allocating income from traded activity generated across the directorate to business support, to recognise the contribution the team make to the Directorate's traded offer. Savings of £1,407K (21% of gross budget) are planned for Locality Teams, which will mean the service has to become more targeted and there will be a reduced offer. £175k of savings will be found through a reduction in management capacity, including a reduction of Locality Teams from 14 to 12. However, £553K of these savings will be mitigated through alternative funding sources, together with the application of £200K of the £205K Growth in Children's Numbers demography funding (see A/R.3.010). Demography funding will be allocated to localities where it is anticipated that there will be an increase in the services required to support increased and more diverse child population in Cambridgeshire. The net impact is a £854K reduction for Locality Teams (13% of gross budget) and will result in a loss of capacity in delivering some aspects of service currently provided. | C&YP | Red | Green |

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| Ref | Title | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | Type | Description | Committee | Impact Rating | Deliverability Rating |
| A/R.6.504 | Recommissioning of Early Help - Youth Support Services | -369 | -463 | - | - | - | - Modified | <p>The Youth Offending Service (YOS) - within the YOS there is a longer term trend for falling case loads and as such some reduction of posts is expected including the reduction in a sessional staffing budget. This will be offset in part by the Locality Teams assuming some responsibilities for aspects of work with YOS clients. The YOS service will continue to ensure that it meets its statutory requirements and functions in line with expectations for the safe management of young people involved in the criminal justice system. Collectively this will save £165K over two years (18% of the element of the YOS budget that is CCC funded).</p> <p>Multi Systemic Therapy (MST) – the MST service continue to develop ways of working in partnership with other local authorities with joint funding approaches, some MST set-up and consultancy/advice and joint funding approaches. It is anticipated that £111K of savings over two years can be realised from MST without impacting the MST service model of delivery</p> <p>Central Youth Support Service (YSS) - The budget will be reduced by 60%. There will be reductions in the Central Youth Support functions and there will be reduced support for more universally focused activities. There will be a more streamlined focus on performance management and quality assurance function for those young people with NEET. The retention of some community facing voluntary and community sector funding although there will also be savings planned in this area. There will be reductions in management and support posts and some aspects of the service will become fully traded.</p> | C&YP | Red | Green |
| A/R.6.505 | Recommissioning of Early Help - Further Review Work | - | -167 | - | - | - | - New | Further review of the Early Help Strategy to be undertaken in discussion with CFA Management Team. | C&YP | Green | Amber |
| A/R.6.506 | Recommissioning of Early Help - SEND | - | -200 | - | - | - | - Modified | Further savings are expected from a review of the SEND management structure and service redesign. Opportunities for trading of the Specialist SEND services with schools is likely to increase. Having delivered on a contract with the Autism Education Training, there are now opportunities to deliver external training to other Local Authorities and to provide quality assurance. | C&YP | Amber | Green |
| A/R.6.507 | Safer Communities Team | -171 | - | - | - | - | - Modified | The Safer Communities Team will make reductions through staff redundancies and disinvestments, in part due to changes in grants and responsibilities, and a reduction in allocations received from the Police and Crime Commissioner budget. The remainder of the specialist Supporting People budget was moved to the Safer Communities Team in 2013 and it is anticipated that a saving will need to be identified from this core budget. | Adults | Amber | Green |

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| | | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | | | | | |
| A/R.6.601 | Learning Home to School Transport (Mainstream): Policy | -282 | -284 | -88 | - | - | - Modified | Under Section 509(4) of the 1996 Education Act, the Council provides free transport for children living within the statutory walking distance (2 miles for children aged 5-8 and 3 miles for those aged 8-16) in cases where the route they would have to use to get to and from their designated school, accompanied by an adult as necessary, does not meet the Council's criteria as a safe available walking route. In 2007 Cabinet approved adoption of a Sustainable Travel Strategy which included a commitment to a rolling programme of reviews of unsafe routes. The Council also has a duty to facilitate access to school or college for those students aged 16-19. It currently does so by providing free transport to those living in low income families and subsidised transport to those living in higher income families provided they are attending their nearest appropriate post-16 centre and enrolled on a full-time course; but the level of grant / subsidy is discretionary. It is proposed to review routes to school and where independent risk assessments determine that, following highway improvement work, they now satisfy the Council's criteria as safe walking routes, we will stop funding transport; and to part, rather than fully, subsidise post 16 students living in low income families for their transport. The combined anticipated savings for 2015/16 represent around 3.2% of the total £8.799m budget and would affect around 210 primary-aged children out of total of around 1550 and 990 post-16 students. | C&YP | Red | Green |
| A/R.6.602 | Home to School Transport (Mainstream) | -350 | -200 | - | - | - | - New | Each year, the Council has a number of routes which it places out to tender. Under a dynamic purchasing system introduced for the 2014 tender round, contracts are let for 4 years. Vehicle numbers and seating capacity require regular review to ensure that the Council provides the best possible match to the number of children requiring transport and also to maximise opportunities to link routes. It is proposed to appoint to a two-year fixed term post dedicated to securing these savings; currently, we do not have the specialist skills nor the capacity to carry out the detailed work that we believe will drive out savings. The 2015/16 savings target represents around 4% of the total £8.799m budget. | C&YP | Amber | Amber |
| A/R.6.603 | Stop, reduce or review non-statutory activities | - | - | -120 | - | - | - Existing | By 2017-18 to have secured the transfer of the management and operational running of the Wisbech Adventure Playground into community ownership (or another suitable model of external ownership). | C&YP | Green | Green |
| A/R.6.604 | Reduce non statutory school improvement grants | -65 | -50 | -20 | - | - | - Existing | Reduce LA funding for schools' support for KS4 pupils at risk of not participating in post-16 provision. There is a small risk of this increasing NEET figures but most of this support does, and should, come from the schools themselves. End the subsidy of the The Key online information service for schools. This will have a minimal impact and is unlikely to affect the schools' purchasing decision | C&YP | Green | Green |
| A/R.6.605 | CFA Workforce Development | -165 | -150 | - | - | - | - Existing | A restructuring of the service to realise the efficiencies to be gained from bringing together the Children's and Adult's Workforce teams. No reduction in required professional development for staff. | C&YP | Green | Green |
| A/R.6.606 | School-based support | -90 | -345 | -320 | - | - | - Existing | 2015-16: There are currently some vacant school adviser posts that could be deleted if responsibilities are transferred to other posts. 2016-17: Reduction in advisers in line with the growth of school-based support capacity / Teaching Schools. | C&YP | Green | Green |
| A/R.6.607 | Reduce school intervention budget | -95 | -50 | -40 | - | - | - Existing | The current improvement in performance in maintained schools means that the intervention budget to support schools causing concern can be reduced. Additionally, there has been an increase in the number of academies, which are not funded by the LA. Sufficient budget has been retained to support the anticipated number of maintained schools that will require intervention. There is a risk to these savings if the current rate of improvement is not sustained. | C&YP | Amber | Green |

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| A/R.6.608 | Early Years and Place Planning | -713 | - | - | - | - | Existing | Secure savings by stopping or reducing non-statutory functions that encourage the provision and take-up of Early Years places, and by targeting support where need is greatest. Also, by bringing functions together further savings can be made without a significant impact on service provision. There is a risk that the LA will fall short of its places targets, that some children will not access places they need and that improvement will be jeopardised. However, the government is supporting the sector with free provision of places for 40% of 2 year olds and with an extension of the pupil premium. | C&YP | Amber | Green |
| A/R.6.609 | Business Support | -30 | -30 | -30 | - | - | Existing | Development of new IT systems and new ways of working will lead to more efficient use of business support capacity and enable us to reduce our business support capacity. | C&YP | Green | Green |
| A/R.6.610 | Review traded units and traded activity | -129 | -21 | - | - | - | New | Bring forward proposals to stop, restructure or reconfigure traded units that significantly under recover, ensuring that the full costs of running a traded service to the Council are covered. | C&YP | Green | Green |
| A/R.6.701 | CFA Cross-Directorate Bring management of transport budgets together | -150 | -500 | - | - | - | New | Manage transport budgets more efficiently by actively reviewing the services they support and finding efficiencies. CFA currently spends approximately £18.5m across services on home to school transport and transport for older people and people with disabilities, but these budgets are managed separately. It is believed that a general saving of 3.5% could be found across these budgets if they were managed together in 2015-16, and a further saving in 2016-17. An invest to save bid supports these savings. | Adults, C&YP | Green | Amber |
| A/R.6.702 | Timing of implementation of Care Act | -636 | 636 | - | - | - | New | Careful timing of funding received to implement Care Act reforms. The practicalities of planning for the Care Act reforms means that some resources will not be necessary in 2015-16. However, they are anticipated to be necessary in 2016-17 as staffing levels increase, so this will create a pressure. | Adults, C&YP | Green | Green |
| 6.999 | Subtotal Savings | -24,403 | -11,056 | -7,455 | - | - | | | | | |
| | UNIDENTIFIED SAVINGS TO BALANCE BUDGET | - | -13,752 | -10,992 | -15,666 | -6,773 | | | | | |
| | TOTAL GROSS EXPENDITURE | 334,492 | 328,199 | 322,267 | 321,387 | 330,489 | | | | | |
| 7 | FEES, CHARGES & RING-FENCED GRANTS | | | | | | | | | | |
| A/R.7.001 | Previous year's fees, charges & ring-fenced grants | -78,161 | -92,828 | -88,980 | -87,402 | -87,281 | Existing | Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward. | Adults, C&YP | | |
| A/R.7.002 | Increase in fees, charges and schools income compared to 2014/15 | -5,195 | - | - | - | - | Existing | Adjustment for permanent changes to income expectation from decisions made in 2014-15. | Adults, C&YP | | |
| A/R.7.003 | Fees and charges inflation | -863 | -610 | -630 | -643 | -656 | Existing | Uplift in external charges to reflect inflation pressures on the costs of services. | Adults, C&YP | | |
| A/R.7.101 | Changes to fees & charges Charging for Looked After Children services | -50 | - | - | - | - | Existing | Implement charging policy for Looked After Children. This will need to be considered alongside the administrative costs of retrieving the monies owed. Explore charging other Local Authorities for services. | C&YP | Amber | Green |
| A/R.7.102 | Income Target for Education Psychology services | - | -100 | - | - | - | Existing | Opportunities for trading of the Specialist SEND services with schools is likely to increase. Having delivered on a contract with the Autism Education Training, there are now opportunities to deliver external training to other Local Authorities and to provide quality assurance. | C&YP | Amber | Green |
| A/R.7.103 | Increased surplus from trading activity in the Learning Directorate | -165 | -280 | -440 | - | - | Existing | Income generated by traded activity in the Learning Directorate in 13/14 was just over £22.5 million. With a few exceptions, service delivery models are currently based on balancing budgets and keeping costs to users as low as possible. All traded activity either has been or is being reviewed to ensure that all costs to the Council are fully covered. | C&YP | Amber | Green |

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| A/R.7.104 | Rental income at Jasmine House | -20 | - | - | - | - | New | Rental income resulting from leasing property to a housing association as part of the change from residential care home to supported living model. | Adults | Green | Green |
| A/R.7.105 | Alternative funding arrangements for children's services | -250 | - | - | - | - | - | Short term investment will be used to develop and implement a fundraising and sponsorship strategy which enables CFA to identify sources of local, national and international funding and establishes a funding pipeline, with multi-year funding streams, to secure funding for medium term plans and projects that support strategic objectives. The strategy will build on an understanding and willingness which currently exists in the private sector that investment in public sector - whether through funding projects, supporting particular work streams or investment 'in kind' (through benefit from their skills and knowledge, or their volunteering and employment opportunities) - will improve the social capital and economic growth of the communities in which they operate. | C&YP | Green | Amber |
| A/R.7.106 | Align existing education funding to responsibilities | -350 | - | - | - | - | New | Following recent reform to Dedicated Schools Grant and Education Services Grant, the opportunity has been taken to show high needs and early years funding directly within CFA budgets rather than as baseline budget received corporately. This is not a reduction in funding for current service. | C&YP | Green | Green |
| Changes to ring-fenced grants | | | | | | | | | | | |
| A/R.7.201 | Change in Public Health Grant | 20 | 6,933 | - | - | - | Existing | Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2016-17 due to removal of ring-fence. | Adults, C&YP | | |
| A/R.7.202 | Increase in NHS Funding | -2,496 | - | - | - | - | Existing | New Better Care funding. | Adults | | |
| A/R.7.203 | Care Act (New Burdens funding) Additional Assessments and care cap | -3,243 | -2,429 | 2,648 | 764 | - | New | New funding to support responsibilities under the Care Act. | Adults | | |
| A/R.7.204 | Care Act New Duties (Better Care Fund) | -1,367 | - | - | - | - | New | New funding to support responsibilities under the Care Act. | Adults | | |
| A/R.7.205 | Care Act (New Burdens Funding) Social Care in Prisons | -354 | - | - | - | - | New | New funding to support responsibilities under the Care Act. | Adults | | |
| A/R.7.206 | Special Educational Needs and Disability (SEND) Implementation Grant | -334 | 334 | - | - | - | New | Funding for implementation of SEND reforms. | C&YP | | |
| 7.999 | Subtotal Fees, Charges & Ring-fenced Grants | -92,828 | -88,980 | -87,402 | -87,281 | -87,937 | | | | | |
| TOTAL NET EXPENDITURE | | 241,664 | 239,219 | 234,865 | 234,106 | 242,552 | | | | | |

| FUNDING SOURCES | | | | | | | | | | | |
|------------------------|--|----------|----------|----------|----------|----------|----------|---|----------------------------|--|--|
| 8 | FUNDING OF GROSS EXPENDITURE | | | | | | | | | | |
| A/R.8.001 | Cash Limit Funding | -241,664 | -239,219 | -234,865 | -234,106 | -242,552 | Existing | Net spend funded from general grants, business rates and Council Tax. | Adults, Adults, C&YP | | |
| A/R.8.002 | Fees & Charges | -50,725 | -51,715 | -52,785 | -53,428 | -54,084 | Existing | Fees and charges for the provision of services. | | | |
| A/R.8.003 | Expected income from Cambridgeshire Maintained Schools | -15,426 | -15,426 | -15,426 | -15,426 | -15,426 | Existing | Expected income from Cambridgeshire maintained schools. | | | |
| A/R.8.004 | Public Health Grant | -6,933 | - | - | - | - | Existing | Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team. | Adults, C&YP | | |
| A/R.8.005 | NHS Funding for Joint Working between Health and Social Care | -13,148 | -13,148 | -13,148 | -13,148 | -13,148 | Existing | Increase in funding transfer from the NHS to social care. | Adults | | |
| A/R.8.006 | Arts Council Funding | -591 | -591 | -591 | -591 | -591 | Existing | Arts Council funding for the Music Hub. | C&YP | | |
| A/R.8.007 | Youth Justice Board Good Practice Grant | -707 | -707 | -707 | -707 | -707 | Existing | Youth Justice Board Good Practice Grant. | C&YP | | |
| A/R.8.008 | Care Act (New Burdens Funding) Additional assessments and care cap | -3,243 | -5,672 | -3,024 | -2,260 | -2,260 | New | Care Act New Burdens funding. | Adults | | |
| A/R.8.009 | Care Act New Duties (Better Care Fund) | -1,367 | -1,367 | -1,367 | -1,367 | -1,367 | New | Better Care Fund funding. | Adults | | |
| A/R.8.010 | Care Act (New Burdens Funding) Social Care in Prisons | -354 | -354 | -354 | -354 | -354 | New | Care Act New Burdens funding. | Adults | | |

Section 4 - A: Children, Families and Adults Services

Table 3: Revenue - Overview

Budget Period: 2015-16 to 2019-20

| Ref | Title | Detailed Plans | | Outline Plans | | | Type | Description | Committee | Impact Rating | Deliverability Rating |
|--------------|--|-----------------|-----------------|-----------------|-----------------|-----------------|------|--------------------------------|-----------|---------------|-----------------------|
| | | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | | | | | |
| A/R.8.011 | Special Educational Needs and Disability (SEND) Implementation Grant | -334 | - | - | - | - | | DfE SEND Implementation Grant. | C&YP | | |
| 8.999 | TOTAL FUNDING OF GROSS EXPENDITURE | -334,492 | -328,199 | -322,267 | -321,387 | -330,489 | | | | | |

| MEMORANDUM: SAVINGS / INCREASED INCOME | | | | | | |
|---|----------------|----------------|----------------|----------------|---------------|---|
| Savings | -24,403 | -11,056 | -7,455 | - | - | - |
| Unidentified savings to balance budget | - | -13,752 | -10,992 | -15,666 | -6,773 | - |
| Changes to fees & charges | -835 | -380 | -440 | - | - | - |
| TOTAL SAVINGS / INCREASED INCOME | -25,238 | -25,188 | -18,887 | -15,666 | -6,773 | |

| MEMORANDUM: TOTAL CFA GROSS EXPENDITURE INCLUDING DSG-FUNDED ELEMENT | | | | | | | | | | |
|--|--------------------------------|----------------|----------------|----------------|----------------|----------------|----------|--|--|--|
| | Non DSG-funded expenditure | 334,492 | 328,199 | 322,267 | 321,387 | 330,489 | Modified | Total gross expenditure for CFA not funded by the Dedicated Schools Grant (see table 3 above). | | |
| | DSG-funded expenditure | 21,914 | 21,914 | 21,914 | 21,914 | 21,914 | Modified | Total gross expenditure for CFA funded by the Dedicated Schools Grant (see table 6). | | |
| | TOTAL GROSS EXPENDITURE | 356,406 | 350,113 | 344,181 | 343,301 | 352,403 | | | | |

Section 4 - A: Children, Families and Adults Services

Table 6: Revenue - Dedicated Schools Grant Overview

Budget Period: 2015-16 to 2019-20

| Detailed Plans | Outline Plans |
|----------------|---------------|
|----------------|---------------|

| Ref | Title | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | Type | Description | Committee |
|--------------|--|-----------------|-----------------|-----------------|-----------------|-----------------|----------|--|-----------|
| 1 | OPENING GROSS EXPENDITURE | 22,695 | 21,914 | 21,914 | 21,914 | 21,914 | | | |
| G/R.1.001 | Transfer of function | -1,132 | - | - | - | - | Existing | Transfer of function of DSG directly managed by CFA. | C&YP |
| 1.999 | REVISED OPENING GROSS EXPENDITURE | 21,563 | 21,914 | 21,914 | 21,914 | 21,914 | | | |
| 2 | INFLATION | | | | | | | | |
| G/R.2.001 | Inflation | 351 | 378 | 401 | 400 | 400 | Existing | Forecast pressure from inflation on services funded by the Dedicated Schools Grant. | C&YP |
| 2.999 | Subtotal Inflation | 351 | 378 | 401 | 400 | 400 | | | |
| 3 | DEMOGRAPHY AND DEMAND | | | | | | | | |
| 3.999 | Subtotal Demography and Demand | - | - | - | - | - | | | |
| 4 | PRESSURES | | | | | | | | |
| 4.999 | Subtotal Pressures | - | - | - | - | - | | | |
| 5 | INVESTMENTS | | | | | | | | |
| 5.999 | Subtotal Investments | - | - | - | - | - | | | |
| 6 | SAVINGS | | | | | | | | |
| G/R.6.001 | Special Educational Needs management costs and training budget | - | -60 | -40 | - | - | Existing | Further reduction in management costs for support services for Special Educational Needs (SEN). Reduction in budget available to train CFA, schools and settings staff in identification of, and support for, SEN. | C&YP |
| 6.999 | Subtotal Savings | - | -60 | -40 | - | - | | | |
| | UNIDENTIFIED SAVINGS TO BALANCE BUDGET | - | -318 | -361 | -400 | -400 | | | |
| | TOTAL GROSS EXPENDITURE | 21,914 | 21,914 | 21,914 | 21,914 | 21,914 | | | |
| 7 | FEES, CHARGES & RING-FENCED GRANTS | | | | | | | | |
| G/R.7.001 | Previous year's DSG | -22,695 | -21,914 | -21,914 | -21,914 | -21,914 | Modified | Previous year's DSG rolled forward. | C&YP |
| G/R.7.002 | Overall change in DSG | 781 | - | - | - | - | Existing | Change in DSG directly managed by CFA including funding of inflation. | C&YP |
| 7.999 | Subtotal Fees, Charges & Ring-fenced Grants | -21,914 | -21,914 | -21,914 | -21,914 | -21,914 | | | |
| | TOTAL NET EXPENDITURE | - | - | - | - | - | | | |

Section 4 - A: Children, Families and Adults Services

Table 6: Revenue - Dedicated Schools Grant Overview

Budget Period: 2015-16 to 2019-20

| Detailed Plans | Outline Plans |
|----------------|---------------|
|----------------|---------------|

| Ref | Title | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | Type | Description | Committee |
|-----|-------|-----------------|-----------------|-----------------|-----------------|-----------------|------|-------------|-----------|
|-----|-------|-----------------|-----------------|-----------------|-----------------|-----------------|------|-------------|-----------|

| FUNDING SOURCES | | | | | | | | | | |
|-----------------|---|----------------|----------------|----------------|----------------|----------------|----------|--|------|--|
| 8 | FUNDING OF GROSS EXPENDITURE | | | | | | | | | |
| G/R.8.104 | Dedicated Schools Grant | -21,914 | -21,914 | -21,914 | -21,914 | -21,914 | Existing | Grant under regulation to support schools and education functions. | C&YP | |
| 8.999 | TOTAL FUNDING OF GROSS EXPENDITURE | -21,914 | -21,914 | -21,914 | -21,914 | -21,914 | | | | |

| MEMORANDUM: SAVINGS / INCREASED INCOME | | | | | |
|---|----------|-------------|-------------|-------------|-------------|
| Savings | - | -60 | -40 | - | - |
| Unidentified savings to balance budget | - | -318 | -361 | -400 | -400 |
| Changes to fees & charges | - | - | - | - | - |
| TOTAL SAVINGS / INCREASED INCOME | - | -378 | -401 | -400 | -400 |