

Appendix B: Finance Tables

Status:	Full Draft	
Meeting:	Children and Young People Committee	
Date:	21 October 2014	
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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	1,926	-170	1,756	1,726	1,526	1,526	1,526
555	ASC Practice & Safeguarding	3,334	-421	2,913	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	27,104	-3,360	23,744	23,620	23,500	24,772	26,120
18,602	E Cambs & Fenland Locality	23,243	-4,025	19,218	19,563	20,084	21,343	22,744
13,672	Hunts Locality	17,384	-3,799	13,585	13,291	12,987	13,495	14,033
1,266	PD Head of Services	1,334	-44	1,290	1,290	1,290	1,290	1,290
12,555	Physical Disabilities	13,610	-1,501	12,109	12,547	12,958	14,221	15,497
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	101,395	-19,528	81,867	80,755	81,063	85,365	89,928
	Older People and Mental Health Services							
3,485	Director of Older People and Mental Health	14,609	-14,187	422	498	475	475	475
19,317	OP - City & South Locality	26,814	-7,010	19,804	19,711	19,782	20,846	21,914
6,604	OP - East Cambs Locality	9,302	-2,543	6,759	6,729	6,752	7,099	7,447
8,684	OP - Fenland Locality	12,126	-3,230	8,896	8,855	8,887	9,354	9,823
12,991	OP - Hunts Locality	17,833	-4,520	13,313	13,252	13,299	14,005	14,713
1,029	Addenbrooke's Discharge Planning Team	1,052	-	1,052	1,052	1,052	1,052	1,052
568	Hinchinbrooke Discharge Planning Team	581	-	581	581	581	581	581
-	CCS Section 75	-	-	-	-	-	-	-
2,261	Integrated Community Equipment Service	6,109	-3,872	2,237	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	Locality Teams	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	107,237	-37,045	70,192	70,121	70,723	73,916	77,120
	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	692	-235	457	321	261	261	261
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	16,532	-329	16,203	16,076	17,074	18,134	19,256
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	-820	265	-555	687	686	686	685
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	47,057	-1,414	45,643	46,741	47,790	49,137	50,546
	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	2,146	-408	1,738	1,233	603	603	603
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	9,953	-830	9,123	8,766	8,766	8,766	8,766
17,293	Subtotal Learning	33,060	-16,627	16,433	15,298	14,328	14,328	14,328
-21,563	DSG Adjustment	-	-21,914	-21,914	-21,914	-21,914	-21,914	-21,914
	- UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-5,926	-	-5,926	-5,926	-5,926	-5,926	-5,926
	Future Years							
-	Inflation	-	-	-	5,748	10,823	16,122	21,334
-	Savings	-	-	-	-12,653	-23,776	-39,685	-46,415
248,089	CFA BUDGET TOTAL	348,131	-106,133	241,998	238,895	234,507	233,514	242,011

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	-	-	-	-506	1,756
ASC Practice & Safeguarding	555	18	-	2,340	-	-	2,913
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	-	-	-1,468	23,744
E Cambs & Fenland Locality	18,602	374	1,402	-	-	-1,160	19,218
Hunts Locality	13,672	276	478	-	-	-841	13,585
PD Head of Services	1,266	26	-	-	-	-2	1,290
Physical Disabilities	12,555	254	1,146	-	-	-1,846	12,109
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	2,740	-	-5,794	81,867
Older People and Mental Health Services							
Director of Older People and Mental Health	3,485	132	-	200	-	-3,395	422
OP - City & South Locality	19,317	387	859	-	-	-759	19,804
OP - East Cambs Locality	6,604	132	280	-	-	-257	6,759
OP - Fenland Locality	8,684	175	378	-	-	-341	8,896
OP - Hunts Locality	12,991	262	570	-	-	-510	13,313
Addenbrooke's Discharge Planning Team	1,029	23	-	-	-	-	1,052
Hinchinbrooke Discharge Planning Team	568	13	-	-	-	-	581
CCS Section 75	-	-	-	-	-	-	-
Integrated Community Equipment Service	2,261	54	112	-	-	-190	2,237
Head of Services	4,402	88	52	100	-	-452	4,190
Locality Teams	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	-	-6,659	70,192
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

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
Legal Proceedings	-	-	-	-	-	-	-
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	-	-	-	-160	457
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	-	-1,465	16,203
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	-	-	-	-48	-555
Teachers Pensions	2,735	55	-	-	-	-	2,790
Redundancy	206	4	-	-	-	-	210
Subtotal Strategy and Commissioning	44,554	869	1,156	1,276	-204	-2,008	45,643
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

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
Learning							
Strategic Management - Learning	-185	-1	-	-	-	-80	-266
Early Years Service	2,414	61	-	-	-	-562	1,913
Schools Intervention Service	1,804	47	-	-	-	-113	1,738
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	-	-602	9,123
Subtotal Learning	17,293	348	28	808	-	-2,044	16,433
DSG Adjustment	-21,563	-351	-	-	-	-	-21,914
UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-	-	-	-	-	-5,926	-5,926
CFA BUDGET TOTAL	248,089	5,468	8,973	5,946	-574	-25,904	241,998

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	334,256	327,305	321,339	320,225					
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 Adults Adults Adults Adults Adults 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.			
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.			
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.			
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.			
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.			
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.			
A/R.1.009	Transfer of Function - Public Health	-20	-	-	-	-	New	Public Health Researcher post to sit within Public Health.			
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.			
1.999	REVISED OPENING GROSS EXPENDITURE	339,219	336,351	324,657	320,575	320,225					
2	INFLATION										
A/R.2.001	Centrally funded inflation	6,331	6,358	5,705	5,942	5,868	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	6,358	5,705	5,942	5,868					
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 Adults Adults Adults Adults C&YP C&YP C&YP		
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).			
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.			
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.			
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.			
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.			
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.			
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.			

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
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	2014-15 saving not fully made through the review of all home care packages for older people where 2 care workers are being deployed.	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		
A/R.4.010	Deprivation of Liberty Standards	2,340	-1,540	-	-	-	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 for clients living in supported living or other non-residential settings applications will need to be made through a costly Court of Protection hearing process. Significant additional funding will therefore be required to cover the costs of assessments and legal fees.	Adults		

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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	5,946	-299	-	-	-					
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	-	-					
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

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A/R.6.103	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.6.104	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.6.105	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.6.106	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.6.107	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.6.108	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.6.109	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.6.110	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.6.111	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
A/R.6.112	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.6.113	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.6.114	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.6.115	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.6.116	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.6.117	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.6.118	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.6.119	Visual impairment rehabilitation	-50	-	-	-	-	Modified	Increase take up of visual impairment rehabilitation to increase independence.	Adults	Green	Green
A/R.6.120	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

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A/R.6.121	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.6.122	Learning Disability & Physical disability packages	-322	-	-	-	-	- New	Absorb some additional demand for increased need and from young people reaching adulthood not previously known to services (LD £282k, PD £40k). Ability to respond may be compromised by reducing demography and expecting this demand to addressed from within existing budget allocations.	Adults	Amber	Amber
A/R.6.123	Learning Disability in-house services	-50	-	-	-	-	- New	Efficiencies to be achieved across all in-house services.	Adults	Green	Amber
A/R.6.124	Management of packages for people with learning disabilities and people with physical disabilities and sensory needs.	-	-4,000	-4,200	-	-	- Modified	Demand management target savings for future years.	Adults	Red	Red
A/R.6.125	Inflation on care packages in PD and LD	-836	-	-	-	-	- New	Review and reduce cost of inflation on PD and LD Placements. This is a reduction from 2% to 1% inflation.	Adults	Amber	Green
A/R.6.201	Older People's Services and Adult Mental Health Management for Nursing Care Placements, Residential Care Placements and Home Care Hours	-1,177	-2,400	-2,092	-	-	- Modified	There will be a continued focus during 2015/16 on making sure that care packages that cover residential, nursing and home care are planned and reviewed carefully and close management scrutiny is applied to financial impact. A specific area where Cambridgeshire has a higher level of activity than statistically equivalent LAs is the level of home care activity. Work will be carried out across Locality Teams examining highest cost packages and identifying any areas for change and savings targets associated with this will be set for each Locality Team. Work will also take place with NHS partners to ensure that transparent arrangements are in place to agree funding in those situations where joint funding is appropriate or if someone is eligible for Continuing Health Care. During 2015/16 work will be undertaken to address the main triggers that lead to an older person becoming frail and requiring a care package or being admitted to hospital which include: a fall, continence issues, mental health, carer break down. This work to develop a joint pathway which increases preventative activity during 2015/16 is expected to contribute towards the reduction in demand in 2016/17 and subsequent years. The implementation of Transforming Lives and the development of a more integrated way of working with the new NHS provider, the voluntary and community sector and District Councils are expected to help towards delivery of savings related to effective demand management during 2016/17 and beyond. This is a demand led budget which is subject to a wide range of factors including decisions by 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	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.	Adults	Green	Amber
A/R.6.203	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.	Adults	Amber	Amber

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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.6.204	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.	Adults	Amber	Amber
A/R.6.205	Improved hospital discharge performance and standardising funding responsibilities with NHS	-350	-	-	-	-	New	Continued improvements in performance in reduced hospital delays due to social care reasons and successful implementation of the Discharge to Assess approach should result in a reduction in reimbursement fines for delayed transfers of care. The Council has also agreed with NHS partners recently that NHS funded care will continue until the completion of Continuing Health Care assessment, even if social care funded provision is used whilst an older person is awaiting a CHC assessment.	Adults	Green	Amber
A/R.6.206	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.	Adults	Green	Green
A/R.6.207	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.	Adults	Amber	Red
A/R.6.208	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.	Adults	Amber	Amber
A/R.6.209	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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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.6.210	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.6.211	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.	Adults	Amber	Red
A/R.6.212	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.	Adults	Green	Green
A/R.6.213	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.6.301	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
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

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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	-1,300	-1,000	-	-	-	Modified	Saving will be delivered through the delivery of the Children's placement strategy. This is a significant saving and will have a significant impact on all children's services. The strategy is based on whole system change to reduce the risk of children entering care, reduce the length of time children are in care and reduce the risk of children returning to care. The strategy also focuses on reducing the unit cost of care through market management and development of in-house provision. The strategy sets out actions required in the short, medium and long term to deliver savings. The Social Care Unit model is expected to ensure a reduction in Looked After Children numbers as Social Care units work differently with families.	C&YP	Amber	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
A/R.6.408	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.6.409	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.6.501	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

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
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	<p>A reduction in strategic management (one Head of Service post) will save £77K.</p> <p>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.</p> <p>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.</p>	C&YP	Red	Green
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

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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
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
A/R.6.601	Learning Home to School Transport (Mainstream): Policy	-302	-330	-	-	-	- 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 3.4% 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)	-300	-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 3.4% of the total £8.799m budget.	C&YP	Green	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	Reduce advisers	-	-345	-320	-	-	- Existing	Reduction in advisers in line with the growth of school-based support capacity / Teaching Schools.	C&YP	Green	Green

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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
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
A/R.6.608	Early Years and Place Planning	-763	-	-	-	-	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 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
6.999	Subtotal Savings	-19,713	-11,822	-7,367	-	-					
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-5,926	-12,653	-11,123	-15,909	-6,730					
	TOTAL GROSS EXPENDITURE	334,256	327,305	321,339	320,225	329,379					
7	FEES, CHARGES & RING-FENCED GRANTS										
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-78,161	-92,258	-88,410	-86,832	-86,711	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		
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		
A/R.7.103	Increased surplus from trading activity in the Learning Directorate	-195	-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		

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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
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		
A/R.7.201	Changes to ring-fenced grants 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,		
A/R.7.202	Increase in NHS Funding	-2,496	-	-	-	-	Existing	New Better Care funding.	C&YP		
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	-92,258	-88,410	-86,832	-86,711	-87,367					
	TOTAL NET EXPENDITURE	241,998	238,895	234,507	233,514	242,012					

FUNDING SOURCES											
8	FUNDING OF GROSS EXPENDITURE										
A/R.8.001	Cash Limit Funding	-241,998	-238,895	-234,507	-233,514	-242,011	Existing	Net spend funded from general grants, business rates and Council Tax.	Adults,		
A/R.8.002	Fees & Charges	-50,155	-51,145	-52,215	-52,858	-53,515	Existing	Fees and charges for the provision of services.	C&YP		
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.	Adults,		
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.	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		
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	-334,256	-327,305	-321,339	-320,225	-329,379					

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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
MEMORANDUM: SAVINGS / INCREASED INCOME											
	Savings	-19,713	-11,822	-7,367	-	-					
	Unidentified savings to balance budget	-5,926	-12,653	-11,123	-15,909	-6,730					
	Changes to fees & charges	-265	-380	-440	-	-					
TOTAL SAVINGS / INCREASED INCOME		-25,904	-24,855	-18,930	-15,909	-6,730					
MEMORANDUM: TOTAL CFA GROSS EXPENDITURE INCLUDING DSG-FUNDED ELEMENT											
	Non DSG-funded expenditure	334,256	327,305	321,339	320,225	329,379	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	356,170	349,219	343,253	342,139	351,293					

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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	Impact Rating	Deliverability Rating
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. Inflation to be funded by savings on DSG funded services.	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 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.7.201	Changes to ring-fenced grants Overall change in DSG	781	-	-	-	-	Existing	Change in DSG directly managed by CFA including funding of inflation.	C&YP		
	TOTAL NET EXPENDITURE	-	-	-	-	-					
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					

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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	Impact Rating	Deliverability Rating
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					