

Savings Tracker 2020-21

Quarter 1

Investment £000		Prior Years	Planned Savings 2020-21 £000					Prior years	Forecast Savings 2020-21 £000							
10,247	7,079	539	0	-24,975	-4,131	-3,843	-3,845	-4,152	-15,929	-16,182	-2,640	-2,055	-2,597	-3,373	-10,623	5,306

RAG	Reference	Title	Description	Budgeted Investment - Prior Years £000	Actual Investment - Prior Years £000	Budgeted Investment - 20-21 £000	Actual Investment - 20-21 £000	Original Saving - Prior Years	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 20-21	Savings Achieved - Prior Years	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving 20-21	Variance from Plan £000	Saving complete?	% Variance	Direction of travel	Forecast Commentary	Links with partner organisations
Green	A/R.6.114	Learning Disabilities Commissioning	A programme of work commenced in Learning Disability Services in 2016/17 to ensure service-users had the appropriate level of care; some additional work remains, particularly focussing on high cost placements outside of Cambridgeshire and commissioning approaches, as well as the remaining part-year impact of savings made part-way through 2019/20.	1,536	1,520			-5,681	-62	-63	-62	-63	-250	-4,558	-62	-63	-62	-63	-250	0	No	0.00	↔		
Red	A/R.6.176	Adults Positive Challenge Programme	Through the Adults Positive Challenge Programme, the County Council has set out to design a new service model for Adult Social Care, which will continue to improve outcomes whilst also being economically sustainable in the face of the huge pressure on the sector. This is the second year of saving through demand management, building on work undertaken through 2019/20, focussing on promoting independence and changing the conversation with staff and service-users to enable people to stay independent for longer. The programme also has a focus of working collaboratively with partner organisations in 2020/21. In later years, the effect of the Preparing for Adulthood workstream will continue to have an effect by reducing the level of demand on services from young people transitioning into adulthood.	2,000	2,213			-3,800	-950	-950	-950	-950	-3,800	-3,102	0	0	0	-735	-735	3,065	No	80.66	↔	Delivery of the APC demand management saving has been heavily impacted by Covid. The focus on hospital discharges and emergency work has resulted in saving delivery within assistive technology and reablement (two key areas) to be significantly below the pre-Covid profile. Work is ongoing to evaluate what savings can still be delivered, either this year or next, and what further opportunities for demand management there now are.	
Green	A/R.6.179	Mental Health Commissioning	A retender of supported living contracts gives an opportunity to increase capacity and prevent escalation to higher cost services, over several years. In addition, a number of contract changes have taken place in 2019/20 that have enabled a saving to be taken.						-120	0	-12	-12	-144		-120	0	-12	-12	-144	0	No	0.00	↔	On track	
Amber	A/R.6.181	Review of commissioned domiciliary care	A review will be undertaken to ensure that the hours of domiciliary care we provide are required to meet people's needs, particularly ensuring that care is tailored to individuals' lifestyles. This should allow fewer hours to be commissioned, for example, where there are care calls that are not needed, and release some capacity to use elsewhere. This is associated with a transformation fund investment, providing capacity to undertake this work.						-75	-75	-75	-75	-300		0	0	0	-50	-50	250	No	83.33	↓	Impaired due to Covid-19 impacting on commencement of the project	
Green	A/R.6.182	Improved Better Care Fund	A review has been conducted of expenditure funded by ringfenced social care grants, particularly the IBCF. A number of areas of spend (those not achieving sufficient outcomes) are proposed to be discontinued, with funding redirected to meet demand pressures.						-170	0	0	0	-170		-170	0	0	0	-170	0	No	0.00	↔	Complete	
Green	A/R.6.201	Cambridgeshire Skills	'Cambridgeshire Learning & Skills' is being transformed into 'Cambridgeshire Skills' a new stand-alone, self-financing service which aims to deliver more substantial, direct delivery of adult learning and skills, particularly targeted at those furthest away from learning and work to support their social and economic wellbeing.						-180	0	0	0	-180		-180	0	0	0	-180	0	Yes	0.00	↔	Saving complete	
Green	A/R.6.202	Youth Justice / Youth Support	A reduction in staff capacity (£15k) and grants to external organisations (£15k) across the Youth Offending and Youth Support Services.						-30	0	0	0	-30		-30	0	0	0	-30	0	Yes	0.00	↔	Saving complete	
Green	A/R.6.255	Children in Care - Placement composition and reduction in numbers	Through a mixture of continued recruitment of our own foster carers (thus reducing our use of Independent Foster Agencies) and a reduction in overall numbers of children in care, overall costs of looking after children and young people can be reduced in 2020/21.	2,271	1,367			-1,311	-783	-784	-783	-784	-3,134	-1,311	-783	-784	-783	-784	-3,134	0	No	0.00	↔	Current forecast indicating savings will be made.	
Green	A/R.6.257	Early Help offer within Children's services	This saving will be achieved by ensuring that early help services are targeted in as effective and efficient a way possible.						-187	-188	-187	-188	-750		-187	-188	-187	-188	-750	0	No	0.00	↔	Some delays in the restructure due to Covid, as reported on the Covid log, but service are looking to pull these back through vacancy savings.	
Green	A/R.6.266	Children in Care Stretch Target - Demand Management	Please see A/R.6.255 above.	2,271	1,367				-375	-375	-375	-375	-1,500		-375	-375	-375	-375	-1,500	0	No	0.00	↔	Current forecast is a £285k overspend but savings plans are being refined and put in place to bring forecast back to balance by year end, although potential Covid spike in CIC numbers could need to be managed.	
Green	A/R.6.267	Children's Disability 0-25 Service	The Children's Disability 0-25 service has been restructured into teams (from units) to align with the structure in the rest of children's social care. This has released a £50k saving on staffing budgets. In future years, ways to reduce expenditure on providing services to children will be explored in order to bring our costs down to a level closer to that of our statistical neighbours.						-12	-13	-12	-13	-50		-12	-13	-12	-13	-50	0	Yes	0.00	↔	Saving taken from budget and staffing forecasts within revised budget.	
Green	A/R.6.268	Utilisation of Education Grants	Contribution from the LAC Pupil Premium Grant to fund work with children in care						-12	-13	-12	-13	-50		-12	-13	-12	-13	-50	0	No	0.00	↔	On track	
Green	A/R.6.269	Review of Education support functions	Review of Education support functions including business support.						-43	-43	-43	-42	-171		-43	-43	-43	-42	-171	0	No	0.00	↔	On track	
Red	A/R.6.270	Home to School Transport	Review of Home to School Transport processes and provision to include procurement, shared services, demand management and supporting independence			129			0	-200	-200	-200	-600		0	0	0	-195	-195	405	No	67.50	↓	Savings were due to be achieved through a number of workstreams including route reviews and independent travel training. Travel training requires pupils to be in school and to be trained on public buses which was not possible over the summer term 2020. A decision was also taken to delay tender rounds recognising the pressure on the transport sector, reducing available savings from route reviews.	
Green	A/R.7.102	Registration Service - Certificate Income	An increase in statutory charges for certificates has resulted in an increase in income collected by the Registration Service.						-35	-35	-35	-35	-140		-35	-35	-35	-35	-140	0	Yes	0.00	↔	Saving complete	

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Amber	A/R.7.105	Income from utilisation of vacant block care provision by self-funders	We currently have some vacancies in block purchased provision in care homes. Income can be generated to offset the vacancy cost by allowing people who pay for their own care to use these beds						-37	-38	-37	-38	-150		-7	-8	-7	-8	-30	120	No	80.00	↓	This saving has been impaired by the change in the care home market as a result of covid 19. There are now more vacancies in care home beds across the market than previously. This reduces the likelihood of being able to sell our vacant block beds to people who pay for their own care as there is more choice across the market.	
Red	A/R.7.106	Client Contributions Policy Change	In January 2020, Adults Committee agreed a set of changes to the charging policy for adult social care service-user contributions. We expect this to generate new income of around £1.4m in 2020/21, and are modelling the full-year impact into 2021/22.			153			-350	-350	-350	-350	-1,400		0	0	-100	-60	-160	1,240	No	88.57	↓	Delivery of the saving in-year is expected to be significantly impaired. The impact of the pandemic in conjunction with resourcing issues has impacted on timescales for commencing the programme of reassessments following amendment of the contributions policy.	
Green	B/R.6.102	Waste	Reduction in the amount of Waste being landfilled.						-100	-100	-100	-100	-400		-100	-100	-100	-100	-400	0	No	0.00	↔		
Green	B/R.6.204	Road Safety	H&CI committee members approved the implementation of a new transformative model for delivering all elements of road safety (education, engineering, school crossing patrols, safety cameras, audits etc). The approach is an integrated model with Peterborough, built around core and commercial activities. The £50k will be achieved through more efficient working practices (moving resource online and co-location)						-12	-13	-12	-13	-50		-12	-13	-12	-13	-50	0	No	0.00	↔		
Green	B/R.6.214	Street Lighting - contract synergies	Every year the budget is changed to reflect the level of synergy savings which will be achieved from the joint contract. This will not lead to any reduction in street lighting provision.	800	228			-216	-5	-5	-5	-6	21	-216	-5	-5	-5	-6	21	0	No	0.00	↔		
Green	B/R.7.119	Income from Bus Lane Enforcement	Utilising additional bus lane enforcement income to fund highways and transport works, as allowed by current legislation.						-162	-163	-162	-163	-650		-162	-163	-162	-163	-650	0	No	0.00	↔		
Green	B/R.7.120	Deployment of current surpluses in civil parking enforcement to transport activities	Deployment of current surpluses in civil parking enforcement to transport activities, including a contribution to Park & Ride, as allowed by current legislation.						-85	-85	-85	-85	-340		-85	-85	-85	-85	-340	0	No	0.00	↔		
Black	C/R.6.103	External Auditor fee	Saving to be achieved from reduction in expenditure on External Audit, as per fees set by Public Sector Audit Appointments						-3	-4	-4	-4	-15		0	0	0	0	0	15	No	100.00	↔	No further reduction this year, after a number of years of falling external audit prices for local government, the Redmond Review and auditor action is likely to lead to increases	
Green	C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.					-30	0	0	0	-10	-10	-20	0	0	0	-10	-10	0	No	0.00	↔		
Green	C/R.6.108	Democratic Services	Savings from efficiencies in the Democratic Services team and additional income from public sector partners.						0	0	0	-30	-30		-30	0	0	0	-30	0	No	0.00	↔		
Green	C/R.7.102	Business rates income from Alconbury Enterprise Zone	Cambridgeshire County Council's share of retained business rates income from the Alconbury Weald Enterprise Zone.						-22	-23	-22	-23	-90		-22	-23	-22	-23	-90	0	No	0.00	↔		
Green	E/R.6.033	Drug & Alcohol service - funding reduction built in to new service contract	This saving has been built into the contract for Adult Drug and Alcohol Treatment Services which was awarded to Change Grow Live (CGL) and implemented in October 2018. The savings are being achieved through a new service model with strengthened recovery services using cost effective peer support models to avoid readmission, different staffing models, and a mobile outreach service.					-162	-32	-32	-32	-31	-127	-162	-32	-32	-32	-31	-127	0	No	0.00	↔	On track	
Green	E/R.6.034	Recommissioning of the Integrated Contraception and Sexual Health (iCASH) Service contract	This saving has been deferred from 2019/20 into 2020/21 and refers to the recommissioning of integrated sexual and reproductive health services described under saving E/R.6.042						-4	-4	-4	-3	-15		-4	-4	-4	-3	-15	0	No	0.00	↔	On track	
Green	E/R.6.042	Joint re-procurement of Sexual Health Services	The re-commissioning of Integrated Sexual and Reproductive Health Services (SRH) for one service across Cambridgeshire and Peterborough. Peterborough City Council will delegate authority to Cambridgeshire County Council to commission, contract and performance manage the successful bidder on its behalf. Service efficiencies and transformational changes will secure the planned savings.						-12	-12	-12	-14	-50		-12	-12	-12	-14	-50	0	No	0.00	↔	On track	
Amber	E/R.6.043	Joint re-procurement of Integrated Lifestyle Services	Re-commissioning of the integrated lifestyle services as one service across Cambridgeshire and Peterborough. Peterborough City Council will delegate authority to Cambridgeshire County Council to commission, contract and performance manage the new provider.						-12	-12	-12	-14	-50		0	-7	-12	-14	-33	17	No	34.00	↓	Delivery of this saving has been delayed due to Covid-19	
Green	F/R.6.003	Babbage House closure	The lease on Babbage House is due to end in 2020-21, and will not be renewed.	369	239				-99	-99	-99	-100	-397		0	0	-397	0	-397	0	No	0.00	↔		
Green	F/R.6.108	Energy Efficiency Fund - Repayment of Financing Costs	Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal B/C.5.029					-58	0	0	0	-8	-8	-58	0	0	0	-8	-8	0	No	0.00	↔		
Green	F/R.7.105	Renewable Energy Soham - Income Generation	Income generation resulting from capital investment in solar farm at Soham. Links to capital proposal C/C.2.102 in BP 2016-17.					-282	-4	-5	-4	-5	-18	-282	-18	0	0	0	-18	0	No	0.00	↔		
Green	F/R.7.106	Utilisation/commercialisation of physical assets	One Public Estate					-21	-9	-9	-9	-9	-36	21	-9	-9	-9	-9	-36	0	No	0.00	↔		
Black	F/R.7.110	Return on Commercial Property Investments	The Council is developing a portfolio of commercial property investments. This is the rental income generated from the leases of these properties.	1,000	145	257		-4,700	-26	-26	-26	-27	-105	-2,600	0	0	0	0	0	105	No	100.00	↔	This was a small extension of the current target; due to the pandemic there is pressure on rental returns from some of the assets	
Green	F/R.7.113	Invest to Save Housing Schemes - Income Generation	The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.					-8,406	0	0	0	54	54	-3,575	0	0	0	54	54	0	No	0.00	↔	On track	
Green	F/R.7.127	County Farms - Commercial uses	Conversion of barns on the County Farms Estate for non-agricultural commercial uses, including storage and distribution.						-18	-19	-19	-19	-75		-38	0	-37	0	-75	0	No	0.00	↔		

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Amber	F/R.7.129	Pooled Property Fund Investment (CCLA)	In accordance with the Council's treasury management strategy, the Commercial & Investment Committee has supported a pooled property fund investment. The Local Authorities' Pooled Property Fund, managed by CCLA, has over £1.1bn invested spread across property classes throughout the UK. The Council has funds available to invest with a long-term horizon and the expected net returns are shown on this line.						-105	-105	-105	-105	-420		-95	-80	-80	-76	-331	89	No	21.19	↔	Anticipate lose 21% of annual return from CCLA fund, due to the fund granting rental holidays in turn to tenants	
Green	F/R.7.130	Increase in ESPO dividend	Increase in ESPO dividend						0	0	0	-250	-250		0	0	0	-250	-250	0	No	0.00	↔		
Green	G/R.6.004	Capitalisation of interest on borrowing	Through a change in the Council's accounting policy in 2017-18, the cost of borrowing within all schemes will be capitalised. This will help to better reflect the cost of assets when they actually become operational.					-308	0	0	0	-49	-49	-319	0	0	0	-49	-49	0	No	0.00	↔		

Key to RAG ratings:

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