

Integrated Plan 2011-2012

Making Cambridgeshire
a great place to call home



Contents

Section 1 (pages 3 - 17) sets out why we need a new plan, our strategic priorities for 2011-12, and a summary of our planned activity.

Section 2, the technical appendices, sets out our detailed proposals and budget for each Service Area, together with the remainder of the Council's business.

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1. Introduction

from the Leader of the Council

This is the most challenging Integrated Plan we have ever produced.

Challenging because it is characterised by fundamental changes in what we are here to do for our communities.

Challenging because it is driven by a radical shift in the way we will work.

Challenging because we are dealing with huge reductions in our grant funding at the same time as inflation pressures are building and the needs of the communities we serve continue to increase.

As a result, we have had to make some very tough decisions. We need to save over £50 million this year alone, and £160 million in total over the next five years.

But we will never forget that each row of numbers or statistics represents a person, a vital service, or a job.

We are a Council with a good financial track record. Our services offer value for money, and our Council Tax level is low.

We are also a Council that plans ahead. We try to have at least five years in mind when producing our plans.

Our communities are at the heart of this plan. We want communities to play a greater role in how we design, deliver and focus our services.

We will work even more closely with our partners to make sure we are joined up and providing the best value possible.

Our goal is to protect the most vulnerable, and to continue to ensure the delivery of vital services, while achieving tough saving targets.

That has meant looking again at our priorities, to better reflect what communities need.

- ♦ **Supporting and protecting people when they need it most.**
- ♦ **Helping people to live independent and healthy lives in their communities.**
- ♦ **Developing our local economy for the benefit of all.**

These are the three most important ways in which we believe we can make a difference as a Council.

Our vision is for Cambridgeshire to be a great place to call home.

The County Council will play its part in this, but more importantly, we look forward to working with our communities and partners to achieve it.



Councillor Jill Tuck
Leader, Cambridgeshire County Council



2. Why do we need a new plan?

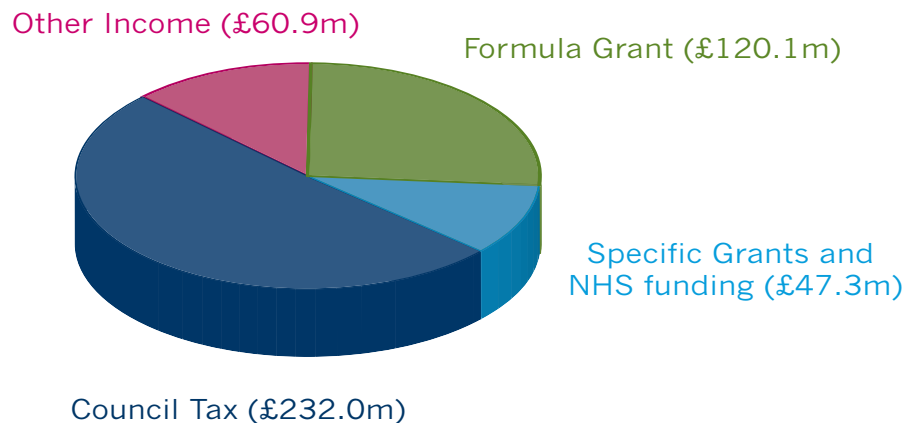
How much money do we spend?

The Council's day-to-day spending on services is called our *revenue* spend. For 2011-2012, our total revenue budget is £837 million. Of this, a significant amount is schools funding from Central Government. Therefore, in 2011-2012, the Council will spend **£460.4 million** (gross budget excluding schools funding).

Where does it come from?

Funding for this comes from a variety of national and local sources. Some comes from Central Government directly through Formula and Specific Grants, or indirectly via other public agencies such as NHS Primary Care Trusts. The local sources of funding are the Council's share of Council Tax receipts and locally generated income.

Figure 1. Where does our revenue money come from in 2011-12 (gross excluding schools funding)?



Figures have been rounded. More details on our settlement from Government and the overall revenue funding picture can be found in Section 2, Technical Appendix A, Financial Report, p.8 onwards.

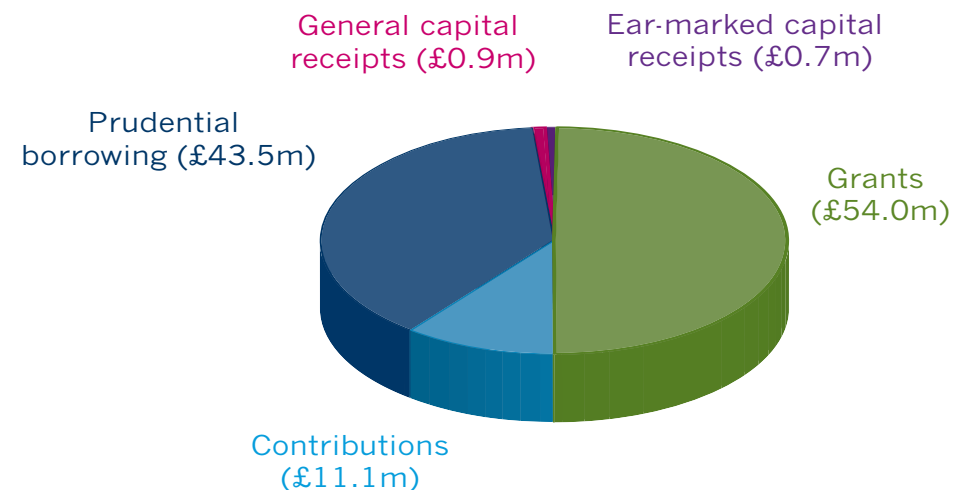
How much money do we invest?

We invest in crucial infrastructure, such as schools and road improvements, through our *capital* spend. Our capital budget for 2011-2012 is **£110.1 million**. We will be spending £363 million over the next five years.

Funding for specific schemes comes from Government grants and contributions from developers. A small amount of funding comes through the proceeds of selling particular assets, some of which is ear-marked for related capital schemes.

In some cases, for essential infrastructure that cannot be funded through other means, we need to take out loans in the form of affordable or "prudential" borrowing. We repay this borrowing and any interest accumulated through our revenue spending.

Figure 2. Where does our capital funding come from 2011-12?



Figures have been rounded. More details on the overall capital funding picture can be found in Section 2, Technical Appendix A, Financial Report, p.21.

What has changed?

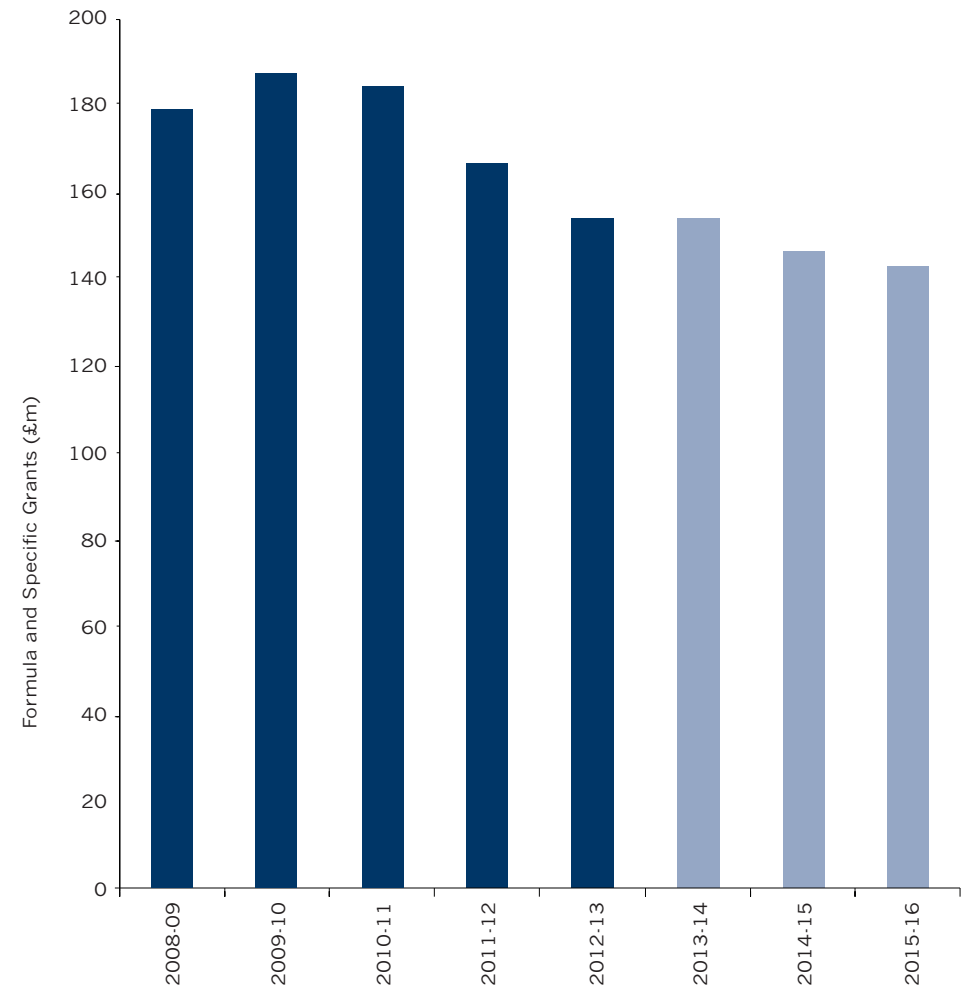
There is no doubt that we are currently in the middle of a global and national financial crisis. In Local Government, we will be playing our part in tackling the national debt and reducing public sector spending.

In 2011-2012, compared with previous years, we will be given considerably less money by Central Government. All the indications are that this decrease will continue over the next five years.

Historically, we have been committed to keeping any increases in Council Tax to a minimum. Our tax levels have been lower than those set by other County Councils, both in the region and nationally.

Increasing Council Tax to fill the gap left by a reduction in central funding would be such a significant increase that it is not an option. Combined with the impact of inflation on the cost of purchasing goods and services, we are therefore left with a significant reduction in our spending power.

Figure 3. How will Central Government funding change?



All figures pre 2011-2012 have been adjusted from net to gross figures to allow for consistency and comparison with later figures. Figures for 2013-14 onwards are indicative.

We are also one of the best places in the country to live, and more people are attracted to live and work here. People are also living longer, as they are across the country.

These are good things, but it means that there will be increasing demand for services. This is due both to greater numbers of people and the increasingly complex needs of particular groups of people.

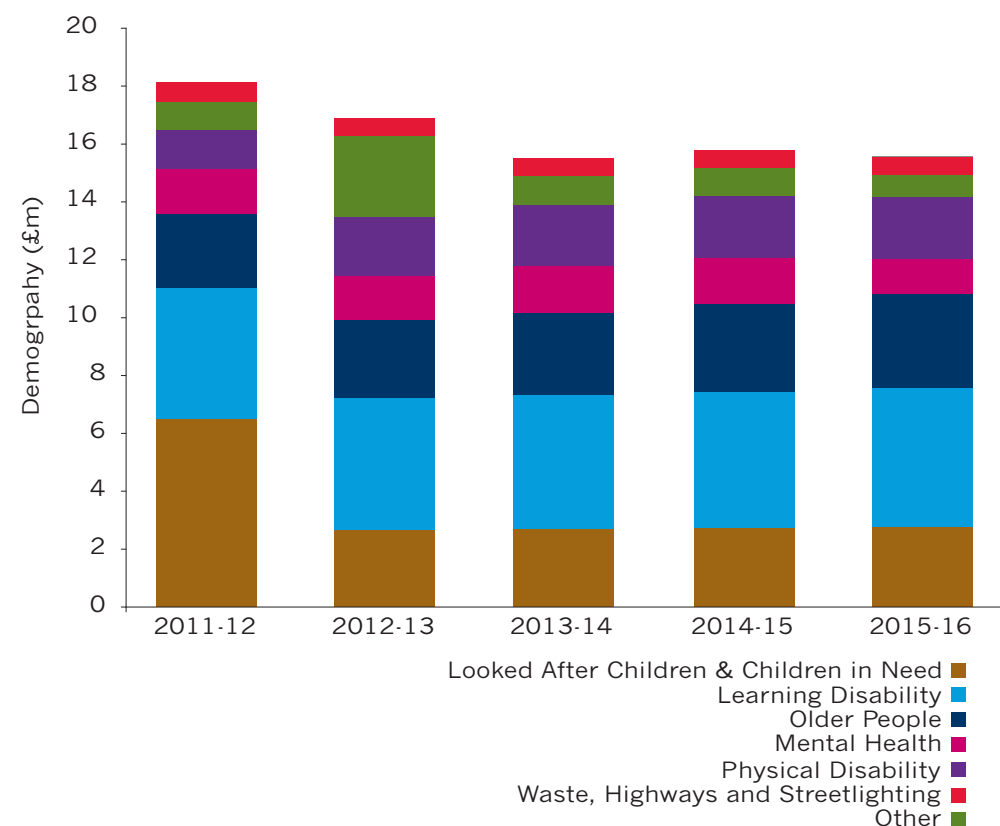
The result is that, by 2015-2016, we will need to spend an additional £82 million on meeting these needs. Figure 4 shows the breakdown of this spend across different groups.

There are other local factors as well. We have some unavoidable cost pressures that need to be met, for example continuing with our work addressing domestic violence after the unexpected withdrawal of Central Government funding.

We have had to allocate some funding for crucial investments, such as one-off funding to redesign children's social care arrangements, in order to make savings further down the line.

We will also need to make repayments on our borrowing for major capital investments.

Figure 4. How much extra will we need to spend on meeting the needs of a changing population?



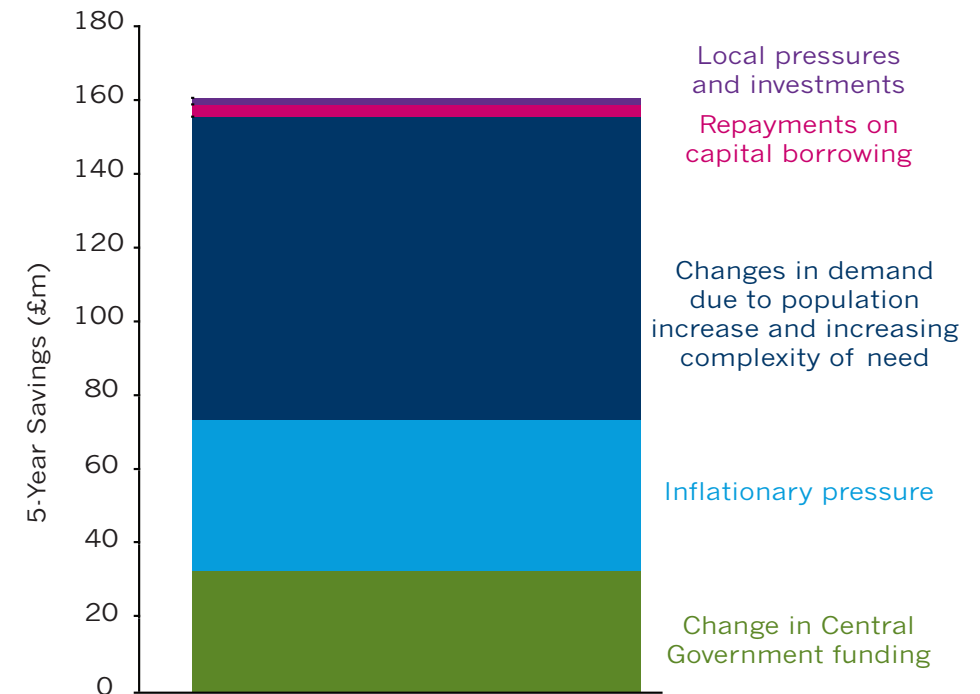
What does this mean for our finances?

Together, these national and local changes mean that we are left with a significant gap between our income and our costs. In order to address this gap, the Council will need to make savings of £160.6 million over the next five years. Figure 5 (right) summarises the reasons for these savings.

	Savings required £m	Gross budget £m (excluding schools funding)
2011-2012	50.4	460.4
2012-2013	35.6	450.1
2013-2014	23.1	452.5
2014-2015	26.8	450.4
2015-2016	24.7	446.4
5 year Total	160.6	

We have had to make some very challenging decisions about where our remaining budget is spent. The rest of this plan will show how we will focus on those things that will have most impact on making Cambridgeshire a great place to call home.

Figure 5. What is the reason for these savings?



More details on the savings figures can be found in Section 2, Technical Appendix A, Financial Report, p.15.

3. What will we focus on in 2011-2012?

We need to be very clear about how we prioritise and spend taxpayers' money. The level of savings required means that we will need to stop some of the things we do, and cut back on other services. It is essential that we spend the money that remains on what is really needed.

Our politicians have agreed three new priorities for the next year, as the most important things we will do as a Council.

- ♦ **Supporting and protecting people when they need it most**
- ♦ **Helping people to live independent and healthy lives in their communities**
- ♦ **Developing our economy for the benefit of all**

These priorities have helped us make difficult decisions about what we do and what we stop doing. Inevitably, there will be some areas where we can no longer invest in the same way as we have in the past.

However, we have worked hard to make sure we continue to spend on the things that really matter to people, and on those who really need our help.

There are five main service areas within the Council:

- Children and Young People's Services
- Community and Adult Services
- Environment Services
- Corporate Directorate (Retained Corporate Services)
- Local Government Shared Services (Corporate Services provided through a shared arrangement with Northamptonshire County Council)

We also have a Private Finance Initiative (PFI) with a local company to provide treatment solutions for the county's waste, and a budget for financing the debt charges from our capital investments in essential infrastructure.

Each main service area will take on a share of the savings. The focus has been on cutting back office support services and protecting direct services to communities.

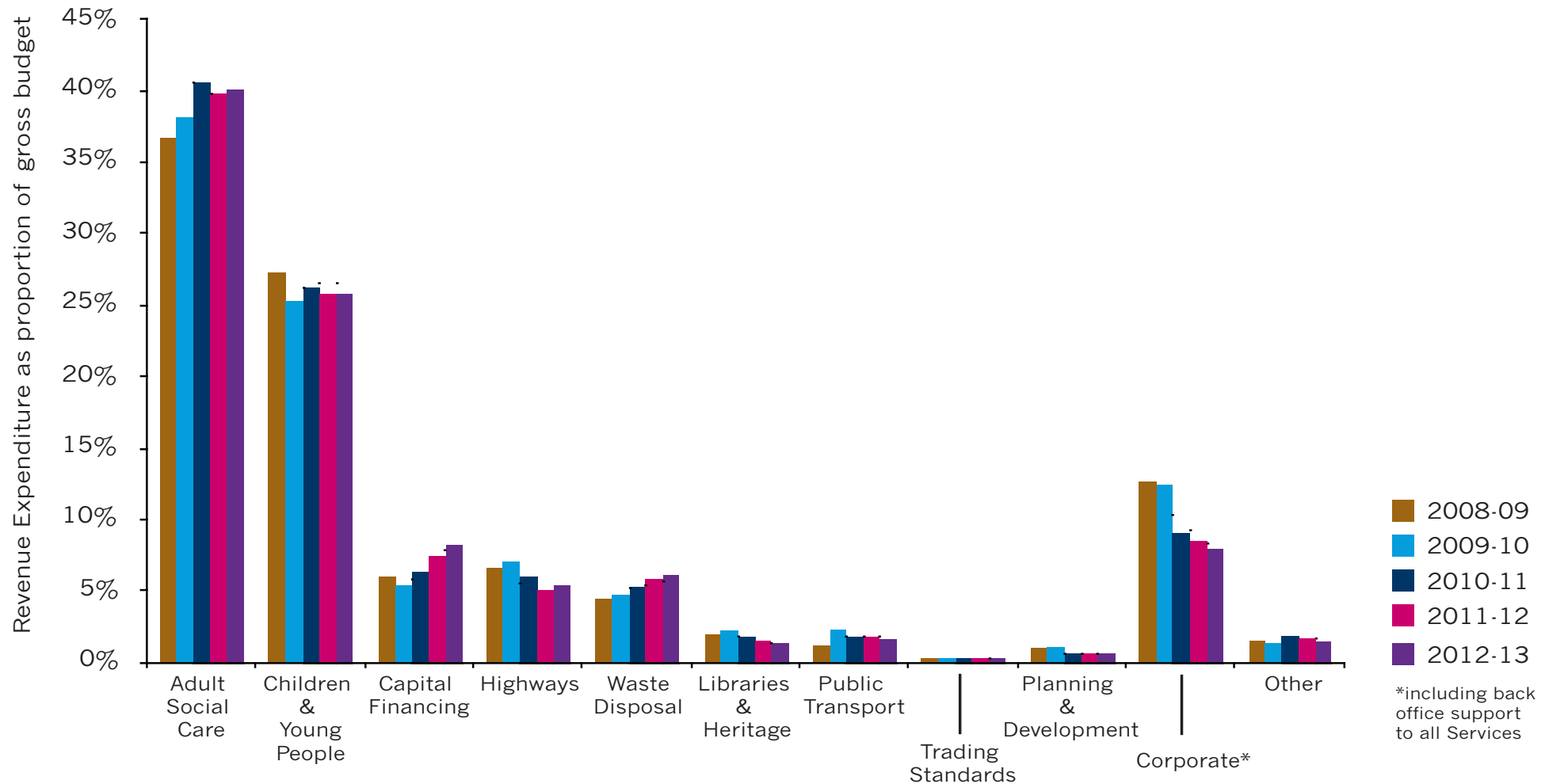
Service Area	Cash Limits for 2011-12 £m	% change in cash limit between 2010-11 and 2015-16
Children and Young People's Services	121.6	-8.2%
Community and Adult Services	195.5	-2.9%
Environment Services	42.2	-21.7%
Waste PFI	24.4	19.8%
Corporate Directorate	24.1	-34.1%
Corporate Services (Local Government Shared Services)	16.4	-23.0%
Financing Debt Charges	33.8	7.5%
Environment Agency Levy	0.4	-
Net Movement on Reserves	2.1	-
Total	460.4	-6.4%

All figures pre 2011-2012 have been adjusted from net to gross figures to allow for consistency and comparison with later figures. Figures have been rounded, which accounts for any discrepancies in totals.

Environment Agency Levy refers to the contribution to the Environment Agency for flood control and flood mitigation measures.

Net Movement on Reserves reflects contributions to or from the Invest to Transform Fund, and use of Reserves. More information can be found in Section 2, Technical Appendix A, Financial Report, p.18 and p.29 respectively.

Figure 6. Where will we continue to spend our money?



All figures pre 2011-2012 have been adjusted from net to gross figures to allow for consistency and comparison with later figures. The period of the last Local Government Funding Settlement (2008-09 to 2010-11) is shown for comparison.

4. How will we address our priorities?

Priority one

Supporting and protecting people when they need it most

The Council will provide a safety net for vulnerable people until they can take back control of their own lives.

We will work to keep children and families safe at home, whilst providing the right care at the right time for those children and young people for whom local authority care is the right decision.

We will help older people and those suffering ill health or disability to get the support and care they need, helping people look after themselves in their own homes for longer, without the need for long-term care.

Our support will be targeted to those most in need and where we do provide support, it will be to help people towards independence.

What do we want to achieve?

We will focus on reducing incidences of harm or abuse within vulnerable groups. These groups include children, older people, people who have suffered domestic violence, and communities who face inequalities or deprivation. One of the important ways we will know whether we are achieving this goal is by looking at hospital admission rates, particularly at those admissions of children, young people and older people that are a result of injuries.

We will have more children looked after by their families. Where this is not possible, fewer children will be looked after in other parts of the country. We will know we are doing well in this goal if the number of children being taken into care is reducing, and if there are fewer children placed outside Cambridgeshire when in the care of the local authority.

We want to see more people living at home again, independently, as soon as possible after a discharge from hospital. Together with our partners in health services, we will monitor the effectiveness of health and community-based care in working together to ensure people are discharged from hospital as quickly as possible to places that can care for them in the best way.



Priority two

Helping people to live independent and healthy lives in their communities

We want people to be in control of their own lives, as individuals and as part of their community.

We will promote choice through our services to help people choose the right options for them, and we will ensure that information is easy to access through our website.

We want people to step up and be more active in their local community so we will work to remove the barriers that stop people getting involved.

We also want everyone to enjoy the best that Cambridgeshire has to offer. We have a strong belief in fairness and reducing inequality. Therefore, we will target our services at those people who need extra help to make the most of living in our communities.

What do we want to achieve?

We want all children to achieve highly in education, and we will focus particularly on the educational achievement and health of specific vulnerable groups. These groups include children in care, those from deprived backgrounds, and those with special educational needs or learning disabilities. We will use educational attainment and health statistics for different groups and at different ages to assess how well we are doing in these aims.

We will help all adults who receive social care to have a clear personal budget and, wherever possible, to receive it as a direct payment.

This will allow them to choose the support that works best for them. We will monitor the proportion of those people who use social care who are involved in the design of the support they receive. We will ask social care users and their carers about the level of control and independence they feel they have over their daily lives.

We will help adults who need social care support to live in their own homes wherever possible, and access flexible and modern day services. We will assess our progress by looking at the rates of admissions to residential and nursing care for adults and older people. We will also ask people who use social care and their carers about their quality of life and satisfaction with services.

We will seek to understand the needs and aspirations of local communities better, by talking to local communities and developing our local decision-making arrangements. This will help us to change the way we manage services like social care, and allow us to focus on preventing problems and joining up services that support children, young people, families and schools.

Priority three

Developing our local economy for the benefit of all

We will help people to access the support they need to get the jobs being created in Cambridgeshire, including supporting children and young people to stay in learning and providing a range of options for adults.

Across the county, we will ensure that people can travel safely and are able to access economic opportunities.

As far as we can within financial constraints, we will continue to provide the services that people use every day, like street lighting, dealing with waste and maintaining our roads so they are safe.

We will provide these in the best possible way to improve the quality of life for the people who live here now and in the future.



What do we want to achieve?

With our partners in the Local Enterprise Partnership, we want to see new and existing businesses expanding and growing, to increase employment opportunities in the county. We will closely monitor economic indicators such as the employment rate and the new business registration rate to assess the state of Cambridgeshire's economy and our progress in this aim.

We want to see an improvement in the skills of young people and the adult working population, so that people are better prepared to get jobs. We will look at the percentage of young people aged 16-18 who are not in education, employment or training to assess our success in supporting young people to stay in learning. We will also monitor the number of adult learners in Cambridgeshire and the number of employment guidance sessions we deliver. The overall skill levels of the working age population will also help us understand our progress in this aim.

We want Cambridgeshire to be a safe and enjoyable place to live and work. We will use the rates of people killed or seriously injured in road traffic accidents to target and assess the success of our road safety work. We will also monitor the proportion of roads and footways that are in need of repair to assess the effectiveness of our road maintenance. We will measure and manage congestion in specific trouble spots. We will monitor our waste disposal services by looking at the proportion of waste in Cambridgeshire that is recycled or composted. We will also monitor the proportion of streetlights that are working.

5. How will we work?

In order to focus on these priorities, we need to fundamentally change the way we do things. Over the next five years, our commitment is that we will...

...be a genuinely local council

We want to hand power for decision making, budgets and service provision to the most local level possible.

For example, when spending or service decisions are made about children, young people or adults who need some extra support, this will take place at the most local level possible, with them, their families and their communities at the heart. We will work closely with GPs, schools, health colleagues, district councils and other partners, through a network of community-based services.

We will listen to and engage with the aspirations of communities, and ensure sound democratic processes, robust scrutiny, and fair and transparent elections. We will help people to get involved in their local area and take on services in areas where we have to cut back.

We know that many people already contribute in many ways, so we will make it even easier to do so. We will help people to connect with each other through information technology and have access to the right community buildings and facilities.

...make sure the right services are provided, in the right way

We will only provide services directly when it is clearly better value for the taxpayer that we do it ourselves. When it's not, we will work with partners, to make sure the best placed organisation provides services that are value for money.

We will carefully monitor our main contracts, such as those for managing waste and maintaining the roads, to make sure we are getting maximum impact for the money we are spending. We will support voluntary and community organisations to take on more services, and make the best use of their expertise and experience.

Part of doing things the right way is to make sure we are thinking about the environment and future generations. We will minimise the energy we use as an organisation and ensure services are provided in a sustainable way.



...invest in prevention

We will focus on services that help people early on, increasing their independence and choice and helping them to help themselves. This will improve people's quality of life and reduce their reliance on public services whilst also reducing cost.

We will get involved early with children and young people who have special educational or care needs, so they don't need to rely on long-term and expensive out-of-county arrangements or care. We will invest in providing information, advice and support for people early on, so they won't need to use more intensive and expensive services in the long-term.

...work together

We will continue to work in partnership with other organisations to get the best possible value for money. We want to go further and identify more opportunities for sharing services and doing things together where it is more efficient to do so.

We will work as closely as possible with partners in the way we provide care for children, young people and adults, so that people don't need to have the same conversations with different organisations. We will work with businesses and other councils to make sure everyone benefits from economic growth in the county. Behind the scenes, we will share our back office support services, so we can make sure more money is spent on front line services.



6. How will we know how we are doing?

It is very important to us that we monitor how we are doing against our plan, to ensure that we are doing things right, as well as doing the right things.

There are a number of pieces of information that will help us to know how well we are doing against our priorities.

We will talk to and consult with residents and users of our services, and listen to what they have to say.

Our management teams will regularly monitor key indicators, which measure how well we are delivering services in our priority areas. Some of these are highlighted in previous pages and more detail can be found in Section 2 of this plan. We will publish our progress on our website: www.cambridgeshire.gov.uk

Where it is sensible, we will compare our performance to that of other councils or areas, and use that information to help us manage our services.

Some of our services are inspected by national bodies like Ofsted (which inspects children's services) and the Care Quality Commission (which inspects social care services for adults). The results of these inspections are available on the internet, and we will provide links on our website.

We regularly gather together information about our spend and performance as a whole Council, in our Integrated Resources and Performance Report, which is considered by our Cabinet Members.

The Scrutiny function will play an increasingly significant role with Councillors regularly reviewing the performance of services, both internally within the County Council and in partnership with other councils, partners, and the wider community. The results of such reviews will be widely published.

At the end of the year, we will write an annual report which will set out what we have achieved in the past year against our priorities. We will also publish the end of year results for the indicators that are specified in the next section of this plan.

INTEGRATED PLAN 2011-2012

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TECHNICAL APPENDIX A: Financial Report

1 CHIEF FINANCE OFFICER'S STATEMENT

Section 25 of the Local Government Act 2003 requires that the Chief Finance Officer reports to the Authority in two areas:

- the robustness of the budget estimates
- the identification and management of risks together with the adequacy of the proposed reserves

and that the Authority must have regard to this report when making budget decisions. This report deals with these key issues.

Financial strategy – context and link to objectives, priorities and partners

The budgets set out in this report are firm for 2011-12, indicative for 2012-13 and illustrative for the three years after this. The Council undertakes financial planning over a five year timescale to provide links to its longer term financial modelling and planning for growth.

The Council has an integrated approach to the setting of its objectives and financial strategy. This approach forms the basis of the Integrated Planning Process (IPP). The process commenced in the summer with a review of the service delivery and financial situations in relation to the needs of service users, residents, partners and businesses within the county. The Council considered existing strategic objectives in the light of the first Coalition Government Budget in June and

expectations for the Comprehensive Spending Review (CSR) to be delivered in October. The scale of the financial challenge ahead for the Council was signposted by the Government's determination to tackle the structural deficit achieving 77% of fiscal consolidation through spending cuts and 23% through tax increases. With this in mind, attention has been focused on finding the savings required to balance the Council's budget, whilst minimising the impact on the delivery of services. In line with current priorities, particular attention has been given to understanding and mitigating the impact of proposed savings on our most vulnerable residents. Where possible the Council has sought to ensure that plans are aligned with those of our partners. In addition the Authority continues to reflect the impact of inflation and demand changes in its resource allocation decisions as well as being mindful of addressing the additional challenges of reductions in public sector funding and the continuing depressed economic climate. This financial report is a key part of the Integrated Plan.

Financial position

Following the CSR in the autumn, our provisional financial settlements for 2011-12 and 2012-13 were announced in December 2010. As expected the settlement consolidated many specific grants into the formula grant, as well as reducing the overall levels of funding. The majority of specific grants that remain are now un-ringfenced. The 2011-12 figures have now been confirmed.

TECHNICAL APPENDIX A: Financial Report

The CSR announced that overall funding for local authorities will be reduced by an average of 7.25% each year, in real terms, over the four years, excluding schools, fire and rescue, and police. As these reductions have been front-loaded, it is anticipated that the reductions in the latter two years of the period will be below this average level.

The Government has also announced that a Resource Review will commence in January 2011 considering, amongst other things, the localisation of business rates. The review is expected to run until June 2011. Such a change in the treatment of business rates would make it necessary to undertake a review of the Formula before making allocations for the 2013/14 and 2014/15 settlement.

The local and national economy has shown signs of higher-than-expected growth over recent quarters as the UK moves out of recession. However the Office of Budget Responsibility believes that this is a timing effect and cannot be sustained. Factors including public spending cuts, reductions in public sector employment and the increase in VAT in January 2011 could contribute to weaken demand and limit the potential for growth, particularly in 2011-12.

Therefore the Council has revised its estimates of income, expenditure and demand in line with information currently available, but has been mindful of maintaining flexibility to respond to changing circumstances. Our ability to raise income levels through increases in Council Tax, charges for services and asset sales remains limited due to the current

depressed state of the property market and a desire to limit the impact of charges on the county's more vulnerable residents. Recent low levels of inflation and pay increases have assisted us with the control of expenditure in the short term. Inflation levels are now rising, but may fall back in 2012 as temporary factors such as the increase in VAT fall away. We have responded to the uncertainty in future inflation rates applicable to our main cost categories by making a prudent assessment of their impact. Further protection is afforded by our policy of maintaining reserves to cover such uncertainties.

To meet the challenge created by reducing levels of funding and economic constraints on raising additional income, we have put in place a programme of service transformation and managed reduction. Unfortunately, some service cuts have proved unavoidable if we are to balance our budgets over the 5 year planning period.

Creation of budget estimates

During the summer, against known objectives and priorities, initial high-level estimates were developed to identify expected levels of income and costs for the five-year planning period. Benchmarking and comparative value for money data were used to highlight areas where improvements could be made. Our calculations showed that taking into account likely increases in demand and inflation, significant levels of savings were required to achieve a balanced budget.

TECHNICAL APPENDIX A: Financial Report

A programme of informal Star Chambers in the autumn was used to explore proposals for service transformation, service cuts and other savings across all Council activities. Consideration was given first to minimising the impact of proposals on the county's residents, and then to maintaining momentum towards the achievement of Council priorities. Members and senior officers worked together to understand the possible effects of the proposals and identify cross-linkages and synergies between them.

Selected proposals were then developed in greater detail to assess the deliverability and timing of the changes and the resultant savings. Where possible, savings are planned to be delivered in the first two years of the planning period. However, due to the size and complexity of some of the transformations, savings are also planned for later years.

Scrutiny members provided a "critical friend" challenge at key stages in the process and formal scrutiny meetings took place in February 2011 prior to the Full Council meeting to formally approve the Integrated Plan.

The process has resulted in the services preparing detailed budgets showing savings, inflation, demography, pressures and investments and linking their service development planning to their financial planning. The actions arising from these savings, pressures and investments will be allocated to individual managers through the appraisal and goal setting process for next year.

All budgets for 2010-11 and 2011-12 are allocated down to individual service level and each budget is allocated to a named budget holder who links it to performance targets.

Service transformation will continue into the latter three years as the services complete their change programmes to achieve the significant level of cuts required to balance our budgets going forward. Detailed financial plans will be developed for these years in due course, in accordance with our policy of planning in detail for the following two years.

Risks and contingencies

In providing budget estimates due account has been taken of financial and operational risks. The key areas of risk, and the basic response to these risks, are as follows:

- **Containment of inflation to funded levels** – achieved via detailed management of budgets and contracts and further progress in improving leverage over the supply chain.
- **Management of service demand to funded levels** – achieved via clearer modelling of service demand patterns and service review in adults and children's services – key areas of demographic pressure.
- **Delivery of savings to planned levels** – achieved via SMART action plans and detailed review with all savings,

TECHNICAL APPENDIX A: Financial Report

whether due to efficiency or service reductions, needing to be recurrent. Savings' requirements are built into the base budget and monitored monthly as part of budgetary control.

- **Containment of the revenue consequences of capital schemes to planned levels** – achieved via ensuring capital projects do not start without a tested and approved business case, incorporating whole life cycle costs.
- **Response to the uncertainties of the economic recovery** - The Council has fully reviewed its financial strategy in light of the most recent economic forecasts, and revised its objectives accordingly. To help our Council Tax payers in these difficult times we have planned no increase in the rates of Council Tax over the five year period. However, we cannot guarantee this and we will review the situation annually. We maintain a close watch on the costs and funding sources our capital programme in the light of reduced asset sale proceeds and delayed developer contributions.
- **Future funding transfers** - The Council has been preparing for transfer of responsibility for Concessionary Fares from the District Councils from April 2011.

TECHNICAL APPENDIX A: Financial Report

2 REVENUE FUNDING

Funding summary

A detailed examination of the revenue resources that are available to the Authority has been undertaken. A summary of the key issues is included in this section.

Based on the analysis set out below, the following revenue funding assumptions have been used to determine cash limits for services within which a balanced budget has been produced.

Table 2.1: Total funding 2011-12 to 2015-16

	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000	2015-16 £000
Formula Grant	120,142	107,436	106,404	101,086	101,086
Council Tax	232,019	234,989	238,382	241,612	243,456
Specific Grants	41,098	40,750	40,750	40,750	34,971
Specific Grants to Schools	14,247	14,247	14,247	14,247	14,247
Dedicated Schools Grant (DSG)	362,379	362,379	362,379	362,379	362,379
NHS Funding	6,242	6,038	6,038	6,038	6,038
External Income	60,891	60,891	60,891	60,891	60,891
Total Budget	837,019	826,731	829,092	827,004	823,069
Total Budget excl. grants to Schools	460,392	450,104	452,465	450,377	446,442

The budgetary context for 2011-12

Local Government Finance Settlement

The Local Government Finance Settlement is usually announced in November/early December each year around the time of the Pre-Budget Report issued by the Chancellor. This year the Settlement was preceded by the election of a Coalition Government, an Emergency Budget in June and the Comprehensive Spending Review (CSR) in October. This year, due to issues regarding the scale of reduction and the distribution of the Settlement, the provisional announcement was delayed until the 13th December 2010 and was then finally confirmed on the 9th February.

The CSR covers the period 2011-12 to 2014-15, however the Settlement only covers the next two years 2011-12 and 2012-13. This is due to the Resource Review that the Government has announced will commence in January 2011 which will consider, amongst other things, the localisation of business rates. As such a change in the treatment of business rates would not be compatible with the existing distribution methodology for Formula Grant, a Formula Review will be necessary to make allocations for the 2013-14 and 2014-15 Settlement.

Formula Grant

Formula Grant is calculated according to the Four Block Model. The model uses calculations relating to population and authority type (Central Allocation), local ability to raise Council Tax (Relative Resource), and population characteristics and

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need (Relative Need). For the 2011-12 Settlement, several Specific Grants have also been rolled into Formula Grant, some of which have required allocation using a Tailored Distribution.

These three blocks plus the additional Tailored Distribution element are then subject to a damping mechanism (the fourth block), whereby Ministerial discretion is applied to decide a minimum grant increase for all authorities. Authorities with an increase above this ‘floor’ have their grant reduced to pay for the guaranteed minimum increase in other authorities – therefore, across the whole Settlement it is a neutral adjustment. However, for this particular Settlement the Government have also introduced a banding system whereby the level of the floor each authority is subject to depends not only on the type of authority, but also on the authority’s reliance on Formula Grant as a source of funding.

Those most reliant on Formula Grant to finance their 2010-11 Budget Requirement are subject to the highest floor and therefore the smallest reduction. The justification for this is that local authorities most dependent on Formula Grant would face a bigger reduction in spending power for any given percentage reduction in Formula Grant.

Cambridgeshire’s Settlement

Cambridgeshire has been allocated a 14.3% decrease in Formula Grant for 2011-12, and a further 10.6% decrease in 2012-13. This compares to the Shire average decreases of 12.6% and 8.8% each year respectively.

Table 2.2: Cambridgeshire’s grant increases 2011-12 to 2012-13

	2011-12	2012-13
CCC % Decrease	-14.3%	-10.6%
Average Shire % Decrease	-12.6%	-8.8%

Cambridgeshire has been placed in Band 4 for damping, as Formula Grant in 2010-11 was only 33% of our Budget Requirement (this figure is as high as 83% for some authorities). This means that it is subject to the lowest floors possible at -14.3% for 2011-12 and -10.3% for 2012-13 (this is equivalent to -10.6% if the restating of 2011-12 Formula Grant for the Academies adjustment is removed). Therefore, in 2011-12 we lose as much grant as it is possible to do so within the parameters of the funding model.

Cambridgeshire has always been concerned about the use of the four block model, believing it to not be fit for purpose, particularly in regard to its ability to accurately reflect the costs and benefits of growth as well as the relative efficiency of local authorities. In previous periods of greater financial stability, the model has insufficiently kept pace with the increase in population in growth areas, and has indeed penalised these authorities by reducing grant to take into account Council Tax raised on new homes. At the same time, the Relative Resource Adjustment which attempts to adjust the grant for the amount an authority can raise from Council Tax, has had no such floor or ceiling.

This is the base from which Cambridgeshire has entered this new CSR period, having received a significantly lower than

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average increase in Formula Grant for each of the last three years, and the lowest increase in a decade for 2009-10.

These fundamental concerns with the design of the model are now less of an issue in the immediate term due to the downturn of the economy and therefore lower population growth. However, there are now new, more pressing concerns.

Firstly, due to the severity of the cuts to Formula Grant, and in particular the front loading aspect, the Government have had to introduce the four banding system so that no local authority experiences a massive decrease in spending power in the first year. Cambridgeshire fairs poorly out of this system, as we are subject to the lowest floor out of all local authorities.

Secondly, the weightings of the blocks in the model have been amended, however, not in line with the options that were included in the Formula Grant consultation. The Relative Needs block has increased by 10% whilst the Central Allocation has decreased by 10%. Therefore authorities that register well on the needs element will benefit from this change. Cambridgeshire is not one of these authorities, as we have pockets of high levels of deprivation which are hidden within the county's statistics due to greater prosperity elsewhere.

Elements of the model such as these – which are based entirely on judgement – can effectively wipe out the distribution of funding that is indicated by evidence-based formulae. This undermines the time and effort spent by both

Central and Local Government investigating, researching and consulting on new formulae.

A further concern from the settlement is that there has been a baseline transfer for Academies in both the 2011-12 and 2012-13 settlements in relation to Academies' share of the Local Authority Central Spend Equivalent Grant (LACSEG). The Department for Education did not make authorities aware of this transfer in advance of the settlement and there has been no form of consultation concerning either the transfer itself, or its methodology.

The above changes, combined with the significant reduction to the overall Formula Grant pot, ensure that the balance of funding moves ever more onto the shoulders of Council Tax payers and away from Central Government, even without an increase in Council Tax over the planning period.

Although no figures have been provided for Formula Grant from 2013-14 onwards, Communities and Local Government Departmental Expenditure limits have been released for 2013-14 and 2014-15. Therefore, the Council has used these to forecast a 1% decrease in Formula Grant in 2013-14, a 5% decrease in 2014-15 and a 0% change in 2015-16.

Council Tax

The Authority starts the Integrated Planning Process with the seventh lowest Council Tax rate of all counties.

As part of the Emergency Budget, the Government announced their intention to provide local authorities with a

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grant equivalent to a 2.5% increase in precepts for 2011-12 (adjusted for growth in the taxbase) if they voluntarily agree to freeze Council Tax at 2010-11 levels for one year. In a written ministerial statement in October 2010 the Secretary of State for Communities and Local Government said “*The Government expects all local, fire and police authorities to sign up to the freeze and can see no reason why they might choose to do otherwise*”.

The Comprehensive Spending Review concluded that funding will only be available to support a freeze in 2011-12. However, in 2012-13, 2013-14 and 2014-15 the Government will continue to provide the grant, offsetting the Council Tax income foregone in 2011-12, thus protecting authorities from a ‘cliff-edge’ effect until 2015-16.

Therefore, it is proposed that a 0% Council Tax increase is set for 2011-12, and 0% indicatively for 2012-13. Given the severity of the funding settlement, it is not anticipated that any other counties will decrease their Council Tax – therefore the Council will continue to have one of the lowest county Council Tax rates in the country.

The Council would like to continue with a low increase in later years and has therefore exemplified budget figures for the three years 2013-14 to 2015-16 using a 0% Council Tax change. However, given existing uncertainty over financial conditions in those years, it would be imprudent to make firm commitments at this stage.

Other sources of funding

In addition to the main funding streams of Formula Grant and Council Tax, the Authority also receives income from various other sources including Specific Grants, charges from fees, income from sales and partnership funding from other public sector bodies. In line with the Secretary of State's announcement as part of the LGFS, the Authority has assumed that all sources of funding due to the Authority will be received. This includes the NHS funding for Adult Social care, routed via the Primary Care Trust (PCT). It is appreciated that agreement has yet to be reached with the PCT on the transfer of these funds and that the value of two other Specific Grants of moderate value have yet to be confirmed by Government.

Up until 2010-11, there were numerous different Specific Grant streams available from various Government Departments. However, as part of the CSR the Government announced that several of these would merge into Formula Grant and the remaining grants would either merge into fewer streamlined grants, or would end. The Government also announced that ring-fencing of the remaining Specific Grants would finish, except for the new Public Health grant (from 2013-14).

Those Specific Grants merging into Formula Grant have been included in the Formula Grant figures above. Details of the remaining Specific Grants are provided in the following table.

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Table 2.3: Specific Grants for Cambridgeshire 2011-12 to 2012-13

Item	2010-11 £000	2011-12 £000	2012-13 £000
Early Intervention Grant*	21,824	19,183	20,367
Public Health Grant	-	-	-
Learning Disabilities*	9,744	9,945	10,181
New Homes Bonus	TBA	TBA	TBA
Council Tax Freeze Grant**	-	5,779	5,779
Other	8,747	6,192	4,423
TOTAL SPECIFIC GRANTS	40,315	41,098	40,750

* 2010-11 figure is equivalent to the separate grants that have now merged into this grant stream in 2011-12.

During the Star Chamber process all income streams have been challenged, taking into account inflation levels and recognising the increased pressure on the finances of many service users. Information on charges for adult's services is published alongside the detailed information for Community and Adult Services.

Dedicated Schools Grant

The Dedicated Schools grant is received by the Council and therefore is included in the Authority's gross budget figures in table 2.1. However, this grant is ring-fenced to pass directly on to schools, therefore a gross budget figure excluding DSG is often the gross budget figure used in this plan (see part 3 for an explanation of gross budget).

Local Area Business Growth Incentive

The Local Area Business Growth Incentives scheme (LABGI) had been reduced significantly since the initial £1 billion allocation from 2005-06 to 2007-08. In June 2010 the Government confirmed its cancellation as part of their 'in-year' cuts package for Local Authorities. The Council has never relied on use of LABGI, therefore its cancellation – although clearly unwelcome – has not been a cause of major concern.

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3 REVENUE COSTS

A detailed examination of the costs incurred in delivering services at defined volumes and to specific performance criteria has been undertaken. Based on this analysis and estimation of the overall level of savings required by the Council, the following cash changes are proposed for each service over the next five years.

Table 3.1: Changes to service cash limits 2010-11 to 2015-16

Service	Proposed % cash change 2010-11 to 2015-16
Children and Young People's Services (CYPS)	-8.2%
Community and Adult Services (CAS)	-2.9%
Environment Services (ES)	-21.7%
Waste PFI	19.8%
Corporate Directorate (Retained corporate services) (CD (Retained))	-34.1%
Local Government Shared Services (Corporate services provided through an arrangement with Northamptonshire County Council) (LGSS)	-23.0%
Financing Debt Charges	7.5%

Services have been set the cash limits detailed with table 3.2, within which a balanced budget has been produced. These cash limits are inclusive of inflation, demography, developments and savings.

Table 3.2: Service cash limits 2011-12 to 2015-16

Service	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000	2015-16 £000
CYPS	121,569	118,968	118,210	117,042	115,938
CAS	195,527	191,512	195,450	197,468	200,056
ES	42,218	42,105	40,829	39,778	38,529
Waste PFI	24,354	25,045	25,115	24,554	25,805
CD Retained	24,072	20,359	19,442	18,777	17,965
LGSS	16,370	15,700	14,964	13,854	13,490
Financing (1)	33,761	37,197	36,127	33,119	31,286
EA Levy (2)	384	399	414	430	446
Net Movement on Reserves (3)	2,137	-1,181	1,914	5,355	2,927
Total Budget (4)	460,392	450,104	452,465	450,377	446,442
% Change in Budget	-3.5%	-2.2%	0.5%	-0.5%	-0.9%

(1) Financing refers to the net cost of interest and principal payments on existing and new loans.

(2) EA Levy refers to the contribution to the Environment Agency for flood control and flood mitigation measures.

(3) Net movement on reserves reflects use of the Pressures and Developments Reserve, Headroom to be deployed and General Fund, as well as contributions to or from the Invest to Transform Fund.

(4) Expenditure by schools has not been included in this table or in table 3.1.

Cash limits for each Directorate within the above Services are shown within the revenue tables of Technical Appendices B to F of this document. Cash limits for policy areas within each

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Appendix A, and are available in further detail on the following web page:

<http://www.cambridgeshire.gov.uk/council/finance/spending/ip2011/detailedbudgets/>

Net to Gross

In previous years, the Council's budget has always been analysed in this report as a net figure. As such, it has only included any funding or expenditure related to Council Tax and Formula Grant. This net figure is called the Budget Requirement and the Council is required to report this figure to Central Government.

However, it is now more appropriate to present the Council's budget on a gross basis. This is due to the severity of cuts to Specific Grants which are not included within net budget but form a large proportion of the Council's funding. Therefore the total budget figures provided in this section are gross and relate to all sources of funding available to the Council (see part 2 for these sources).

Inflation

In the past there has not always been a direct link between the inflation faced by the Council, and nationally published inflation indicators such as the Retail Price Index. Inflation faced by the Council has often been higher due to the more specific nature of the goods and services that the Council has to purchase. However, specific action has been taken by the Council in the last few years to manage these inflation pressures down, both now and in future.

Therefore in estimating our inflationary pressures we have taken the same approach as last year. Estimates of 2011-12 inflation have been based on indices and trends and include specific pressures such as the increase in National Insurance contributions. Our medium term plans assume inflation will run at around 0.5% above Treasury forecasts, having taken account of the mix of goods and services we purchase and improved contracting.

Expected overall inflation levels are shown below:

	2011-12	2012-13	2013-14	2014-15	2015-16
Inflation cost increases	1.6%	2.0%	2.0%	2.2%	2.2%

Demography

Demography is a term used to include all demand changes arising from: increased numbers (e.g. clients served, road kilometres), increased complexity (e.g. more intensive packages of care as clients age) and any full-year catch up from previous activity baselines. Expected cost increases from demography are shown below:

	2011-12	2012-13	2013-14	2014-15	2015-16
Demographic cost increases	4.1%	4.0%	3.8%	3.8%	3.8%

These figures compare with an underlying population growth in the order of 1.4% per annum (7.0% between 2011-12 and 2015-16), with differences reflecting faster growth in certain

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client groups, changes in levels of need and catch-up from previous years where demography has been underestimated.

Service pressures and priority investments

It is recognised that there are some unavoidable cost pressures that will have to be met. Cabinet have considered whether these should be funded from available resources, or whether services should be required to find additional savings themselves to cover these pressures.

Priority investments

Cabinet have considered savings proposals alongside existing priority investment proposals and any new investments proposals funded through additional savings. Final cash limits reflect the use of available resources to optimise service delivery in relation to the achievement of priorities and the minimisation of risks.

Savings proposals

Rising costs caused by inflation, growth and associated demographic pressures combined with significantly reduced levels of funding, mean that it is inevitable that cost pressures will considerably outstrip available resources. Therefore significant savings will need to be made to close the gap. The following table shows the total amount of necessary savings for each of the next five years, split according to the different reasons they are required.

Table 3.3 Reason for savings 2011-12 to 2015-16

	2011 -12 (£m)	2012 -13 (£m)	2013 -14 (£m)	2014 -15 (£m)	2015 -16 (£m)	Total (£m)
Loss(+) / Gain(-) of Funding	17.6	10.0	-2.4	2.1	3.9	31.2
Inflation	6.9	8.3	8.1	9.0	8.8	41.1
Demand	18.1	16.9	15.5	15.8	15.6	81.9
Capital	3.6	4.4	-0.1	-3.0	-1.8	3.1
Other*	4.2	-4.0	2.0	2.9	-1.8	3.3
Total	50.4	35.6	23.1	26.8	24.7	160.6

* This includes pressures, investments and use of reserves.

In order to achieve these £160.6m of savings over the next 5 years, services have developed proposals to meet their savings targets.

Programmes of service transformation have been put in place to drive out further efficiencies as part of the on-going approach to improving value for money. These, and other lower priority areas, have been targeted in order to find the necessary savings, however significant service cuts have proved unavoidable in order to balance our budget.

The savings proposals have been scrutinised through the Star Chamber process by Members and Senior Officers, following which proposals have been prioritised by management teams working with their lead member.

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Major developments and financial uncertainties

There remain uncertainties across the planning period in relation to funding, inflation, demography, major developments and the impact of the economic downturn. In line with good practice, a better understanding of risk and the emerging costs of future development proposals, it is intended to reserve funds for deployment across and beyond the planning period to meet these pressures.

In particular the Authority is progressing several major developments that are likely to have revenue consequences at the project and / or operational stage. These projects are:

- Street Lighting PFI – approaching financial close.
- Building Schools for the Future - contracts have been signed for 6 schools in Fenland and construction has begun. Cancellation of overarching BSF programme means remaining 38 eligible schools are unlikely to receive investment.
- Better Utilisation of Property Assets - a reduced programme than previously anticipated.

Specific provision has been made for these project costs.

Further details on the approach to managing risk can be found in the Risk, Sensitivity and Reserves (part 8).

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4 COUNCIL TAX PRECEPT

Table 4.1: Build-up of recommended Budget Requirement and derivation of Precept 2011-12

	£000	% Rev. Base
Adjusted base budget	855,833	
Transfers of Function	4,992	
Revised base budget	860,825	
Inflation	6,938	0.8%
Demography	18,142	2.1%
Pressures	8,726	1.0%
Investments	-8,661	-1.0%
Savings	-50,350	-5.8%
Change in reserve / one-off items	1,398	0.2%
Total Budget	837,019	97.2%
Financed By		
Specific Grants	55,346	6.4%
DSG	362,379	42.1%
NHS Funding	6,242	0.7%
External Income	60,891	7.1%
Budget Requirement	352,161	
Financed By		
Formula Grant	120,142	14.0%
Surplus / deficit on collection fund	850	0.1%
Recommended Precept	231,170	26.9%
District taxbase		220,628
Band D		1047.78

The current Budget Requirement (and all other factors) gives rise to a 'Band D' Council Tax of £1,047.78, an increase of 0% on the actual 2010-11 level. This figure reflects final precept and collection fund information from districts.

The derivation of taxes for the other bands is achieved by applying the following ratios. For example, the Band A tax is 6/9 of the Band D tax.

Table 4.2: Ratios and amounts of Council Tax for properties in different bands

Band	Ratio	Amount	Increase on 2010-11
A	6/9	£ 698.52	£ 0.00
B	7/9	£ 814.94	£ 0.00
C	8/9	£ 931.36	£ 0.00
D	9/9	£ 1,047.78	£ 0.00
E	11/9	£ 1,280.62	£ 0.00
F	13/9	£ 1,513.46	£ 0.00
G	15/9	£ 1,746.30	£ 0.00
H	18/9	£ 2,095.56	£ 0.00

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5 INVEST TO TRANSFORM

Background

The Invest to Transform Fund (ITT) was re-launched in 2006-07 to more closely fit with the service, performance and financial requirements of the Authority and in particular the challenges of delivering year on year cash-releasing efficiency requirements.

Objectives of the fund

The fund is designed to provide seed funding for both strategic and opportunistic projects that are in line with one or more of the following objectives:

- To release cash through more efficient and effective methods of service delivery.
- To deliver quantifiable improvements in quality and performance.
- To advance already approved projects so that the financial and non-financial benefits can be achieved earlier.

Bids are categorised based on the nature of their proposal, with consideration given to projects that comply with one or more of the following criteria:

- **Invest to save** - proposals that require an investment to achieve a cash releasing saving in future years in line with Council and service priorities as determined during the IPP.

- **Invest to improve** - proposals that deliver a quantifiable increase in performance (with or without the generation of savings) in line with Council and service priorities as determined during the IPP.
- **Invest to advance** - proposals that have a known and future income stream that could be started earlier with “bridging finance”, in line with Council and service priorities as determined during the IPP.
- **Invest to innovate** - smaller scale and/or ad-hoc proposals from high performing services that bring one or more of the benefits above but by their nature are not part of the main IPP.

Bids are evaluated in a structured way with particular importance being attached to:

- The return on investment.
- The speed of payback.
- The degree of performance improvement.

Management of the fund

The fund is operated as a revolving credit account with the value of new approvals in any single year not exceeding the balance on the reserve plus forecast repayments. It is important that the reserve remains of sufficient size so that:

- Most bids conforming to the evaluation criteria can be approved in the year of submission.

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- The likely phasing of loan draw-downs and pay-backs can be supported over a 5-year cycle.

To ensure the above, the following actions are proposed:

- That the overall level of the fund is reviewed annually as part of the IPP.
- That normally a contingency of £1 million is retained in the fund at year-end (subject to the overall reserves review).

Resources available

Service funds

To allow flexibility at service level to deal with smaller scale bids with prompt pay-backs (i.e. up to £100,000 in value with payback starting in the year after investment), shares of the fund are held at service level and issued at the discretion of the relevant Head of Finance and Performance. Taking into account the turnover of each service (excluding financing charges), the shares of the fund held and headroom for new bids are:

Table 5.1: Invest to Transform Fund – service funds

	CYPS £000	ES £000	CAS £000	CD £000
Service allocation	200	125	275	75
Forecast capacity 2011-12	200	125	237	75

Corporate fund

Bids in excess of £100,000 and/or with no savings payback are submitted to the LGSS Director of Finance for consideration. Bids in excess of £150,000 and/or when the pay-back proposed is greater than three years are referred to Cabinet by the LGSS Director of Finance if deemed appropriate.

The table below shows a summary of the ITT schedule for the next 5 years:

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Table 5.2: Invest to Transform Fund – corporate fund forecast year-end balances

	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000	2015-16 £000
Opening balance	982	1,268	2,947	4,473	5,013
Loans out	-841	-201	-2	-	-
Repayments made	638	1,659	1,529	539	-
Additional funding from IPP	738	221	-	-	-
Funding to support IPP	-250	-	-	-	-
Closing balance	1,268	2,947	4,473	5,013	5,013

(Note: the figures in this table include all approved schemes as at December 2010. No assumption is made on levels of loans to be approved in future years).

A breakdown of all the current approved schemes, with their annual loan requirement, can be found in the table below:

Table 5.3: Invest to Transform Fund – corporate funds loan schedule

	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000	2015-16 £000
CD					
E-Government Improvements & Upgrades	51	51	-	-	-
ES					
Exploiting & Valuing Camb's Innovation In Strategic Service Delivery & Projects	161	-	-	-	-
Reduction In Business Mileage	28	-	-	-	-
TOTAL LOANS	240	51	-	-	-

Proposals

No proposals have been received from the services with start dates in 2011-12. All investment proposals submitted have been funded as part of the base budget setting. It is noted, however, that in-year bids may be received and subject to approval could be charged against the available ITT Fund.

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6 CAPITAL FUNDING AND SPENDING

Impact of the economic downturn on the capital programme

The 5 year capital programme approved for 2010-15 used capital funding provided by Central Government (supported expenditure and grants) and locally raised funding in the form of capital receipts and contributions.

The marked downturn in the housing and property market has led to the slowing or, in some cases, the stalling of development. Land values have continued to fall. As a result the Council's ability to fund capital investment through the sale of surplus land and buildings and contributions from developers has been adversely affected.

The finance settlement issued by Government resulted in cuts to grants as well as a change in the type of funding available. Grant cuts of 22% have been recognised in 2011/12, 28% in 2012/13 and 36% in 2013/14 in respect of Schools and Transport. Further cuts have been recognised in later years. However, funding for services previously provided as Supported Borrowing is instead being provided as Capital Grant, thereby reducing the amount of interest costs incurred.

Creating the new capital programme

By the very nature of capital planning, proposals and funding put forward in advance are subject to refinement and change, particularly in respect of the need to reflect operational

requirements and gauging the true revenue consequences and benefits of each scheme. This year it has once again been necessary to undertake a fundamental review and reprioritisation of all schemes as a result of the economic downturn.

For the years 2011-16, services were asked to cut the programme to meet the level of funding available from Central Government and to reduce prudential borrowing to a more sustainable level. Scheme budgets, funding estimates, timing and therefore the viability of all schemes proposed and outlined in last year's Integrated Plan were examined and only those schemes deemed essential were included in the programme.

However, it should be noted that current prudential borrowing includes £62m to 31 March 2011 to meet contract payments on the Guided Busway. This is required to meet both the delayed receipt of S106 developer contributions and contract payments in excess of the target price. It is anticipated that £24.7m from future developer contributions will be available to partly repay this debt, and the balance repaid by the contractor with interest on completion of the risk share process.

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Capital funding

A summary of available funding for the capital programme is shown below.

Table 6.1: Funding the capital programme 2011-12 to 2015-16

	2011-12	2012-13	2013-14	2014-15	2015-16	Later years £m
	£m	£m	£m	£m	£m	£m
Supported expenditure (general)	-	-	-	-	-	-
Grants	54.0	37.4	31.4	29.4	29.4	7.2
Contributions	11.1	19.2	15.6	25.6	34.5	38.2
Prudential borrowing	43.5	21.9	3.7	-10.9	1.2	-16.0
General capital receipts	0.9	2.1	0.5	2.4	2.2	8.0
Ear-marked capital receipts	0.7	-	3.1	-	4.4	3.8
Subtotal	110.1	80.6	54.4	46.5	71.5	41.3
Refund expected from Developer on Guided Bus (See note above)			-48.5			
Total funding	110.1	80.6	5.9	46.5	71.5	41.3

- **Supported expenditure** is the amount of borrowing for capital expenditure supported through Formula Grant.
- **Grants** are funding provided to support specific capital schemes. If some of this funding is not forthcoming, the programmes will be reduced and re-phased to accommodate the reduced income.
- **Contributions** are funding amounts provided by developers and others to support specific schemes. Future years' budgets supported by contributions are based on current best estimates. Where this funding is not forthcoming, the related schemes will be reduced and rephased as appropriate.
- **General capital receipts** are the proceeds of asset sales net of sales expenses.
- **Earmarked capital receipts** are capital receipts that are 'ring fenced' to related capital schemes. For example, a proportion of receipts from the sale of a school site may be ring fenced to the development of a replacement school.
- **Prudential borrowing** is approved amounts borrowed for the purposes of funding capital schemes. The Council's assessment of its level of prudential borrowing is included in part 7.

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Capital programme spending

The capital programme has been considered by the following services: CYPS (Schools), ES (Transport), CAS, CD Retained and LGSS (Corporate schemes).

The programme is composed of individual schemes that are evaluated and prioritised within each service by officers and Members. The funding for these blocks comprises the full range of funding types listed in table 6.1.

The capital budget for 2011-12 now proposed, amounts to £110.1m. This includes schemes that were committed in previous years but are scheduled to be completed in 2011-12. Details of the 2011-12 to 2015-16 schemes are set out within the Technical Appendices for each service within Section 2, a summary of which is provided in the following tables. Table 6.2 is a summary by service, whereas table 6.3 is a summary of schemes according to scheme start date.

Table 6.2: Services capital programme for 2011-12 to 2015-16

Scheme	Total Cost £m	Prev. Yrs £m	2011-12 £m	2012-13 £m	2013-14 £m	2014-15 £m	2015-16 £m	Later Yrs £m
CYPS	370.1	112.0	69.2	48.9	28.0	22.5	51.1	38.3
CAS	6.2	0.6	3.7	1.5	0.1	0.1	0.1	-
ES	233.6	176.0	21.8	23.3	-28.2	21.8	19.0	-
CD Retained	10.0	1.0	6.4	2.1	0.5	-	-	-
LGSS	29.2	3.5	8.9	4.8	5.5	2.1	1.3	2.9
Total	649.0	293.1	110.1	80.6	5.9	46.5	71.5	41.3

Table 6.3: Capital programme for 2011-12 to 2015-16

	2011-12 £m	2012-13 £m	2013-14 £m	2014-15 £m	2015-16 £m	Later £m
Commitments	68.1	23.5	-32.9	2.5	1.3	2.9
New Starts						
2011-12	39.7	18.6	3.8	0.6	0.2	-
2012-13	2.2	36.9	4.2	1.6	0.5	-
2013-14	0.1	1.4	29.7	12.5	18.2	6.0
2014-15	-	-	0.1	27.2	7.5	4.8
2015-16	-	0.1	0.9	2.2	43.9	27.6
Total Spend	110.1	80.6	5.9	46.5	71.5	41.3

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7 CASH AND BALANCE SHEET MANAGEMENT

As part of its overall approach to balance sheet management, the Council models the balance sheet position over the same 5 years as its financial plan. Targets are set for key balance sheet components, and progress is reported as part of the monthly budgetary control process.

Debtors

The Council will improve its cash flow by controlling the absolute level of debt through the planning period.

The Council will continue its programme of improvements including the active pursuit of overdue debt within the 30-60 day period, and quicker handling of debt issues. The targets for the next 5 years are as follows:

Table 7.1: Debtor targets 2011-12 to 2015-16

Debtor targets at 31 March	2011 %	2012 %	2013 %	2014 %	2015 %	2016 %
Total debt as % of turnover	11.00	10.75	10.50	10.25	10.00	9.25
% debt over 90 days	20.0	20.0	20.0	20.0	20.0	20.0

Due to the continuing difficult economic climate, the target for % debt over 90 days has been increased to 20%, representing a more realistic target. It will be subject to annual review.

Creditors

It is intended that the Council will continue to manage its creditor position more actively and in particular seek opportunities to secure discounts for prompt payment within 30 days.

This approach will be monitored by the value of total creditors and the proportion of payments made for undisputed invoices within agreed terms throughout the planning period. The targets for the next 5 years are as follows:

Table 7.2: Creditor targets 2011-12 to 2015-16

Creditor targets at 31 March	2011	2012	2013	2014	2015	2016
Aggregate value (£m)	7.65 – 10.35	7.65 – 10.35	7.65 – 10.35	7.65 – 10.35	7.65 – 10.35	7.65 – 10.35
% Invoices paid within term	97%	97%	97%	97%	97%	97%

Financing

Apart from the reduced call on working capital that will arise from improvements in debtor and creditor management further activity is planned to manage financing costs within tighter limits by continued active management of the debt portfolio and in particular the exchange of short term loans for long term loans to offset the impact of recent and potential in-year interest rate fluctuations.

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Capital - Prudential Code

The Council must approve its prudential capital indicators as part of the budget setting process for one year ahead and an indicative further four years, (see table 7.3). There are two main indicators to be approved:

- Financing costs (as % of revenue expenditure).
- Maximum limits on total debt.

Table 7.3: Prudential Indicators

	2011-12 £000	2012-13 £000	2013-14 £000	2014-15 £000	2015-16 £000
Financing costs					
Net Revenue Expenditure	352,161	342,425	344,786	342,698	344,542
Financing costs	31,358	35,010	33,859	30,151	28,307
% Of Net Revenue Expenditure	8.90%	10.22%	9.82%	8.80%	8.22%
Debt limits					
Authorised limits for debt	479,925	482,840	418,603	389,945	374,322
Operational boundary for debt – normal limit	449,925	452,840	388,603	359,945	344,322
Forecast average debt for CCC	349,177	363,455	332,794	286,347	264,206

Performance against these indicators will be reported as part of the outturn report after the end of the financial years. No Government guidance on suggested limits is provided and it is down to each Authority to set them at what it believes to be 'prudent'.

However, it should be noted for the Council:

- Financing costs (debt charges) are part of the full Council budget for the next five years. Affordability of debt charges has been determined in line with the overall budget setting process. An average interest rate of 4.5% has been allowed for across the full range of the debt portfolio. It is recommended that a ceiling be placed on debt charges at 10.8% of net revenue expenditure.
- Forecast average debt is within the normal limit (Operational Boundary), at £101m below this level for 2011-12, and well within the maximum upper limit (Authorised Limit).
- The capital funding and spending section (part 6) outlined plans to support the capital programme through prudential borrowing. Full revenue provision has been made for these borrowing costs. It is anticipated that some of this borrowing will be repaid from future developer contributions, thereby reducing both interest and revenue provision costs in future years.

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Debt portfolio

The Council is also required to report on its debt portfolio, both in terms of interest rate exposure and debt maturity. The portfolio does not change between 2011-12 and 2015-16.

Table 7.4: Debt portfolio

	2011-12	2012-13	2013-14	2014-15	2015-16
Interest rate exposure (Upper/lower limit as % of debt)					
Fixed rate	80-100	80-100	80-100	80-100	80-100
Variable rate	0-20	0-20	0-20	0-20	0-20
Debt maturity (Upper/lower limit as % of debt)					
Under 1 year	0-40	0-40	0-40	0-40	0-40
1-2 years	0-20	0-20	0-20	0-20	0-20
2-5 years	0-20	0-20	0-20	0-20	0-20
5-10 years	0-20	0-20	0-20	0-20	0-20
Over 10 years	50-100	50-100	50-100	50-100	50-100

Over half of the Council's debt consists of fixed rate loans with a maturity of over 10 years. This gives stability to future interest costs. It also enables the Council to lock in better interest rate deals when they are available.

The overall level of debt is lower than that of other county councils of a comparable size to Cambridgeshire.

Treasury management strategy

The Councils' overall treasury management strategy outlines the approach to treasury management. Key indicators are refreshed and approved each year as part of the budget setting process. A summary of the proposed borrowing activity for 2011-12 is as follows:

Table 7.5: Borrowing activity

	Estimated Debt 1 April 2011 £000	Net Movement £000	Estimated Debt 31 March 2012 £000	Interest 2011-12 £000
Long-term:				
Fixed	336,356	25,642	361,998	15,035
Variable	-	-	-	-
Short-term	-	-	-	-
Total	336,356	25,642	361,998	15,035

The Council follows a very prudent approach when loaning cash surpluses, and has no exposure to Icelandic banks or other institutions in financial difficulty. The Council continues to keep its treasury management arrangements under regular review in light of the changing position in the financial markets. A summary of the proposed investment strategy for 2011-12 is as follows:

- All investments will be either short-term sterling cash deposits, that are to be repaid within 12 months of the date on which the investment was made, or deposits in money market funds.

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- The day to day level of investments during the year will normally be nil, with cash only invested when not required to repay loans or finance expenditure.
- The security of investments is paramount. Given the risks involved in making deposits in foreign banks, and the low level of cash investments relative to other local authorities, a restricted list of UK lenders is sufficient to provide a diversification against risk whilst providing the opportunity for earning a market rate of interest.

section the forecast balance sheet at year-end for the planning years is as follows:

Debt repayment

The Council is required to make a provision for the repayment of debt in accordance with guidance issued by the Secretary of State. From 2011-12 onwards the Council will only make a provision to repay debt on assets that are complete. Under option 3 of the guidance, charges will be spread over the estimated life of the asset in equal instalments.

For assets financed by borrowing completed prior to 2010-11 a provision is made for debt repayment of 4% of the Capital Financing Requirement as defined by Government Regulations.

Balance sheet forecasts

Taking into account the revenue and capital plans set out in this document together with the approach to creditor and debtor management and borrowing set out in the rest of this

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Table 7.6: Forecast balance sheets 2011-12 to 2015-16

Balance Sheet	Forecast 31 March 2011 £000	Forecast 31 March 2012 £000	Forecast 31 March 2013 £000	Forecast 31 March 2014 £000	Forecast 31 March 2015 £000	Forecast 31 March 2016 £000
Fixed Assets	1,820,422	1,890,522	1,929,438	1,942,474	1,947,385	1,977,179
Stock	466	466	466	466	466	466
Debtors	70,855	70,455	70,064	69,683	69,312	68,950
Other Assets	13,708	13,499	13,290	13,081	12,872	12,663
Creditors	-104,443	-104,443	-104,443	-104,443	-104,443	-104,443
Other Liabilities	-1,405,110	-1,475,524	-1,513,339	-1,519,490	-1,516,538	-1,536,267
Total	395,897	394,975	395,477	401,771	409,054	418,549
General Reserve	8,546	7,043	6,889	6,925	6,893	6,833
Other Reserves	40,579	44,502	44,963	48,374	54,309	57,305
Other Balances	346,772	343,429	343,625	346,472	347,852	354,411
Total	395,897	394,975	395,477	401,771	409,054	418,549

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8 RISK, SENSITIVITY AND RESERVES

Need for reserves

Reserves are required to protect and enhance the financial viability of the Authority and in particular:

- To maintain a degree of in-year financial flexibility.
- To enable the Authority to deal with unforeseen circumstances and incidents.
- To set aside monies to fund major developments in future years.
- To enable the Authority to invest to transform and achieve improved service effectiveness and efficiency.
- To set aside sums for known and predicted liabilities.
- To provide operational contingency at service level.
- To provide operational contingency at school level.

Reserve types

There are six types of reserve maintained by the Authority as outlined below:

- **General Reserve** - a working balance to cushion the impact of uneven cash flows. In addition the reserve also acts as a contingency that can be used in year in the event of unexpected emergencies or unforeseen spending.
- **Pressures and Developments Reserve** - used to set aside monies for future uncertain developments and pressures, where the exact timing and value is not yet known and/or is not in the control of the Authority.

- **Headroom to be Deployed** – Sums held in future years that are yet to be deployed to service budgets and/or used to meet further changes in funding. Balances previously held within the pressures and Developments Reserve.
- **Invest to Transform Fund** - a particular reserve that is set aside to allow the Authority to invest in projects that make future savings, facilitate service transformation and deliver measurable improvements in service performance (see part 4 for details of allocations).
- **Earmarked Reserves** - set aside to meet known or predicted liabilities e.g. insurance claims, or are set aside for specific and designated purposes.
- **Schools Reserves** - schools are encouraged to hold general contingency reserves within advisory limits.

Level of reserves

To calculate the level of reserves that need to be held, consideration needs to be given to the general economic conditions, the certainty of these conditions and the probability and financial impact of service and business risks specific to the Authority.

There are risks associated with price and demand fluctuations during the planning period. There is also continued, if reducing, uncertainty as to the financial impact of major developments (Street Lighting PFI, Building Schools for the Future (BSF) and Better Utilisation of Property Assets) currently being progressed.

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At the operational level, effort has been put into reducing risk by providing corporately held funding for transformation initiatives and more robust savings plans to generate the required level of cash-releasing efficiencies and other savings.

Given the specific provision for the Street Lighting PFI and BSF project costs, the focus of the reserves strategy in the coming five years is to ensure adequate coverage for demand, inflation and interest rate uncertainty during the current economic climate.

Table 8.1: Estimated level of reserves by type 2011-12 to 2015-16

Balance as at:	31 March 2011 £m	31 March 2012 £m	31 March 2013 £m	31 March 2014 £m	31 March 2015 £m	31 March 2016 £m
General Reserve	8.5	7.0	6.9	6.9	6.9	6.8
Pressures and Developments Reserve	2.2	7.0	10.0	13.5	16.6	19.2
Headroom to be Deployed	5.4	4.7	0.4	-1.2	1.1	1.4
Invest to Transform Reserve	1.6	1.9	3.6	5.1	5.7	5.7
Earmarked Reserves	19.1	18.2	18.2	18.2	18.2	18.2
Schools Reserves	17.8	17.8	17.8	17.8	17.8	17.8
Total	54.6	56.6	56.9	60.3	66.2	69.2
General Reserve as % of Budget	1.8%	1.5%	1.5%	1.5%	1.5%	1.5%

As such the budget strategy ensures that sufficient sums remain within the **Pressures and Developments Reserve** for the period 2011-12 to 2015-16 to fund these uncertain pressures if needed (more detail provided in table 8.2).

The balances within **Headroom to be Deployed** start to increase from 2014-15 onwards. This reflects the fact that it would not be prudent to be overly optimistic about future levels of Government funding and that there are still other uncertainties existing over and above those for which cover has been provided for within the Pressures and Developments reserve. The intent is that by the time we arrive at future planning periods, these balances will have been deployed.

Earmarked Reserves are in the main kept to meet potential insurance and legal liabilities.

The external auditor as part of the last CAA Use of Resources assessment has considered the adequacy of the level of general reserves. In the 2008/09 audit letter, it was commented that ‘the level of Council’s general reserves remains relatively low compared with annual gross expenditure (at approximately 1%).’ It should be noted that the auditor’s comment relates general reserves to gross expenditure including schools (and so is not directly comparable to the percentages in table 8.1).

As a minimum it is proposed that **General Reserves** should be no less than 1.5% of the gross non-school spend of the Council (this equates to 2% of net spend which has been used in previous years). At present, General Reserves are forecast to be £6.8m by 31 March 2016. This equates to 1.5% of

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estimated gross non-schools net budget in 2015-16. This is considered sufficient based upon the following factors:

- The majority of costs arising from major incidents will be met by Central Government; the residual risk to the Council is a little over £1m if a major incident occurred.
- All efficiency and other savings required to produce a balanced budget have been identified and included in the budgets.
- A separate Pressures and Developments Reserve exists for in-year pressures and events.

Adequacy of the Pressures and Developments Reserve

In ascertaining the appropriate balance of this reserve, specific attention has been paid to current economic uncertainties and the cost consequences of potential Government legislation.

The underlying balance of this reserve continues to be set at around 0.5% of gross non-school spend (previously 1% of net spend). However, the reserve also acts as a sinking fund for the Streetlighting PFI and coverage for additional Grant and Income risk.

The key issues and risks covered by the reserve for the next year are set out in the following table. From 2012-13 onwards, the underlying balance increases by roughly 3m a year, principally to provide additional coverage for Grant and Income risk.

Table 8.2: P&D Reserve balance 2011-12

Risk	Source of risk	Gross value £m	Prob-ability	Value* Prob-ability £m	Notes
Demand 0.5% variation from plan	Unexpected changes not included in original forecast	2.293	25%	0.573	Calculated as 1% of gross non-school budget. Needs recurrent funding from 2012-13, so is a savings pressure.
Inflation 0.5 % variation from plan	Unexpected changes not included in original forecast	2.293	25%	0.573	Mainly risk on national pay terms and conditions beyond the Council's control. Calculated as above; needs recurrent funding.
Bank of England interest rate change +1%	Economic conditions			0.250	Following recovery signs, inflation likely to rise requiring Bank of England to dampen impact through interest rate rise.
Redund-ancy pressures				0.500	Covers further redundancy/ trans-formation pressures.
Community investment				0.500	Support community engagement in service transformation.
Grant and Income risk				3.121	General risk, including sums routed via NHS.
Street-lighting PFI	Sinking fund			1.446	Smooth cash flow impact of project across financial yrs.
Balance				6.963	

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9 SUMMARY DETAILED BUDGETS BY POLICY Area

Table 9.1: Summary detailed budgets by Policy Area

Policy Area	Adj. Budget 2010-11 £000	Budget 2011-12 £000	Change %
Children and Young People's Services			
Learning Strategic Management	424	-291	-168%
Learning Early Years and Childcare	3,846	3,549	-8%
Learning Education Support Services	2,045	1,740	-15%
Learning Professional Development Services	2,233	1,950	-13%
Learning Standards & Effectiveness 3-11	3,030	2,829	-7%
Learning Standards & Effectiveness 11-19	2,755	2,519	-9%
Learning Burwell House	52	52	0%
Learning Cambridgeshire Environmental Education	212	167	-21%
Learning Grafham Water Centre	415	415	0%
Learning Cambridgeshire Music	2,225	2,025	-9%

Policy Area	Adj. Budget 2010-11 £000	Budget 2011-12 £000	Change %
Learning Professional Development Centres	220	220	0%
Learning ICT Service	412	412	0%
Learning	17,869	15,588	-13%
Executive Director	1,191	1,621	36%
S&C Central Financing	4,188	3,208	-23%
S&C Teachers Pensions	3,346	3,333	0%
S&C Redundancy	1,010	890	-12%
S&C Strategic Management	1,633	1,441	-12%
S&C Information Sharing & School Improvement	832	834	0%
S&C Planning and Performance	1,947	1,006	-48%
S&C Post-16 Commissioning	385	322	-16%
S&C Catering & Cleaning Services	3,173	3,108	-2%
S&C Groomfields	89	89	0%

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Policy Area	Adj. Budget 2010-11 £000	Budget 2011-12 £000	Change %
S&C School Organisation and Planning	2,546	1,847	-27%
S&C Early Years Infrastructure	1,670	1,578	-5%
S&C Buildings and Capital	886	875	-1%
S&C Home to School Transport - Mainstream	11,904	11,181	-6%
S&C Placements - Education	8,243	8,199	-1%
S&C Placements - Social Care	14,762	18,652	26%
S&C Enhanced Services Teams	1,003	1,004	0%
S&C Learning Difficulties & Disabilities Services	903	903	0%
S&C Home to School Transport - Special	6,624	5,930	-10%
Strategy & Commissioning (S&C)	66,335	66,022	0%
E&P Strategic Management	3,207	3,206	0%
E&P Access, Psychology, Welfare and Statementing	1,980	2,034	3%
E&P Special Needs Support Services	2,477	2,369	-4%

Policy Area	Adj. Budget 2010-11 £000	Budget 2011-12 £000	Change %
E&P Education other than at School (EOTAS)	1,195	1,156	-3%
E&P Youth Offending Service	1,958	1,980	1%
E&P Central Youth Work	1,212	600	-51%
E&P Participation and Services for Young People	400	288	-28%
E&P Areas - Support for Learning	3,613	3,728	3%
E&P Areas - Localities	6,269	5,717	-9%
E&P Areas - Children's Centres	7,189	7,032	-2%
Enhanced & Preventative (E&P)	29,498	28,108	-5%
CSC Strategic Management	4,019	3,430	-15%
CSC Legal Proceedings	2,306	2,325	1%
CSC Fostering, Adoption & LINK	7,762	7,069	-9%
CSC Residential Units	3,657	3,293	-10%
CSC 16+ & Leaving Care	2,911	2,909	0%

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Policy Area	Adj. Budget 2010-11 £000	Budget 2011-12 £000	Change %
CSC Children's Commissioning	3,540	3,477	-2%
CSC Safeguarding & Standards	2,369	2,159	-9%
CSC Areas – Social Care	11,694	12,846	10%
Childrens Social Care (CSC)	38,259	37,509	-2%
Dedicated Schools Grant funding of CYPS	-25,658	-25,658	0%
CYPS Total	126,303	121,569	-4%
Community and Adult Services			
Executive Director	523	483	-8%
LLC Management	159	135	-15%
LLC Libraries and Archives	8,514	7,042	-17%
LLC Arts and Museums	414	396	-4%
LLC Adult Learning	2,280	2,280	0%
LLC Next Step	393	393	0%

Policy Area	Adj. Budget 2010-11 £000	Budget 2011-12 £000	Change %
LLC Student Finance	-	-	0%
Libraries, Learning and Culture (LLC)	11,760	10,245	-13%
ASC S&C Management	5,639	4,915	-13%
ASC S&C Disability and Carers	906	906	0%
ASC S&C Mental Health	10,114	11,387	13%
ASC S&C Supporting People	11,374	10,987	-3%
ASC S&C Integrated Community Equipment Store	2,153	2,064	-4%
ASC S&C Older People	84,639	76,802	-9%
ASC S&C Quality & Transformation	4,701	4,405	-6%
ASC Strategy and Commissioning (S&C) Subtotal	119,526	111,467	-7%
ASC Ops Management	347	356	3%
ASC Ops Learning Disability Services	49,365	49,013	-1%
ASC Ops Countywide	15,485	15,523	0%

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Policy Area	Adj. Budget 2010-11 £000	Budget 2011-12 £000	Change %
ASC Ops Provider Services	6,793	6,245	-8%
ASC Operations (Ops) Subtotal	71,989	71,137	-1%
Adult Social Care (ASC)	191,516	182,603	-5%
CE (F) Management	662	433	-35%
CE (F) Stronger Communities	486	495	2%
CE (F) Domestic Violence	11	151	1333%
CE (F) Community Safety	595	531	-11%
CE (F) Drugs and Alcohol	584	586	0%
Community Engagement (Fenland) (CE(F))	2,337	2,196	-6%
CAS Total	206,136	195,527	-5%
Environment Services Total			
ED&BS Executive Director	189	139	-26%

Policy Area	Adj. Budget 2010-11 £000	Budget 2011-12 £000	Change %
ED&BS Business Support	713	607	-15%
Executive Director and Business Support (ED&BS)	902	746	-17%
E&R Management	127	127	0%
E&R Trading Standards	2,028	1,741	-14%
E&R Waste	3,525	3,181	-10%
E&R Environment Management & Climate Change	1,067	905	-15%
E&R Strategic Planning	2,282	2,128	-7%
Environment and Regulation (E&R)	9,029	8,082	-10%
G&I Management	218	193	-11%
G&I Transport, Strategy & Policy	322	294	-9%
G&I New Communities	643	617	-4%
G&I Major Transport Infrastructure Delivery	-	-	0%
G&I Infrastructure Funding	50	-	-100%

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Policy Area	Adj. Budget 2010-11 £000	Budget 2011-12 £000	Change %
G&I Guided Busway	-	-	0%
Growth and Infrastructure (G&I)	1,233	1,104	-10%
H&A Management	121	-304	-351%
H&A Asset Management	7,078	4,459	-37%
H&A Passenger Transport	9,098	8,542	-6%
H&A Road Safety	2,243	2,215	-1%
H&A Traffic Management	1,646	1,569	-5%
H&A Network Management	16,021	13,917	-13%
H&A Winter Maintenance	1,833	1,888	3%
Highways and Access (H&A)	38,040	32,286	-15%
ES Total	49,204	42,218	-14%
Waste PFI			
Waste PFI	21,540	24,354	13%

Policy Area	Adj. Budget 2010-11 £000	Budget 2011-12 £000	Change %
Corporate Directorate (Retained Corporate Services)			
Management	126	-186	-248%
Building Maintenance	1,244	998	-20%
Business Support & Facilities Management	5,988	5,546	-7%
Carbon Trading	576	635	10%
Cambridgeshire Community Network	3,929	3,924	0%
Contact Centre	2,779	2,483	-11%
Communications	478	158	-67%
Elections	179	181	1%
Emergency Management	260	171	-34%
IT Services	4,132	3,272	-21%
Redundancy, Pensions & Injury	1,609	1,539	-4%
Registration and Coroners	1,719	1,748	2%

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Policy Area	Adj. Budget 2010-11 £000	Budget 2011-12 £000	Change %
Service Transformation	1,386	1,163	-16%
Strategy & Democracy	2,857	2,440	-15%
CD (Retained) Total	27,262	24,072	-12%
Local Government Shared Services			
Management	-	-481	N/A
Finance & Performance: Management	199	199	0%
F&P Audit and Risk Management	401	348	-13%
F&P Insurance	1,911	1,959	3%
F&P External Audit	298	231	-22%
F&P Professional Finance: ES, CAS & CD	943	904	-4%
F&P Professional Finance: CYPS	928	863	-7%
F&P Research, Performance and Financial Strategy	1,432	1,274	-11%
F&P Procurement	207	41	-80%

Policy Area	Adj. Budget 2010-11 £000	Budget 2011-12 £000	Change %
F&P Property Commissioning	100	100	0%
F&P Better Utilisation of Property Assets	-699	15	-102%
F&P Strategy and Estates	1,086	1,088	0%
F&P County Farms	613	625	2%
Human Resources & Organisational Development: Management	110	-22	-120%
HR&OD Professional HR: ES, CAS & CD	468	470	0%
HR&OD Professional HR: CYPS	454	455	0%
HR&OD Policy and Business Services	1,387	1,399	1%
HR&OD Organisational Development and Learning	1,181	1,169	-1%
Operations Management	0	0	0%
Ops Pensions	1,995	1,995	0%
Ops HR Transactions & Payroll	-8	-184	2200%

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Policy Area	Adj. Budget 2010-11 £000	Budget 2011-12 £000	Change %
Ops Finance Transactions	1,851	1,801	-3%
Ops Shared Services Programme	2,554	2,118	-17%
Legal	103	3	-97%
LGSS Total	17,514	16,370	-7%
LGSS - Financing Debt Charges			
Restructuring	1,233	2,233	81%
Financing Debt Charges	27,883	31,528	13%
LGSS - Financing Debt Charges Total	29,116	33,761	16%
Environment Agency Levy	369	384	4%
Use of Reserves	-4,271	2,136	-150%
Grand Total	473,172	460,391	-3%

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Children and Young People's Services – Service Overview

1. BRIEF DESCRIPTION OF PLANNED SERVICE

1.1 Services to be provided

Children and Young People's services (CYPS) are responsible for the safeguarding, health and welfare of children and young people age 0-19, as well as supporting all children and young people to achieve their full potential in learning.

Services have supported all children and young people across the county, by:

- providing support and challenge to schools and early years settings, as well as delivering a number of services directly in schools;
- establishing locality teams and children's centres for all to access;
- fulfilling our statutory duties to provide a place in learning for all children and young people, and particularly for those with Special Educational Needs or a disability; and
- safeguarding all children and young people at risk in their homes and community and as well as those who are in local authority care.

In the next year the way that CYPS provides services needs to change radically. The desire to make faster progress towards improving outcomes for children and

young people, supported by the increased emphasis on locally led services and the very tight financial climate, mean that we need to transform what we deliver and how we deliver services.

Services will continue to be commissioned to meet the needs of the most vulnerable children and young people, including those children looked after by the County Council. In addition, CYPS will continue to review and develop arrangements for identifying needs at the earliest opportunity and seek to prevent the escalation of need. Support and challenge will be provided to schools in order to ensure that all children and young people have access to a high quality school place.

1.2 Key outcomes and priorities of the service

CYPS, specifically through the Director of Children's Services, has a statutory duty to safeguard and promote the welfare of children. It has a primary function to secure the best outcomes for children and young people in Cambridgeshire.

Outcomes for children and young people in Cambridgeshire are good and compare well with other similar councils. A key concern is the link between deprivation and lower education and health outcomes that persists across the age range. Similarly, outcomes

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Children and Young People's Services – Service Overview

for Looked After Children, those with learning difficulties and disabilities, and other more vulnerable groups, remain far too low.

The principles that have informed the strategy set out in this Plan are:

- Ensuring the safety of children and young people is paramount.
- Services will be targeted at need and based on the principle of effective, evidence-based, early intervention particularly in the early years.
- The gap in education and wellbeing outcomes in Cambridgeshire must be narrowed.
- A greater focus will be given to equipping parents and carers to manage independently and in so doing accept personal responsibility.
- We will play an increasing role in ensuring the relationships between different providers of children's services are clearly understood and work well together for children and young people.
- We will seek to build capacity in the voluntary/ independent sector and have a lesser role in direct service delivery.

- We will seek to maintain children at home, school and in their community as this is where children do best.
- Through universal provision of education we will seek to reduce the numbers of children requiring additional support through effective early intervention; and
- We will be champions for children, parents and families.

1.3 Key statutory duties of the service

CYPS fulfils the majority of the County Council's statutory responsibilities in respect of children and young people. The statutory basis for this work is extremely wide but the main elements of statutory responsibility include:

- **Children Act 1989** – setting out the local authority's duty to provide services when a child is in need or at risk
- **Children Act 2004** - duty on local authorities to make arrangements through which key agencies co-operate to improve the well-being of children and young people
- **Education Act 1996** – duty to ensure sufficiency of education provision, duty to ensure the quality of education provision, duty to provide free home-to-

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school transport, responsibilities for Special Educational Needs provision

- **Apprenticeships, Skills, Children and Learning Act 2009** – responsibility for securing education and training for all 16-19 year olds
- **Childcare Act 2006** – duty to improve the five Every Child Matters (ECM) outcomes for all pre-school children and reduce inequalities in these outcomes and secure sufficient childcare for working parents
- **Crime and Disorder Act 1998** – sets out local authority youth justice responsibilities

The statutory basis for the work of CYPS also extends beyond these six key acts and covers responsibilities ranging from child employment, school meals, school attendance, provision of information advice and careers guidance apprenticeships, child safety, school organisation, and youth work.

1.4 Authority's role in service delivery

CYPS will be both a commissioning organisation and a provider of services, where the commissioning process identifies that it is best placed to do so. Even if CYPS continues to provide a service, we will be sharper at following a commissioning process when planning services.

There will be greater variation in services at a local level in response to what local people and services want. For example the local delivery of services in the future will be influenced by arrangements with local schools, including academies, GP commissioning clusters and the shape and strength of the local voluntary and community sector. We will maintain our fourteen multi-disciplinary teams to play an increasingly important role in coordinating and developing services with partners and communities to meet local needs.

1.5

Economic value of services

Good outcomes for children and young people are of considerable economic value both to the individual and to society more generally. There is a wealth of evidence to show the benefit of educational achievement for the future earnings of young people and for the economy generally. The CBI and other institutions reiterate the importance of young people having the right skills when entering the workforce.

International studies have shown that if a country's literacy scores rise by 1% relative to the international average, then a 2.5% relative rise in labour productivity and a 1.5% rise in GDP per head can be expected.

People with five or more good GCSEs earn on average around £100,000 more over their lifetime than those

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who leave learning with qualifications below level 2. Educational attainment at 16 and 19 also has a demonstrable link to wider economic outcomes. Young people participating in education, employment and training to age 19 are more likely to be healthy, develop good social skills and have a lower offending rate.

There is growing evidence that demonstrates the positive impact of effective intervention. Research attached to the Family Intervention Project shows that the saving attached to a family successfully completing an intensive intervention was £81,624, spread across public sector agencies. Similarly, effective intervention for 0-3 year olds delivers significant subsequent savings to the public sector in terms of the cost of subsequent interventions and the economic benefit more generally.

1.6 Social value of services

The benefits to society of children and young people reaching their potential are enormous. By contrast, society will be beset with problems if young people reach adulthood without the requisite skills, aptitudes and attitudes that enable them to play an active role in society and deliver social value.

It is important that society, parents, families and communities as a whole invest in children and young

people in order to yield longer term social and economic benefits. If this doesn't happen successfully statutory bodies tend to have to compensate for this failure.

It is critical then that the Council supports families, communities and society as a whole to function effectively, to have the capacity and resilience to take responsibility for the wellbeing and achievement of their children and young people.

2. CHALLENGES AND OPPORTUNITIES

2.1 Funding challenges

Children and Young People's Services, like all services, faces an exceptionally demanding financial challenge over the next five years. Savings of £44.0m are required over the period after taking account of predicted inflation and demographic trends. Savings of £13.4m are required in 2011/12.

2.2 Changing needs and demands

CYPS faces the challenge of a major reduction in funding levels at a time when demand for some services is increasing, for example the number of Looked After Children and the increasing number and

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complexity of need of children with Special Educational Needs (SEN). The budget assumes a net annual increase of 34 children being looked after based on historic activity trends. 2010/11 has seen a higher than expected number of children being looked after, with higher than expected levels of need. This has necessitated additional demography funding being required in 2011/12 in order to be able to meet the cost of the Looked After Child (LAC) population expected at the start of the year.

It is also expected that the number of children known to social care as 'children in need' will increase, with a 10% annual increase in costs expected. This is again based on trends in previous years.

In addition, demographic growth in Cambridgeshire continues, putting pressure on the capital programme as well as the services required to meet the needs of the increased population. Funding had been provided to expand services to meet the needs of the increasing population. However, it has been necessary to take this funding as a saving; needs will be met through spreading existing services more thinly.

Nonetheless, these challenges provide us with the opportunity to transform the way that we work as a Council, and ensure that we are working more closely with local communities and our partners to provide

excellent value-for money. The level of savings required has needed a fundamental reconsideration of the role, shape and approach of CYPS in delivering its priorities. Incremental savings and change will not be sufficient to respond to the challenges faced. Transformational change is required. This change will have the following features.

2.3 Being a genuinely local council

Local decision making arrangements will develop further building on our Locality Team arrangements to give communities and partners a say in how we work together to address local needs. Locality teams will play a key role in coordinating and facilitating the development and delivery of local services. We will seek to join up all services that support children and young people, families and schools in specific communities with a view to pooling budgets.

Services will move to more local delivery arrangements. A new model of delivering social care services will be implemented over the next three years with the creation of smaller social care "Units" covering geographic communities and working to common practice standards. The Unit model will focus on:

- Maintaining children and families at home and in their communities

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- Enabling families to work effectively
- Managing risk effectively
- Supporting staff to work in the most effective way

Our arrangements for supporting the learning of children and young people and Cambridgeshire schools will change to provide a greater focus on geographic communities.

2.4 Making sure the right services are provided, in the right way

We will be both a commissioner and a provider of services where we are best placed to do so. We will embed the commissioning process in the way we plan services. This means that we will focus on need, as set out by the Joint Strategic Needs Assessment (JSNA), and we will consider the best providers and services to meet that need based on the evidence and research. We will measure outcomes carefully and intelligently and always be open to feedback on how we can have more impact.

In addition, the budget proposals deliver savings through driving out duplication and inefficiency in how we work as a service and with our partners. We will

improve services and achieve savings through ensuring that there is:

- A clear pathway for families to access and receive the service they require
- One intake and assessment function and one approach to assessing need
- One coordinated approach to meeting need based on the team around the family
- One management information system and one approach to performance management

2.5 Investing in Prevention

We will continue to seek to identify and address need at the earliest opportunity in order to prevent crisis later. This will include reviewing our Early Years services and seeking greater integration with Health and other services that support children in the crucial early years of life.

The budget includes a transfer of £1m in 2012/13 to support the development of early intervention services. This transfer is a feature of the Placements Strategy, through which we will seek to address the trend of increasing numbers of children being looked after.

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We will take short term measures to review the circumstances of children currently being looked after and ensure that care plans are robust. In the medium and longer term we will review and change our fostering and adoption service, care planning and decision making arrangements and the range of services that are needed to ensure that more children can be looked after by their families in their local communities. In all circumstances the safety of the child will continue to be the paramount consideration.

Our interventions will be evidence based and draw on national and international research as to what works in supporting children and young people.

2.6 Working together

In times of change, and particularly when resources are scarce it is even more critical to work together with our partners. We will strengthen our Children's Trust partnership to build on its considerable strengths to take a strategic view of priorities and progress across the County. We will work closely with our partners in Health services and also with colleagues in schools, early years and colleges as the reforms to both health and education take effect. We will build capacity in area partnerships and locality teams to identify local needs and plan together how they can be met. Internally we

will consider how we can work better in partnership, can continue to encourage the participation of children and young people in service provision, and place effective communication at the heart of all that we do.

3. RESPONDING TO THE CHALLENGES AND OPPORTUNITIES

3.0 Savings and Transformation *(cross-references to particular lines in the Children and Young People's Services Overview Revenue Budget Table 1, Technical Appendix B(ii) are provided in parentheses for reference)*

The scale of the financial challenge means that savings from services will inevitably mean reductions in the level of service that can be delivered. Transforming services will reduce some of the impact of the savings that are required.

Savings will be delivered in the following ways:

Managing Demand through prevention and capacity building – The Placements Strategy will set out the actions that we will take in the short, medium and long term to reduce the number of children that need to be looked after by the County Council (see 6.135). We will invest in early intervention services and

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target our resources more to reduce the number of children in need requiring social care support (see 6.195). We will work with special schools and other providers to seek to reduce the number of children whose educational needs can only be met by an expensive out of county service (see 6.134)

Targeting services at need and removing universal and discretionary services – We will commission and provide services that are targeted at meeting the needs of the most vulnerable children, young people and families. At the same time we will reduce significantly the level of services that are available to all children, young people and their families. Connexions, Youth Service and Children's Centres functions will focus on targeting children and young people with higher levels of need and the spending on universal services will be reduced (see 6.164, 6.166 and 6.176).

Similarly universal support for schools will be reduced, with local authority support being more targeted at schools in challenging circumstances (see 6.100). We will reduce the level of discretionary services that we provide, most significantly in respect of home to school transport where denominational transport and other discretionary provision will either be reduced or removed (see 6.126, 6.128, 6.129, 6.130, 6.132).

Ending direct support to some children and young people – The direct support that we provide to some children and young people will be either reduced or stopped. In some instances this will be replaced with a focus on supporting schools and other organisations to meet these needs. The thresholds for support for families with children affected by disability will be increased. The services provided to support the education of black and minority ethnic children and Looked After Children will be reduced (see 6.110, 6.149). The level of direct support to children through our specialist teacher service with special educational needs will also be reduced (see 6.173).

Doing things differently/more efficiently – Savings will be delivered through changing our structures and the way in which we undertake our business. We will consolidate our support for 0-4 year olds (see 6.107). We will restructure our Learning and Social Care services to deliver savings and to support the delivery of more local and more effective services to children, young people, families and schools (see 6.100, 6.147). We will identify the best option for future traded activity with schools, which will include considering placing these traded services outside the direct management of the Council (see 6.115). We will implement a range of measures that will change how we provide transport for children with special educational needs (see 6.133).

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Ending services – Some services will have to be stopped. We will no longer financially support some schools to employ Newly Qualified Teachers and we will reduce the level of support to others (see 6.111). We will reduce our Building Schools for the Future service as the national programme winds down (see 6.120). We will end the activities funded through the Children's Fund as well as a range of other positive activities for young people (see 6.140, 6.177, 6.180). We will undertake further route reviews with a view to withdrawing transport where it is safe to do so (see 6.127). We will end the direct provision of teenage pregnancy services (see 6.168). We will stop subsidising musical activities for young people (see 6.102). We will also withdraw our subsidy to dual use leisure and sports functions for schools in Fenland and Huntingdonshire (see 6.137).

Reducing central costs and overheads – Savings will be delivered through reducing spend on our central functions. Performance management will be brought together into one CYPS team (see 6.122) and further savings taken from communications expenditure (see 6.123). Properties will be rationalised and reductions made to travel and office expenses budgets (see 6.184).

Confining our capital spending to meeting the need for new places – The situation with regard to capital

for schools has become increasingly challenging. In total over 2009 and 2010, the DfE have taken a 60% cut in capital for all authorities, which has meant a £22m cut for Cambridgeshire. At the same time the schools funding settlement Devolved Formula Capital (DFC) funding was reduced significantly, by approximately 80%.

The capital programme for all schools has had to be limited to schemes which deliver increased capacity in response to the very significant basic need pressures resulting from an increase in the number of children born in certain areas of the county and housing development. These projects will need to be built in the most cost effective way and many of them may mean mobile provision in the medium term. In addition, there will be a small allocation to provide pump-priming support to schools to address condition needs and pupil-specific DDA work. Funding will be subject to assessment of schools planned use of their reduced amounts of DFC.

Any modernisation or condition needs work that are not urgent will have to be delayed to future years. As a result of the BSF review Wave 1 Building Schools for the Future projects (Neale Wade and Thomas Clarkson) are under contract and will be completed, but Wave 2 schools will have their funding reduced.

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3.2 What will it look and feel like?

The proposed budget will have an impact across our customers, partners and staff.

Those families who are vulnerable, children and young people at risk of disengagement, those who are disadvantaged, have SEN which is preventing their progress, or are looked after will feel consulted, listened to, will know which services they can access locally and will experience professionals coming together, **sharing information securely and sensitively**. There will be changes in the services that families and children and young people receive. In some instances this will mean that specific services are reduced or no longer provided and alongside the wider effects of the economic climate, some families may find it more difficult to cope.

Services will be different depending on where you live and local decisions. Locality teams, children's centres, health, education and social care professionals will be working together efficiently and effectively and focused on supporting the most vulnerable families. We will work with communities, families and children and young people when making changes, exploring how the impact of service reductions can be best mitigated.

Changes will also be made to ensure that we are meeting needs as effectively and as early as possible, as a result, we would expect children and young people to find that barriers which have prevented their achievement of good educational or health outcomes are removed.

The wider customers of universal children's services will see changes in the way that services are delivered in their own local area. Some will stop completely and some will be available only to those who are vulnerable or who cannot pay. Every child and young person will have a high quality place in a nursery, school, college or training provider and should be able to have the information about the services in their community that they need. The provision of some non statutory services will be dependent on the choices of communities and families. We will support communities to take greater responsibility for the wider health and wellbeing of their own community and so many will be asked to take a more active involvement in their local services.

Our partners in schools, health services, nursery and post 16 settings and in private, voluntary and community sectors will see much change. This is a time of considerable challenge for all agencies supporting and working with children and young people. We will continue to maintain and develop

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strong partnerships, clearly articulating our vision and future aspirations. CYPS will continue to challenge partners and ourselves as to the contributions we can collectively make to the needs of the most vulnerable, where we can work better together to identify and respond to need early and effectively and where we can invest together to make efficiencies and prevent crisis. Many partners are already mapping out how they will work with each other and with the Council to deliver better services.

We will seek to work together to make full use of the freedoms and flexibilities that relaxation of a top down performance management regime have brought. Some difficult decisions will be made as to specific services. However we will continue to support the development of the vital role that the voluntary and community sector plays in supporting children and young people.

It is clearly a time of both challenge and opportunity for our staff. We are proud to have very experienced and dedicated staff who are driven by improving outcomes for children and young people. CYPS staff will feel under pressure as a result of these changes. They will see increasing demand for services, but will need to be more selective in how we respond to have the greatest impact. We hope many staff will see opportunities in change for improving the way we do things, and there will be many opportunities

for innovation, for working more closely with partners, children and families and learning new skills. At the same time many will feel anxious for their jobs but will feel consulted and have opportunities to feed into the decision making process about how these savings are made.

We have undertaken more detailed Community Impact Assessments on specific service proposals, to understand the impact on individuals, communities and employees. These are available by clicking on the “Children and Young People’s Services” section at: www.cambridgeshire.gov.uk/council/finance/spending/ip2011/impactassessments/

4. MEASURES OF PROGRESS AND SUCCESS

The delivery of changes on this scale is an enormous undertaking. Whilst these savings are delivered, every opportunity will be taken to ensure that all children and young people stay safe, achieve and flourish.

4.1 Key Milestones

All service changes and redesign will be overseen by project plans, which will set out detailed timetables and action plans. The immediate plans include:

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Social Work: Working for Families

Developing the Unit Model in Cambridgeshire

- Proposal about how the Unit model could be applied in Cambridgeshire developed by late Jan 2011
- Informal consultation undertaken with staff and stakeholders 21st Jan – 21st February 2011
- Formal consultation about proposed structure launched Spring 2011
- Unit model 50% live for Care and Assessment Teams from April 2012
- Unit model fully operational for Care and Assessment Teams by April 2013

Restructure of Learning Directorate Services

- Formal consultation document setting out proposed functions and team structures for the new Directorate developed Jan/Feb 2011
- Formal consultation undertaken with staff and stakeholders 16th February – 25th March 2011
- Response to formal consultation issued April 2011
- New Directorate in place by September 2011

Special Educational Needs Strategy and Funding Formula

- SEN strategy that reflects the SEN Green Paper and informs decisions about key savings developed by December 2011
- Consultation undertaken with key stakeholders between April and December 2011
- Implementation plan in place by April 2012
- SEN funding arrangements for schools issued by April 2012, to take into account the national funding formula for schools.

4.2 Successful delivery

How we achieve and demonstrate the benefits of our services for children and young people in Cambridgeshire is paramount.

We are developing a rigorous approach to planning and measuring the intended benefits of our services, to identify and evaluate the impact of the interventions we make in the lives of children and families and to ensure our services improve and achieve value for money.

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Performance indicators provide valuable information and must be defined very carefully to balance the need to be proportionate in collecting information, with the level of detail that is required in order to be operationally useful. Work to develop our key performance indicators will take account of changes to the data that government requires local authorities to submit (which is currently under review), as well as the level of change and transformation within the Council that is required to respond to current challenges.

The list below sets out indicative performance indicators. They are not final and will change as Government clarifies its requirements and priorities and service plans are refined. However, they provide a flavour of the areas we could monitor to assess the benefits of our services. This list will be revised in June 2011.

Entitlement to a high quality place in learning and universal health services for all children and young people

- Educational attainment for all age groups (Early Years Foundation Stage, Key Stage 1, Key Stage 2, GCSE)

Breaking the link between disadvantage and poorer outcomes in education and health for specific groups

- Achievement of children and young people receiving free school meals, with Special Educational Needs, Looked After Children
- Achievement of other specific vulnerable groups
- Key health indicators for vulnerable groups
- The effectiveness of Children's Centres
- Percentage of Looked After Children receiving regular health assessments and dental checks

Providing support for children and young people at risk of disengagement

- Attendance rates in schools and persistent absentees
- Rate of permanent exclusions from school
- Percentage of young people aged 16-18 who are not in education, employment or training

Keeping children and young people safe

- Number of Looked After Children
- Percentage of children looked after who repeatedly change placement during the year

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- Percentage of Looked After Children placed out of county
- Number of children with a Child Protection Plan
- Hospital admissions caused by unintentional/deliberate injuries to children and young people

We will also be monitoring business metrics such as sickness absence, financial health and business mileage

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 1: Overview

Budget Period: 2011-12 to 2015-16

Detailed Plans
Outline Plans

N = New, E = Existing & EM = Existing Modified

Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
1	OPENING BUDGET	2,275.1	169,369	2,114.7	164,635	2,068.8	162,034	2,066.8	161,276	2,058.3	160,108			
1.1	Transfer of function	-	-	-	-	-	-	-	-	-	-			
1.99	REVISED OPENING BUDGET	2,275.1	169,369	2,114.7	164,635	2,068.8	162,034	2,066.8	161,276	2,058.3	160,108			
2	INFLATION													
2.1	Pay and non-pay	-	1,524	-	2,060	-	2,020	-	2,415	-	2,343			
2.99	Sub Total Inflation	-	1,524	-	2,060	-	2,020	-	2,415	-	2,343			
3	DEMOGRAPHY AND DEMAND													
3.1	Home to School Transport	-	118	-	292	-	252	-	190	-	180	EM		
3.2	Looked After Children Numbers	-	6,115	-	2,261	-	2,261	-	2,261	-	2,261	EM		
3.3	Locality Growth	-	-	-	664	-	-	-	-	-	-	E		
3.4	Youth Service	-	200	-	200	-	200	-	200	-	-	E		
3.5	Migrant Worker Families	-	50	-	50	-	50	-	50	-	50	EM		
3.6	Youth Offending Service	-	200	-	100	-	100	-	100	-	100	EM		
3.7	Social Care Growth	-	-	-	1,075	-	-	-	-	-	-	E		
3.8	Disability	-	287	-	287	-	287	-	287	-	287	EM		
3.9	Support Packages - Children in Need	-	396	-	415	-	447	-	484	-	524	EM		
3.99	Sub Total Demography	-	7,366	-	5,344	-	3,597	-	3,572	-	3,402			
4	PRESSURES													
4.99	Sub Total Pressures	-	-	-	-	-	-	-	-	-	-			
5	INVESTMENTS													
5.10	Social Care business transformation	-	-150	-	-	-	-	-	-	-	-			Repayment of social care business transformation investment made in 2009/10.
5.99	Sub Total Investments	-	-150	-	-	-	-	-	-	-	-			

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 1: Overview

Budget Period: 2011-12 to 2015-16

		Detailed Plans				Outline Plans							
		2011/12		2012/13		2013/14		2014/15		2015/16		Type	% of
Ref	Description	WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000	(N / E / EM)	Relevant Base
Impact Assessment													
Investments / Pressures / Disinvestments / Savings													
6	DISINVESTMENTS AND SAVINGS												
	Learning Directorate												
	Learning Directorate Review												
6.100	Learning Directorate Review - incorporating the reorganisation and restructure of school facing services, across all five service teams.	-20.5	-513	-	-235	-	-	-	-	-	-	N	-4.3%
6.101	14-19 organisational arrangements	-	-150	-	-50	-	-	-	-	-	-	N	-79.1%
6.102	Cambridgeshire Music	-5.0	-200	-	-45	-	-	-	-	-	-	EM	-100.0%
6.103	School Swimming Services (except H+S)	-3.0	-13	-	-27	-	-	-	-	-	-	E	-100.0%
6.104	Workforce Development - Social Care, CYPS Leadership, Connexions and Youth	-1.6	-55	-	-21	-	-	-	-	-	-	EM	-26.7%
6.105	Connexions Services	-1.0	-75	-	-62	-	-	-	-	-	-	EM	-54.4%
6.106	Reduction of Governor Services Support and Programme Team	-1.0	-54	-	-40	-	-	-	-	-	-	EM	-26.4%
6.107	Early Years Organisation												
6.107	Early Years Team/support for Early Years settings	-12.0	-106	-5.0	-134	-	-	-	-	-	-	EM	-14.5%
6.108	Early Years and Childcare move from Bar Hill	-	-40	-	-	-	-	-	-	-	-	N	-83.3%
6.109	Support for Schools												
6.109	Professional Development Services: services to schools	-3.0	-162	-	-	-	-	-	-	-	-	E	-44.0%
6.110	CREDS - support for Black and Minority Ethnic Groups (to schools, individual children, communities eg travellers)	-6.0	-183	-5.0	-118	-	-	-	-	-	-	E	-26.0%

N = New, E = Existing & EM = Existing Modified

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 1: Overview

Budget Period: 2011-12 to 2015-16

		Detailed Plans				Outline Plans						N = New, E = Existing & EM = Existing Modified		
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.111	Newly Qualified Teachers - training and devolved supply cover to schools (to cover reduced timetable)	-	-204	-	-146	-	-	-	-	-	-	EM	-62.5%	Reduction in LA's contribution to schools' statutory duty to provide non-contact time for NQTs. Schools will have to self fund.
6.112	Environmental Support	-	-45	-	-45	-	-	-	-	-	-	EM	-100.0%	Cut all central funding for LA guidance and support to schools on environmental issues.
Additional Areas														
6.113	Godmanchester Professional Development Centre	-	-	-	-21	-	-	-	-	-	-	N	N/A	Release of Godmanchester Professional Development Centre.
6.114	Education Child Protection Team	-1.0	-20	-1.0	-40	-	-	-	-	-	-	N	-50.0%	Reduce central team and align across Early Years Foundation Stage to Key Stage 5. New area based teams will have a safeguarding link into the central team.
6.115	Move Learning Directorate traded services to a company model (PSHE, Educ ICT, CAS etc)	-	-	-	-	-	-	-	-100	-	-	N	N/A	All Learning traded services including, PSHE, Educ ICT, CAS, Gov relocated to a private company/trust and to generate income for CCC on an annual basis.
6.116	Business Support	-3.0	-74	-2.0	-52	-	-	-	-	-	-	N	-43.6%	Re organisation of a reduced business support function across the directorate, create self managed teams linked into core services and teams. Create aligned structure linked to LD review area team structure.
Strategy & Commissioning Directorate														
6.117	Executive Director budgets including purchase of Connexions support from Corporate Directorates	-	-110	-	-	-	-	-	-	-	-	N	-8.3%	Reduction in corporate charges in relation to Connexions staff aligned with Integrated Youth Support Structure savings.
6.118	Recharging teachers' redundancy and pension costs	-	-120	-	-	-	-	-	-500	-	-	N	-17.2%	Repayment of one off funding allocated in 2009/10 in response to expected increase in level of redundancies in schools and in the longer term a reduction in funding available to schools to meet redundancy costs.
6.119	Strategic Management - Strategy and Commissioning	-	-	-	-	-	-	-5.5	-292	-	-	N	-58.3%	Deletion of Director of Strategy and Commissioning post and associated project support and non pay costs.
6.120	Building Schools for the Future	-	-74	-1.0	-150	-	-200	-3.0	-350	-	-	N	-100.0%	Reduction in BSF project costs as a result of BSF schemes coming to an end. Function will be ended in 2014/15 and any residual responsibilities reallocated.
6.121	One Vision	-7.0	-	-	-	-	-175	-	-	-	-	EM	-22.2%	Reflects immediate staffing reduction to bring costs into line with reduced grant funding levels. Subsequent change from implementation stage of OneVision system to maintenance and accompanying reduction in staffing.
6.122	Planning and performance	-2.0	-53	-	-71	-	-	-	-	-	-	EM	-15.6%	A review of planning and performance functions across CYPS will be undertaken, with a view to centralising within the CYPS planning and performance team and securing savings.
6.123	Families Information Service	-	-100	-	-	-	-	-	-	-	-	EM	-25.6%	Overall reduction in resource of team with a wider remit to provide information for all families with a particular focus on the early years.
6.124	Post 16 Commissioning	-1.0	-60	-	-35	-2.0	-150	-	-	-	-	N	-57.0%	Post 16 strategic commissioning function will reduce, reflecting change in policy, and its functions taken into other teams to deliver post 16 provision, apprenticeships and FE engagement.
6.125	Infrastructure	-2.7	-150	-1.5	-75	-	-	-	-	-	-	EM	-28.8%	Removal of fixed term posts. Restructure of Infrastructure Service to streamline and merge functions and teams.
6.126	Home to School: Contract review	-	-550	-	-250	-	-	-	-	-	-	EM	-7.2%	Savings from current review of home to school transport routes and contracts, based on savings achieved by similar local authority. Saving also recognises anticipated 2010/11 underspend.
6.127	Home to School: Unsafe Routes Review	-	-106	-	-56	-	-110	-	-	-	-	EM	-2.4%	Withdrawal of home to school transport on some routes, subject to safety assessments.
6.128	Home to school transport: policy changes pre-16 - no support for family moves (year 10)	-	-14	-	-	-	-	-	-	-	-	N	-100.0%	Saving delivered by not supporting family moves which involve students in year 10. This would affect a small number of families. Cases with exceptional grounds would still be considered.

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6.129	Home to School: policy changes pre-16 - no support for temporary house moves (unless Domestic Violence is cause)	-	-6	-	-	-	-	-	-	-	-	N	-100.0%	Saving delivered by not supporting temporary house moves, unless safeguarding is the reason for the move. This would effect a small number of families.
6.130	Home to School: policy changes pre-16 - no denominational transport support	-	-	-	-165	-	-118	-	-	-	-	N	-100.0%	Stopping subsidised travel to denominational schools.
6.131	School Travel Advisors	-	-34	-	-	-	-	-	-	-	-	N	-50.0%	Reduction in School Travel Adviser capacity.
6.132	Extended Rights to Free Transport	-	-252	-	-	-	-	-	-	-	-	N	-82.1%	Take up of the extended entitlement for transport for secondary school students meeting low income criteria has been significantly lower than anticipated. Reduces funding to current activity levels.
6.133	Home to School Special: Transport	-	-1,000	-	-600	-	-400	-	-200	-	-	EM	-33.4%	Review of SEN transport to include revised criteria for post 16 walking distance. Greater use of voluntary drivers and escorts for out of authority school placements. Review and rationalise all routes. Move to policy based on mini bus use with taxis only in exceptional circumstances.
6.134	Education Placements	-	-200	-	-600	-	-500	-	-300	-	-	EM	-22.4%	Greater use of county special school places, including development of revised place purchase scheme to maximise use and availability. A specification for Cambs Special Schools is being developed so that they can meet the needs of children with high levels of need and reduce the need for out of county placements.
6.135	Looked After Children Savings	-	-1,630	-	-2,000	-	-2,500	-	-2,261	-	-	EM	-18.5%	Saving will be delivered through the delivery of CYPS placements strategy, which 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 will also focus 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.
6.136	Catering and Cleaning Services client side	-	-65	-	-	-	-	-	-	-	-	N	-100.0%	Dual use budget is currently used to fund school use of leisure provision in Fenland and Huntingdonshire. £140k saving to be realised by ending the subsidy to Primary Schools in Fenland for swimming lessons and a further £417k from ending the funding of secondary school use of leisure facilities in Hunts. Other schools in the county do not receive such funding and meet costs from their own budgets.
6.137	Dual use funding	-	-	-	-140	-	-	-	-417	-	-	N	-100.0%	
6.138	Regional/joint work and delivery of functions with other LAs	-	-	-	-75	-	-75	-	-	-	-	N	N/A	Opportunities are being explored for the joint delivery of services with Peterborough City Council . Work is also taking place to explore opportunities on a regional basis.
6.139	Extended Schools - Start Up Costs	-4.8	-568	-	-64	-	-	-	-	-	-	N	-83.4%	Reduction in Extended Schools start up spend reflecting ending of start up grant.
6.140	Children's Fund	-	-780	-	-15	-	-	-	-	-	-	N	-100.0%	Cessation of The Children's Fund which has been used to fund a wide range of preventative activities across the county. Projects that will cease include: Transitions work on Oxmoor Estate, funding for the Red Hen Family Project in Kings Hedges/Arbury, Natural High and youth work in Huntingdonshire and the two Youth Inclusion Support Panels (YISPs) in Wisbech and Cambridge City, run by YMCA on behalf of the County Council. The cessation of YISPs will result in a significant reduction in preventative activity that is focussed on preventing offending amongst younger children. This will impact on Locality Teams and the Youth Offending Service.

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6.141	Early Years and Childcare move from Bar Hill	-	-45	-	-	-	-	-	-	-	-	N	-90.0%	Saving as a result of reduced accommodation costs from moving EYCC team from Bar Hill to Castle Court.
6.142	Establish fund for transformation of Connexions Service/Increase in Statutory Participation Age	-	-200	-	-	-	-	-	-	-	-	EM	-100.0%	Repayment of 2009/10 investment fund to manage reductions in universal connexions service and the increase in the statutory participation age.
6.143	Support to St Neots Federation	-	-200	-	-150	-	-	-	-	-	-	E	-100.0%	Repayment of 2009/10 investment in federation of St Neots Community College with Longsands College which provides £150k in 2011/12.
6.144	Children Social Care Directorate Social Care Growth	-	-	-	-1,075	-	-	-	-	-	-	E	-100.0%	Demographic pressures met from existing service base - services will be spread more thinly.
6.145	Fostering & Adoption	-5.0	-258	-1.0	-145	-	-	-	-	-	-	EM	-19.1%	Review of fostering and adoption service and reshaping. Including realignment of management posts and exploring opportunities for outsourcing to alternative providers.
6.146	Services to Disabled Children	-7.0	-202	-3.0	-83	-	-	-	-715	-	-	EM	-15.6%	Review of all services to disabled children including improved efficiency and delivery of in-house provision. Consideration of use of voluntary / private providers of some resources and refocus on children with Tier 3 and 4 needs.
6.147	Review and redesign of Social Care	-9.3	-445	-6.9	-255	-	-	-	-	-	-	N	-8.0%	Reduction in senior management and support costs. Subsequent redesign of Children's Social Care to improve practice through the delivery of social work units to improve risk management and assist families in staying together.
6.148	Social Care Area Teams: Family Support	-6.0	-200	-3.0	-88	-	-	-	-	-	-	EM	-23.9%	Family Support review completed and county team in process of being established to focus on those on the edge of care / in care.
6.149	ESLAC	-2.5	-184	-2.5	-131	-	-	-	-	-	-	EM	-48.6%	50% reduction in Education Service for Looked After Children and reforming the service to provide an advisory role rather than direct input.
6.150	CSC: Eaton Ford Drop In	-	-30	-	-	-	-	-	-	-	-	E	-100.0%	Non renewal of lease.
6.151	Staying Put	-	-400	-	-	-	-	-	-	-	-	N	-49.4%	The actual take up of Staying Put provision for looked after young people and the financial commitment has not been as high as expected.
6.152	Review of residential provision	-1.0	-30	-	-35	-	-100	-	-	-	-	EM	-4.6%	Review and reconfiguration of looked after children residential services.
6.153	Social Care front line	-	-	-	-	-	-	-	-250	-	-	N	-1.3%	Reduction in management costs as move to consultant / practitioner led service.
6.154	Support Packages Children in Need	-	-198	-	-207	-	-223	-	-242	-	-	N	-49.9%	Reduction in demography funding allocated. Demand to be managed by working with children and young people with tier 3 and 4 needs.
6.155	Care Matters	-	-110	-	-	-	-	-	-	-	-	N	-33.0%	Takes uncommitted Area Based Grants as saving, including funding originally allocated to ESLAC training budget which will reduce as numbers of teaching staff have been reduced.
6.156	Child Death Overview Processes	-	-54	-	-	-	-	-	-	-	-	N	-100.0%	This activity and function will be subsumed within the core function of multi agency partners.
6.157	Implementation of Children on Edge of Care team	-	-100	-	-	-	-	-	-	-	-	E	-100.0%	Repayment of start up funding for team. Ongoing costs met from existing resources.
6.158	Enhanced & Preventative Services Directorate Locality Growth	-	-	-	-664	-	-	-	-	-	-	E	-100.0%	Demographic pressures met from existing service base - services will be spread more thinly.
6.159	Youth Service	-	-200	-	-200	-	-200	-	-200	-	-	E	-100.0%	Demographic pressures met from existing service base - services will be spread more thinly.

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6.160	Migrant Worker Families	-	-50	-	-50	-	-50	-	-50	-	-	EM	-100.0%	Demographic pressures met from existing service base - services will be spread more thinly.
6.161	Charging for Children's Centre Services	-	-40	-	-	-	-	-	-	-	-	E	-0.6%	Centres with rooms available for hire to generate income through hire to local community and introduction of charging for some non targeted services.
6.162	In School Support	-1.5	-60	-1.5	-60	-	-	-	-	-	-	E	-19.3%	Reduction in the number of In School Support staff across the county. This saving will be realised through freezing vacant posts and redistributing staff across the county. The impact of this will be a reduced capacity to support secondary schools in their efforts to reduce exclusions and managed moves. In School Support staff provide support and challenge to schools in relation to pupils that have behavioural problems.
6.163	Education Welfare Officers	-	-8	-	-	-	-	-	-	-	-	E	-2.0%	Reduce overall costs of EWO role through cessation of a lead professional roles and reduced staffing costs.
6.164	Connexions Advisers & Youth Work	-37.0	-1,000	-	-	-	-	-	-	-	-	EM	-30.1%	Create a more targeted integrated youth support service by merging some Connexions and Youth Work functions reducing universal youth work provision and open access youth clubs in low need areas. This will result in a removal of universal services that have so far provided an effective 'safety net' for young people and will increase pressure on schools. General careers advice will have to be provided by schools.
6.165	Youth Offending Team	-1.0	-29	-	-	-	-	-	-	-	-	E	-3.9%	Develop Community Interest Company for Dance Offensive project and cease direct employment of lead worker.
6.166	Central Youth Work & Connexions Teams	-1.5	-130	-	-	-	-	-	-	-	-	E	-9.8%	Reduce costs of central support by creating one integrated central team to reflect Integrated Youth Support Services (IYSS) changes at local level. Withdraw grants from some uniformed organisations, cease youth parliament, increase charges to young people for materials for Duke of Edinburgh award scheme, reduce youth workforce training.
6.167	Youth Opportunity and Capital Funds	-	-411	-	-	-	-	-	-	-	-	N	-100.0%	Ceasing uncommitted grant programmes and redirecting Early Intervention Grant funding to focus on children with higher levels of need.
6.168	Teenage Pregnancy	-0.5	-79	-1.0	-60	-	-	-	-	-	-	EM	-100.0%	Saving will be achieved through a reduction in the Teenage pregnancy function in 11/12. It is proposed to stop this function altogether in 12/13. As a result there will be significantly reduced capacity to coordinate activities to reduce teenage pregnancy or to support performance and quality assurance activities. Greater emphasis will be put on Locality Managers and Children's Centres working in partnership with health colleagues at a local level.
6.169	Hearing & Visual Impairment	-1.0	-50	-	-	-	-	-	-	-	-	EM	-3.5%	Create a combined Sensory Service with reduced management costs under one manager.
6.170	Access	-1.0	-40	-	-	-	-	-	-	-	-	E	-5.1%	Charge for training on manual handling and de-escalation techniques in schools and reduce staffing costs.
6.171	Enhanced & Preventative Services: Business Support	-4.0	-80	-1.0	-25	-	-	-	-	-	-	EM	-7.0%	Reduce Business Support costs.
6.172	Management information systems	-	-	-1.5	-58	-	-42	-	-	-	-	N	-44.6%	Saving will be realised by migrating the Connexions Aspire management information system with ONE.
6.173	Specialist Teachers	-4.0	-230	-7.0	-297	-	-	-	-	-	-	EM	-27.7%	Reduce management costs and reduce the number of specialist teachers who support primary school age children with special educational needs. This will result in reduced support to provide early intervention identification and intervention and increase demand on schools to provide more support for children with SEN. Resources will become more targeted and lower levels of need will not receive support.

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6.174	Support for Learning/ Access Managers	-3.5	-134	-2.0	-80	-	-	-	-	-	-	E	-47.2%	Rationalise roles and responsibilities between those with a management role in Area Support for Learning Teams, Access Team and Student Assessment service. This will reduce the strategic capacity within the service at a time when a high level of expertise in specialist areas is needed.
6.175	Targeted Mental Health in Schools	-	-223	-	-	-	-	-	-	-	-	N	-100.0%	Ceasing uncommitted grant programme and redirecting Early Intervention Grant funding to focus on developing services for children with special educational needs.
6.176	Children's centres - A More Targeted Approach	-	-	-	-300	-	-	-	-300	-	-	N	-8.3%	Develop a more target approach by all centres ensuring that resources directed towards higher need families and communities. Some reduction in hours of opening will result from reduced investment- which may be addressed through clearer agreements with partners about how they will provide services from Children's Centres.
6.177	Positive Activities for young people	-	-67	-	-77	-	-	-	-	-	-	N	-91.7%	Sports and hobbies grants have enabled Locality Teams in East Cambs and Fenland to offer a range of targeted and accredited sports activities for vulnerable young people- these will stop which will result in a reduction in positive activities for young people. Arts and culture funding has been used to finance a series of 3 year service level agreements with the VCS to provide positive arts based activities for young people, such as who are at risk of becoming socially excluded. The SLAs run until 2012/13 and will be stopped at that point. This will lead to reductions in positive activities for young people.
6.178	January Guarantee	-	-50	-	-	-	-	-	-	-	-	N	-100.0%	Funding has previously been allocated by Government as a result of the LA achieving certain NEET targets and included in the ABG. In previous years this funding has been used to fund the costs of business support staff who are responsible for collecting and chasing data on plans for young people who are NEET or 'unknown'. These costs will be absorbed within the existing budget for business support, which is also being reduced. The impact of these savings will be increased pressure on business support staff and a requirement that front line staff will do more of this work themselves.
6.179	Choice Advisors	-	-32	-	-	-	-	-	-	-	-	N	-100.0%	This funding currently pays for a Choice Advisor who is responsible for advising parents on the admissions process and application for school places. The costs of these functions on a smaller scale will be absorbed into the Admissions Team.
6.180	Stopping U project	-	-	-	-55	-	-	-	-	-	-	N	-100.0%	This is a targeted project which supports Year 11 students who are considered to be at risk of making a poor transition to education, employment or training after school to build the skills and confidence to engage in EET. Stopping this project would potentially impact on NEET figures. This project has recently been validated by the Centre for Excellence in Outcomes as good practice to be replicated.
6.181	Remove YOS demography	-	-200	-	-100	-	-100	-	-100	-	-	N	-9.2%	Ongoing increase in activity and referrals to the Youth Offending Service will have to be met from existing resources, resulting in the service being spread more thinly and responsiveness being reduced.
6.182	Mitigation of impact of Academy conversions	-	335	-	-133	-	-	-	-96	-	-	N	N/A	Mitigation of impact of Academy conversions.
Children & Young People's Service Wide Savings														
6.183	Carry Forward of Grant Reductions 2010/11	-	-564	-	-	-	-	-	-	-	-	N	N/A	Carry Forward of Grant Reductions 2010/11.
6.184	Reduction in training and development, mileage and office expenses budgets	-	-978	-	-	-	-	-	-	-	-	EM	-20.0%	20% reduction in training and development, mileage and office expenses budgets. Savings to be allocated by individual services.

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6.185	Vacancy savings	-	-700	-	200	-	-	-	-	-	-	N	-1.0%	Savings arising whilst posts are temporarily vacant.
6.186	Inflation Savings	-	-542	-	-684	-	-713	-	-625	-	-700	EM	-49.4%	
6.187	Savings to be found	-	-	-	-	-	-	-	-	-	-6,149	N	-1.1%	
	Children & Young People's Service Wide Developments to Support Savings													
6.188	Write off St Neots CC deficit	-	971	-	-971	-	-	-	-	-	-	E	N/A	Development in service redesign. Social Care teams to be restructured into a unit model (which has been adopted by Hackney). This model will improve social work practice, assessment and the management of risk which should reduce dependency on Social Care Services and help children and families to stay together, rather than being accommodated. The adoption of a unit model will also lead to greater alignment with Locality Teams.
6.189	Social Care redesign	-	150	-	-	-	-	-	-150	-	-	N	N/A	
6.190	Development of SEN services and Targeted Early Intervention work with Vulnerable Children	-	534	-	-	-	-	-	-	-	-	N	N/A	
6.191	Establish fund for local development of youth services	-	267	-	-	-	-200	-	-67	-	-	EM	N/A	Development in Multi Systemic Therapy programmes to ensure programmes (including for child abuse and neglect) continue as Government funding reduces.
6.192	Development in Multi Systemic Therapy programme	-	100	-	-	-	-	-	-	-	-	N	N/A	
6.193	Delivery of ASC Strategy	-	150	-	-	-	-150	-	-	-	-	EM	N/A	
6.194	Implementation of SEN/SEBD Review	-	150	-	50	-	-200	-	-	-	-	EM	N/A	Transfer of money to support the development of early intervention strategy. This transfer is a feature of the placements strategy through which CYPS will seek to address the trend of increasing numbers of children being looked after. £1million will be invested as permanent budget in 2012/13 and in addition there will be one off investments in 11/12 and 12/13.
6.195	Funding for Early Intervention Work	-	229	-	1,000	-	-229	-	-	-	-	N	N/A	
6.196	Budget Transfer from Subsidised Bus Service Savings to reflect additional costs to Home to School Transport	-	60	-	60	-	60	-	60	-	-	N	N/A	
6.197	Savings to be transferred to the Library Service	-	-100	-	-	-	-	-	-	-	-	N	N/A	
6.99	Sub Total Disinvestments and Savings	-160.4	-13,474	-45.9	-10,005	-2.0	-6,375	-8.5	-7,155	-	-6,849			
7	TOTAL BUDGET	2,114.7	164,635	2,068.8	162,034	2,066.8	161,276	2,058.3	160,108	2,058.3	159,004			
8	FUNDING													
8.1	Central Funding		-109,628		-107,027		-106,269		-105,101		-103,997			
8.2	External Income		-11,941		-11,941		-11,941		-11,941		-11,941			
8.3	Schools Income		-17,408		-17,408		-17,408		-17,408		-17,408			
8.4	Dedicated Schools Grant		-25,658		-25,658		-25,658		-25,658		-25,658			
8.99	Total Funding		-164,635		-162,034		-161,276		-160,108		-159,004			
	Headlines													
A	Inflation as % of adjusted base budget		0.9%		1.3%		1.2%		1.5%		1.5%			
B	Demand/ Demography as % of adjusted base budget		4.3%		3.2%		2.2%		2.2%		2.1%			
C	Investments / Pressures as % of adjusted base budget		-0.1%		0.0%		0.0%		0.0%		0.0%			
D	Disinvestments / Savings as % of adjusted base budget		-8.0%		-6.1%		-3.9%		-4.4%		-4.3%			
E	Budget % change in year		-2.8%		-1.6%		-0.5%		-0.7%		-0.7%			
F	WTE % change in year	-7.1%		-2.2%		-0.1%		-0.4%		0.0%				

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 2: Learning

Budget Period: 2011-12 to 2015-16

Detailed Plans
Outline Plans

N = New, E = Existing & EM = Existing Modified

Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
1	OPENING BUDGET	392.2	23,653	335.1	21,372	322.1	20,433	322.1	20,488	322.1	20,468			
1.1	Transfer of function	-	-	-	-	-	-	-	-	-	-			
1.99	REVISED OPENING BUDGET	392.2	23,653	335.1	21,372	322.1	20,433	322.1	20,488	322.1	20,468			
2	INFLATION													
2.1	Pay and non-pay	-	76	-	103	-	101	-	120	-	117			
2.99	Sub Total Inflation	-	76	-	103	-	101	-	120	-	117			
3	DEMOGRAPHY AND DEMAND													
3.99	Sub Total Demography	-	-	-	-	-	-	-	-	-	-			
4	PRESSURES													
4.99	Sub Total Pressures	-	-	-	-	-	-	-	-	-	-			
5	INVESTMENTS													
5.99	Sub Total Investments	-	-	-	-	-	-	-	-	-	-			
6	DISINVESTMENTS AND SAVINGS													
	Learning Directorate													
	Learning Directorate Review													
6.100	Learning Directorate Review - incorporating the reorganisation and restructure of school facing services, across all five service teams.	-20.5	-513	-	-235	-	-	-	-	-	-	N	-4.3%	Teams will be restructured into 3 area based school improvement small core teams which will provide targeted support for settings and schools. The external contract for School Improvement Partners will end. Alignment of key roles and removal of replication of support and roles. Reorganised and scaled down team will have reduced contact with schools, with light touch schools receiving little and in some cases no direct face to face support from SI team. There will be a reduction in management posts as part of a restructure of the Learning Directorate. Services will be merged and teams made smaller, requiring flatter management structures and a smaller core team. Reduces universal support for schools to schools causing concern only; reduce liaison with other LA teams.
6.101	14-19 organisational arrangements	-	-150	-	-50	-	-	-	-	-	-	N	-79.1%	Review and rationalisation of existing 14-19 arrangements following changes in LA role, reflected in White Paper and response to Wolf Review of vocational education.
6.102	Cambridgeshire Music	-5.0	-200	-	-45	-	-	-	-	-	-	EM	-100.0%	Remove all LA central funding for area music schools and all area/county choirs/orchestras etc. Review ongoing provision of service.

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 2: Learning

Budget Period: 2011-12 to 2015-16

Detailed Plans						Outline Plans						N = New, E = Existing & EM = Existing Modified		
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.103	School Swimming Services (except H+S)	-3.0	-13	-	-27	-	-	-	-	-	-	E	-100.0%	Cease service and remove all instruction and provision for schools when SLA ends in April 2011. Impact on schools regarding notice to find /arrange alternative provider, may impact on school ability to provide sessions.
6.104	Workforce Development - Social Care, CYPS Leadership, Connexions and Youth	-1.6	-55	-	-21	-	-	-	-	-	-	EM	-26.7%	Reduction in staff training for children's workforce, scaled back professional development offer.
6.105	Connexions Services	-1.0	-75	-	-62	-	-	-	-	-	-	EM	-54.4%	Reduction in core staffing and review of Connexions teams within Learning Directorates to redesign services. Reduction in support for students and IAG available to all.
6.106	Reduction of Governor Services Support and Programme Team	-1.0	-54	-	-40	-	-	-	-	-	-	EM	-26.4%	Reduction in staffing for central governor services and realignment into proposed area team structure. Central activity will reduce and all 'no-cost' governor training will be stopped. Move to fully traded model.
6.107	Early Years Organisation Early Years Team/support for Early Years settings	-12.0	-106	-5.0	-134	-	-	-	-	-	-	EM	-14.5%	Restructure early years support for settings and schools to reflect core area based teams model which will be adopted as a result of the Learning Directorate Review. Reduction in core activities and stopping of support for non statutory functions and a re focus of services on maintained sector and quality of provision.
6.108	Early Years and Childcare move from Bar Hill	-	-40	-	-	-	-	-	-	-	-	N	-83.3%	Saving as a result of reduced accommodation costs from moving EYCC team from Bar Hill to Castle Court.
6.109	Support for Schools Professional Development Services: services to schools	-3.0	-162	-	-	-	-	-	-	-	-	E	-44.0%	Reduce support and guidance to schools for curriculum development and leadership, recruitment and retention, succession planning, RE, PE and international education.
6.110	CREDS - support for Black and Minority Ethnic Groups (to schools, individual children, communities eg travellers)	-6.0	-183	-5.0	-118	-	-	-	-	-	-	E	-26.0%	Significant reduction in support for achievement of children from BME groups and new arrivals, including Eastern European; significant reduction in support for community cohesion.
6.111	Newly Qualified Teachers - training and devolved supply cover to schools (to cover reduced timetable)	-	-204	-	-146	-	-	-	-	-	-	EM	-62.5%	Reduction in LA's contribution to schools' statutory duty to provide non-contact time for NQTs. Schools will have to self fund.
6.112	Environmental Support	-	-45	-	-45	-	-	-	-	-	-	EM	-100.0%	Cut all central funding for LA guidance and support to schools on environmental issues.
6.113	Additional Areas Godmanchester Professional Development Centre	-	-	-	-21	-	-	-	-	-	-	N	N/A	Release of Godmanchester Professional Development Centre.
6.114	Education Child Protection Team	-1.0	-20	-1.0	-40	-	-	-	-	-	-	N	-50.0%	Reduce central team and align across Early Years Foundation Stage to Key Stage 5. New area based teams will have a safeguarding link into the central team.
6.115	Move Learning Directorate traded services to a company model (PSHE, Educ ICT, CAS etc)	-	-	-	-	-	-	-	-100	-	-	N	N/A	All Learning traded services including, PSHE, Educ ICT, CAS, Gov relocated to a private company/trust and to generate income for CCC on an annual basis.
6.116	Business Support	-3.0	-74	-2.0	-52	-	-	-	-	-	-	N	-43.6%	Re organisation of a reduced business support function across the directorate, create self managed teams linked into core services and teams. Create aligned structure linked to LD review area team structure.
	Children & Young People's Service Wide Savings													
6.184	Reduction in training and development, mileage and office expenses budgets	-	-298	-	-	-	-	-	-	-	-	EM	-20.0%	20% reduction in training and development, mileage and office expenses budgets. Savings to be allocated by individual services.
6.185	Vacancy savings	-	-130	-	37	-	-	-	-	-	-	N	-1.0%	Savings arising whilst posts are temporarily vacant.

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 2: Learning

Budget Period: 2011-12 to 2015-16

		Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.186	Inflation Savings	-	-35	-	-43	-	-46	-	-40	-	-44	EM	-49.4%	
6.187	Savings to be found	-	-	-	-	-	-	-	-	-	-881	N	-1.1%	
6.99	Sub Total Disinvestments and Savings	-57.1	-2,357	-13.0	-1,042	-	-46	-	-140	-	-925			
7	TOTAL BUDGET	335.1	21,372	322.1	20,433	322.1	20,488	322.1	20,468	322.1	19,660			
8	FUNDING													
8.1	Central Funding		-12,553		-11,614		-11,669		-11,649		-10,841			
8.2	External Income		-3,035		-3,035		-3,035		-3,035		-3,035			
8.3	Schools Income		-5,784		-5,784		-5,784		-5,784		-5,784			
8.99	Total Funding		-21,372		-20,433		-20,488		-20,468		-19,660			
	Headlines													
A	Inflation as % of adjusted base budget		0.3%		0.5%		0.5%		0.6%		0.6%			
B	Demand/ Demography as % of adjusted base budget		0.0%		0.0%		0.0%		0.0%		0.0%			
C	Investments / Pressures as % of adjusted base budget		0.0%		0.0%		0.0%		0.0%		0.0%			
D	Disinvestments / Savings as % of adjusted base budget		-10.0%		-4.9%		-0.2%		-0.7%		-4.5%			
E	Budget % change in year		-9.6%		-4.4%		0.3%		-0.1%		-3.9%			
F	WTE % change in year	-14.6%		-3.9%		0.0%		0.0%		0.0%				

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 3: Strategy & Commissioning

Budget Period: 2011-12 to 2015-16

		Detailed Plans				Outline Plans						N = New, E = Existing & EM = Existing Modified		
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type	% of	Impact Assessment
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000	(N / E / EM)	Relevant Base	Investments / Pressures / Disinvestments / Savings
1	OPENING BUDGET	488.0	73,705	470.5	73,392	468.0	71,106	466.0	69,888	457.5	68,800			
1.1	Transfer of function	-	-	-	-	-	-	-	-	-	-			
1.99	REVISED OPENING BUDGET	488.0	73,705	470.5	73,392	468.0	71,106	466.0	69,888	457.5	68,800			
2	INFLATION													
2.1	Pay and non-pay	-	881	-	1,191	-	1,168	-	1,396	-	1,354			
2.99	Sub Total Inflation	-	881	-	1,191	-	1,168	-	1,396	-	1,354			
3	DEMOGRAPHY AND DEMAND													
3.1	Home to School Transport	-	118	-	292	-	252	-	190	-	180	EM		
3.2	Looked After Children Numbers	-	5,183	-	1,983	-	1,983	-	1,983	-	1,983	EM		
3.99	Sub Total Demography	-	5,301	-	2,275	-	2,235	-	2,173	-	2,163			
4	PRESSURES													
4.99	Sub Total Pressures	-	-	-	-	-	-	-	-	-	-			
5	INVESTMENTS													
5.99	Sub Total Investments	-	-	-	-	-	-	-	-	-	-			
6	DISINVESTMENTS AND SAVINGS													
6.117	Strategy & Commissioning Directorate Executive Director budgets including purchase of Connexions support from Corporate Directorates	-	-110	-	-	-	-	-	-	-	-	N	-8.3%	Reduction in corporate charges in relation to Connexions staff aligned with Integrated Youth Support Structure savings.
6.118	Recharging teachers' redundancy and pension costs	-	-120	-	-	-	-	-	-500	-	-	N	-17.2%	Repayment of one off funding allocated in 2009/10 in response to expected increase in level of redundancies in schools and in the longer term a reduction in funding available to schools to meet redundancy costs.
6.119	Strategic Management - Strategy and Commissioning	-	-	-	-	-	-	-5.5	-292	-	-	N	-58.3%	Deletion of Director of Strategy and Commissioning post and associated project support and non pay costs.
6.120	Building Schools for the Future	-	-74	-1.0	-150		-200	-3.0	-350	-	-	N	-100.0%	Reduction in BSF project costs as a result of BSF schemes coming to an end. Function will be ended in 2014/15 and any residual responsibilities reallocated.
6.121	One Vision	-7.0	-	-	-	-	-175	-	-	-	-	EM	-22.2%	Reflects immediate staffing reduction to bring costs into line with reduced grant funding levels. Subsequent change from implementation stage of OneVision system to maintenance and accompanying reduction in staffing.

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 3: Strategy & Commissioning

Budget Period: 2011-12 to 2015-16

		Detailed Plans				Outline Plans						N = New, E = Existing & EM = Existing Modified		
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.122	Planning and performance	-2.0	-53	-	-71	-	-	-	-	-	-	EM	-15.6%	A review of planning and performance functions across CYPS will be undertaken, with a view to centralising within the CYPS planning and performance team and securing savings.
6.123	Families Information Service	-	-100	-	-	-	-	-	-	-	-	EM	-25.6%	Overall reduction in resource of team with a wider remit to provide information for all families with a particular focus on the early years.
6.124	Post 16 Commissioning	-1.0	-60	-	-35	-2.0	-150	-	-	-	-	N	-57.0%	Post 16 strategic commissioning function will reduce, reflecting change in policy, and its functions taken into other teams to deliver post 16 provision, apprenticeships and FE engagement.
6.125	Infrastructure	-2.7	-150	-1.5	-75	-	-	-	-	-	-	EM	-28.8%	Removal of fixed term posts. Restructure of Infrastructure Service to streamline and merge functions and teams.
6.126	Home to School: Contract review	-	-550	-	-250	-	-	-	-	-	-	EM	-7.2%	Savings from current review of home to school transport routes and contracts, based on savings achieved by similar local authority. Saving also recognises anticipated 2010/11 underspend.
6.127	Home to School: Unsafe Routes Review	-	-106	-	-56	-	-110	-	-	-	-	EM	-2.4%	Withdrawal of home to school transport on some routes, subject to safety assessments.
6.128	Home to school transport: policy changes pre-16 - no support for family moves (year 10)	-	-14	-	-	-	-	-	-	-	-	N	-100.0%	Saving delivered by not supporting family moves which involve students in year 10. This would affect a small number of families. Cases with exceptional grounds would still be considered.
6.129	Home to School: policy changes pre-16 - no support for temporary house moves (unless Domestic Violence is cause)	-	-6	-	-	-	-	-	-	-	-	N	-100.0%	Saving delivered by not supporting temporary house moves, unless safeguarding is the reason for the move. This would effect a small number of families.
6.130	Home to School: policy changes pre-16 - no denominational transport support	-	-	-	-165	-	-118	-	-	-	-	N	-100.0%	Stopping subsidised travel to denominational schools.
6.131	School Travel Advisors	-	-34	-	-	-	-	-	-	-	-	N	-50.0%	Reduction in School Travel Adviser capacity.
6.132	Extended Rights to Free Transport	-	-252	-	-	-	-	-	-	-	-	N	-82.1%	Take up of the extended entitlement for transport for secondary school students meeting low income criteria has been significantly lower than anticipated. Reduces funding to current activity levels.
6.133	Home to School Special: Transport	-	-1,000	-	-600	-	-400	-	-200	-	-	EM	-33.4%	Review of SEN transport to include revised criteria for post 16 walking distance. Greater use of voluntary drivers and escorts for out of authority school placements. Review and rationalise all routes. Move to policy based on mini bus use with taxis only in exceptional circumstances.
6.134	Education Placements	-	-200	-	-600	-	-500	-	-300	-	-	EM	-22.4%	Greater use of county special school places, including development of revised place purchase scheme to maximise use and availability. A specification for Cambs Special Schools is being developed so that they can meet the needs of children with high levels of need and reduce the need for out of county placements.
6.135	Looked After Children Savings	-	-1,630	-	-2,000	-	-2,500	-	-2,261	-	-	EM	-18.5%	Saving will be delivered through the delivery of CYPS placements strategy, which 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 will also focus 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.

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 3: Strategy & Commissioning

Budget Period: 2011-12 to 2015-16

Detailed Plans						Outline Plans						N = New, E = Existing & EM = Existing Modified		
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.136	Catering and Cleaning Services client side	-	-65	-	-	-	-	-	-	-	-	N	-100.0%	Dual use budget is currently used to fund school use of leisure provision in Fenland and Huntingdonshire. £140k saving to be realised by ending the subsidy to Primary Schools in Fenland for swimming lessons and a further £417k from ending the funding of secondary school use of leisure facilities in Hunts. Other schools in the county do not receive such funding and meet costs from their own budgets.
6.137	Dual use funding	-	-	-	-140	-	-	-	-417	-	-	N	-100.0%	
6.138	Regional/joint work and delivery of functions with other LAs	-	-	-	-75	-	-75	-	-	-	-	N	N/A	
6.139	Extended Schools - Start Up Costs	-4.8	-568	-	-64	-	-	-	-	-	-	N	-83.4%	Reduction in Extended Schools start up spend reflecting ending of start up grant.
6.140	Children's Fund	-	-780	-	-15	-	-	-	-	-	-	N	-100.0%	Cessation of The Children's Fund which has been used to fund a wide range of preventative activities across the county. Projects that will cease include: Transitions work on Oxmoor Estate, funding for the Red Hen Family Project in Kings Hedges/Arbury, Natural High and youth work in Huntingdonshire and the two Youth Inclusion Support Panels (YISPs) in Wisbech and Cambridge City, run by YMCA on behalf of the County Council. The cessation of YISPs will result in a significant reduction in preventative activity that is focussed on preventing offending amongst younger children. This will impact on Locality Teams and the Youth Offending Service.
6.141	Early Years and Childcare move from Bar Hill	-	-45	-	-	-	-	-	-	-	-	N	-90.0%	
6.142	Establish fund for transformation of Connexions Service/Increase in Statutory Participation Age	-	-200	-	-	-	-	-	-	-	-	EM	-100.0%	
6.143	Support to St Neots Federation	-	-200	-	-150	-	-	-	-	-	-	E	-100.0%	Repayment of 2009/10 investment in federation of St Neots Community College with Longsands College which provides £150k in 2011/12.
Children & Young People's Service Wide Savings														
6.183	Carry Forward of Grant Reductions 2010/11	-	-564	-	-	-	-	-	-	-	-	N	N/A	Carry Forward of Grant Reductions 2010/11.
6.184	Reduction in training and development, mileage and office expenses budgets	-	-64	-	-	-	-	-	-	-	-	EM	-20.0%	20% reduction in training and development, mileage and office expenses budgets. Savings to be allocated by individual services.
6.185	Vacancy savings	-	-136	-	39	-	-	-	-	-	-	N	-1.0%	Savings arising whilst posts are temporarily vacant.
6.186	Inflation Savings	-	-345	-	-434	-	-453	-	-397	-	-445	EM	-49.4%	
6.187	Savings to be found	-	-	-	-	-	-	-	-	-	-2,648	N	-1.1%	
Children & Young People's Service Wide Developments to Support Savings														
6.188	Write off St Neots CC deficit	-	971	-	-971	-	-	-	-	-	-	E	N/A	
6.196	Budget Transfer from Subsidised Bus Service Savings to reflect additional costs to Home to School Transport	-	60	-	60	-	60	-	60	-	-	E	N/A	
6.197	Savings to be transferred to the Library Service	-	-100	-	-	-	-	-	-	-	-	N	N/A	
6.99	Sub Total Disinvestments and Savings	-17.5	-6,495	-2.5	-5,752	-2.0	-4,621	-8.5	-4,657	-	-3,093			
7	TOTAL BUDGET	470.5	73,392	468.0	71,106	466.0	69,888	457.5	68,800	457.5	69,224			

Technical Appendix B (ii): Children and Young People's Services Revenue Table

Table 3: Strategy & Commissioning

Budget Period: 2011-12 to 2015-16

		Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
8	FUNDING													
8.1	Central Funding		-59,524		-57,238		-56,020		-54,932		-55,356			
8.2	External Income		-6,498		-6,498		-6,498		-6,498		-6,498			
8.3	Schools Income		-7,370		-7,370		-7,370		-7,370		-7,370			
8.99	Total Funding		-73,392		-71,106		-69,888		-68,800		-69,224			
	Headlines													
A	Inflation as % of adjusted base budget		1.2%		1.6%		1.6%		2.0%		2.0%			
B	Demand/ Demography as % of adjusted base budget		7.2%		3.1%		3.1%		3.1%		3.2%			
C	Investments / Pressures as % of adjusted base budget		0.0%		0.0%		0.0%		0.0%		0.0%			
D	Disinvestments / Savings as % of adjusted base budget		-8.8%		-7.8%		-6.5%		-6.7%		-4.5%			
E	Budget % change in year		-0.4%		-3.1%		-1.7%		-1.6%		0.6%			
F	WTE % change in year	-3.6%		-0.5%		-0.4%		-1.8%		0.0%				

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 4: Enhanced & Preventative

Budget Period: 2011-12 to 2015-16

		Detailed Plans				Outline Plans									
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings	
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000				
1	OPENING BUDGET	748.6	33,512	693.6	32,122	679.6	32,198	679.6	31,485	679.6	31,164				
1.1	Transfer of function	-	-	-	-	-	-	-	-	-	-				
1.99	REVISED OPENING BUDGET	748.6	33,512	693.6	32,122	679.6	32,198	679.6	31,485	679.6	31,164				
2	INFLATION														
2.1	Pay and non-pay	-	111	-	150	-	147	-	176	-	171				
2.99	Sub Total Inflation	-	111	-	150	-	147	-	176	-	171				
3	DEMOGRAPHY AND DEMAND														
3.3	Locality Growth	-	-	-	664	-	-	-	-	-	-	E			
3.4	Youth Service	-	200	-	200	-	200	-	200	-	-	E			
3.5	Migrant Worker Families	-	50	-	50	-	50	-	50	-	50	EM			
3.6	Youth Offending Service	-	200	-	100	-	100	-	100	-	100	EM			
3.99	Sub Total Demography	-	450	-	1,014	-	350	-	350	-	150				
4	PRESSURES														
4.99	Sub Total Pressures	-	-	-	-	-	-	-	-	-	-				
5	INVESTMENTS														
5.99	Sub Total Investments	-	-	-	-	-	-	-	-	-	-				
6	DISINVESTMENTS AND SAVINGS														
	Enhanced & Preventative Services Directorate														
6.158	Locality Growth	-	-	-	-664	-	-	-	-	-	-	E	-100.0%	Demographic pressures met from existing service base - services will be spread more thinly.	
6.159	Youth Service	-	-200	-	-200	-	-200	-	-200	-	-	E	-100.0%	Demographic pressures met from existing service base - services will be spread more thinly.	
6.160	Migrant Worker Families	-	-50	-	-50	-	-50	-	-50	-	-	EM	-100.0%	Demographic pressures met from existing service base - services will be spread more thinly.	
6.161	Charging for Children's Centre Services	-	-40	-	-	-	-	-	-	-	-	E	-0.6%	Centres with rooms available for hire to generate income through hire to local community and introduction of charging for some non targeted services.	

N = New, E = Existing & EM = Existing Modified

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 4: Enhanced & Preventative

Budget Period: 2011-12 to 2015-16

		Detailed Plans				Outline Plans						N = New, E = Existing & EM = Existing Modified		
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.162	In School Support	-1.5	-60	-1.5	-60	-	-	-	-	-	-	E	-19.3%	Reduction in the number of In School Support staff across the county. This saving will be realised through freezing vacant posts and redistributing staff across the county. The impact of this will be a reduced capacity to support secondary schools in their efforts to reduce exclusions and managed moves. In School Support staff provide support and challenge to schools in relation to pupils that have behavioural problems.
6.163	Education Welfare Officers	-	-8	-	-	-	-	-	-	-	-	E	-2.0%	Reduce overall costs of EWO role through cessation of a lead professional roles and reduced staffing costs.
6.164	Connexions Advisers & Youth Work	-37.0	-1,000	-	-	-	-	-	-	-	-	EM	-30.1%	Create a more targeted integrated youth support service by merging some Connexions and Youth Work functions reducing universal youth work provision and open access youth clubs in low need areas. This will result in a removal of universal services that have so far provided an effective 'safety net' for young people and will increase pressure on schools. General careers advice will have to be provided by schools.
6.165	Youth Offending Team	-1.0	-29	-	-	-	-	-	-	-	-	E	-3.9%	Develop Community Interest Company for Dance Offensive project and cease direct employment of lead worker.
6.166	Central Youth Work & Connexions Teams	-1.5	-130	-	-	-	-	-	-	-	-	E	-9.8%	Reduce costs of central support by creating one integrated central team to reflect Integrated Youth Support Services (IYSS) changes at local level. Withdraw grants from some uniformed organisations, cease youth parliament, increase charges to young people for materials for Duke of Edinburgh award scheme, reduce youth workforce training.
6.167	Youth Opportunity and Capital Funds	-	-411	-	-	-	-	-	-	-	-	N	100.0%	Ceasing uncommitted grant programmes and redirecting Early Intervention Grant funding to focus on children with higher levels of need.
6.168	Teenage Pregnancy	-0.5	-79	-1.0	-60	-	-	-	-	-	-	EM	-100.0%	Saving will be achieved through a reduction in the Teenage pregnancy function in 11/12. It is proposed to stop this function altogether in 12/13. As a result there will be significantly reduced capacity to coordinate activities to reduce teenage pregnancy or to support performance and quality assurance activities. Greater emphasis will be put on Locality Managers and Children's Centres working in partnership with health colleagues at a local level.
6.169	Hearing & Visual Impairment	-1.0	-50	-	-	-	-	-	-	-	-	EM	-3.5%	Create a combined Sensory Service with reduced management costs under one manager.
6.170	Access	-1.0	-40	-	-	-	-	-	-	-	-	E	-5.1%	Charge for training on manual handling and de-escalation techniques in schools and reduce staffing costs.
6.171	Enhanced & Preventative Services: Business Support	-4.0	-80	-1.0	-25	-	-	-	-	-	-	EM	-7.0%	Reduce Business Support costs.
6.172	Management information systems	-	-	-1.5	-58	-	-42	-	-	-	-	N	-44.6%	Saving will be realised by migrating the Connexions Aspire management information system with ONE.
6.173	Specialist Teachers	-4.0	-230	-7.0	-297	-	-	-	-	-	-	EM	-27.7%	Reduce management costs and reduce the number of specialist teachers who support primary school age children with special educational needs. This will result in reduced support to provide early intervention identification and intervention and increase demand on schools to provide more support for children with SEN. Resources will become more targeted and lower levels of need will not receive support.
6.174	Support for Learning/ Access Managers	-3.5	-134	-2.0	-80	-	-	-	-	-	-	E	-47.2%	Rationalise roles and responsibilities between those with a management role in Area Support for Learning Teams, Access Team and Student Assessment service. This will reduce the strategic capacity within the service at a time when a high level of expertise in specialist areas is needed.
6.175	Targeted Mental Health in Schools	-	-223	-	-	-	-	-	-	-	-	N	-100.0%	Ceasing uncommitted grant programme and redirecting Early Intervention Grant funding to focus on developing services for children with special educational needs.

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 4: Enhanced & Preventative

Budget Period: 2011-12 to 2015-16

		Detailed Plans				Outline Plans						N = New, E = Existing & EM = Existing Modified		
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.176	Children's centres - A More Targeted Approach		-		-300		-		-300		-	N	-8.3%	Develop a more target approach by all centres ensuring that resources directed towards higher need families and communities. Some reduction in hours of opening will result from reduced investment- which may be addressed through clearer agreements with partners about how they will provide services from Children's Centres.
6.177	Positive Activities for young people		-67		-77		-		-		-	N	-91.7%	Sports and hobbies grants have enabled Locality Teams in East Cambs and Fenland to offer a range of targeted and accredited sports activities for vulnerable young people- these will stop which will result in a reduction in positive activities for young people. Arts and culture funding has been used to finance a series of 3 year service level agreements with the VCS to provide positive arts based activities for young people, such as who are at risk of becoming socially excluded. The SLAs run until 2012/13 and will be stopped at that point. This will lead to reductions in positive activities for young people.
6.178	January Guarantee		-50		-		-		-		-	N	-100.0%	Funding has previously been allocated by Government as a result of the LA achieving certain NEET targets and included in the ABG. In previous years this funding has been used to fund the costs of business support staff who are responsible for collecting and chasing data on plans for young people who are NEET or 'unknown'. These costs will be absorbed within the existing budget for business support, which is also being reduced. The impact of these savings will be increased pressure on business support staff and a requirement that front line staff will do more of this work themselves.
6.179	Choice Advisors		-32		-		-		-		-	N	-100.0%	This funding currently pays for a Choice Advisor who is responsible for advising parents on the admissions process and application for school places. The costs of these functions on a smaller scale will be absorbed into the Admissions Team.
6.180	Stopping U project		-		-55		-		-		-	N	-100.0%	This is a targeted project which supports Year 11 students who are considered to be at risk of making a poor transition to education, employment or training after school to build the skills and confidence to engage in EET. Stopping this project would potentially impact on NEET figures. This project has recently been validated by the Centre for Excellence in Outcomes as good practice to be replicated.
6.181	Remove YOS demography		-200		-100		-100		-100		-	N	-9.2%	Ongoing increase in activity and referrals to the Youth Offending Service will have to be met from existing resources, resulting in the service being spread more thinly and responsiveness being reduced.
6.182	Mitigation of impact of Academy conversions		335		-133		-		-96		-	N	N/A	Mitigation of impact of Academy conversions.
	Children & Young People's Service Wide Savings													
6.184	Reduction in training and development, mileage and office expenses budgets		-367		-		-		-		-	EM	-20.0%	20% reduction in training and development, mileage and office expenses budgets. Savings to be allocated by individual services.
6.185	Vacancy savings		-206		59		-		-		-	N	-1.0%	Savings arising whilst posts are temporarily vacant.
6.186	Inflation Savings		-30		-38		-39		-34		-39	EM	-49.4%	
6.187	Savings to be found		-		-		-		-		-1,221	N	-1.1%	

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 4: Enhanced & Preventative

Budget Period: 2011-12 to 2015-16

		Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.190	Children & Young People's Service Wide Developments to Support Savings Development of SEN services and Targeted Early Intervention work with Vulnerable Children	-	534	-	-	-	-	-	-	-	-	N	N/A	Funding to strengthen services for children with SEN through remodelling of services following development of the new SEN strategy.
6.191	Establish fund for local development of youth services	-	267	-	-	-	-200	-	-67	-	-	EM	N/A	
6.192	Development in Multi Systemic Therapy programme	-	100	-	-	-	-	-	-	-	-	N	N/A	Development in Multi Systemic Therapy programmes to ensure programmes (including for child abuse and neglect) continue as Government funding reduces.
6.193	Delivery of ASC Strategy	-	150	-	-	-	-150	-	-	-	-	EM	N/A	
6.194	Implementation of SEN/SEBD Review	-	150	-	50	-	-200	-	-	-	-	EM	N/A	Transfer of money to support the development of early intervention strategy. This transfer is a feature of the placements strategy through which CYPS will seek to address the trend of increasing numbers of children being looked after. £1million will invested as permanent budget in 2012/13 and in addition there will be one off investments in 11/12 and 12/13.
6.195	Funding for Early Intervention Work	-	229	-	1,000	-	-229	-	-	-	-	N	N/A	
6.99	Sub Total Disinvestments and Savings	-55.0	-1,951	-14.0	-1,088	-	-1,210	-	-847	-	-1,260			
7	TOTAL BUDGET	693.6	32,122	679.6	32,198	679.6	31,485	679.6	31,164	679.6	30,225			
8	FUNDING													
8.1	Central Funding		-27,320		-27,396		-26,683		-26,362		-25,423			
8.2	External Income		-788		-788		-788		-788		-788			
8.3	Schools Income		-4,014		-4,014		-4,014		-4,014		-4,014			
8.99	Total Funding		-32,122		-32,198		-31,485		-31,164		-30,225			
	Headlines													
A	Inflation as % of adjusted base budget		0.3%		0.5%		0.5%		0.6%		0.5%			
B	Demand/ Demography as % of adjusted base budget		1.3%		3.2%		1.1%		1.1%		0.5%			
C	Investments / Pressures as % of adjusted base budget		0.0%		0.0%		0.0%		0.0%		0.0%			
D	Disinvestments / Savings as % of adjusted base budget		-5.8%		-3.4%		-3.8%		-2.7%		-4.0%			
E	Budget % change in year		-4.1%		0.2%		-2.2%		-1.0%		-3.0%			
F	WTE % change in year	-7.3%		-2.0%		0.0%		0.0%		0.0%				

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 5: Childrens Social Care

Budget Period: 2011-12 to 2015-16

		Detailed Plans				Outline Plans						N = New, E = Existing & EM = Existing Modified		
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
1	OPENING BUDGET	646.2	38,499	615.4	37,749	599.0	38,297	599.0	39,415	599.0	39,676			
1.1	Transfer of function	-	-	-	-	-	-	-	-	-	-			
1.99	REVISED OPENING BUDGET	646.2	38,499	615.4	37,749	599.0	38,297	599.0	39,415	599.0	39,676			
2	INFLATION													
2.1	Pay and non-pay	-	456	-	616	-	604	-	723	-	701			
2.99	Sub Total Inflation	-	456	-	616	-	604	-	723	-	701			
3	DEMOGRAPHY AND DEMAND													
3.2	Looked After Children Numbers	-	932	-	278	-	278	-	278	-	278	EM		
3.7	Social Care Growth	-	-	-	1,075	-	-	-	-	-	-	E		
3.8	Disability	-	287	-	287	-	287	-	287	-	287	EM		
3.9	Support Packages - Children in Need	-	396	-	415	-	447	-	484	-	524	EM		
3.99	Sub Total Demography	-	1,615	-	2,055	-	1,012	-	1,049	-	1,089			
4	PRESSURES													
4.99	Sub Total Pressures	-	-	-	-	-	-	-	-	-	-			
5	INVESTMENTS													
5.1	Social Care business transformation	-	-150	-	-	-	-	-	-	-	-	N	-100.0%	Repayment of social care business transformation investment made in 2009/10.
5.99	Sub Total Investments	-	-150	-	-	-	-	-	-	-	-			
6	DISINVESTMENTS AND SAVINGS													
6.144	Social Care Growth	-	-	-	-1,075	-	-	-	-	-	-	E	-100.0%	Demographic pressures met from existing service base - services will be spread more thinly.
6.145	Fostering & Adoption	-5.0	-258	-1.0	-145	-	-	-	-	-	-	EM	-19.1%	Review of fostering and adoption service and reshaping. Including realignment of management posts and exploring opportunities for outsourcing to alternative providers.
6.146	Services to Disabled Children	-7.0	-202	-3.0	-83	-	-	-	-715	-	-	EM	-15.6%	Review of all services to disabled children including improved efficiency and delivery of in-house provision. Consideration of use of voluntary / private providers of some resources and refocus on children with Tier 3 and 4 needs.
6.147	Review and redesign of Social Care	-9.3	-445	-6.9	-255	-	-	-	-	-	-	N	-8.0%	Reduction in senior management and support costs. Subsequent redesign of Children's Social Care to improve practice through the delivery of social work units to improve risk management and assist families in staying together.

Technical Appendix B (ii): Children and Young People's Services Revenue Table
Table 5: Childrens Social Care

Budget Period: 2011-12 to 2015-16

N = New, E = Existing & EM = Existing Modified														
Detailed Plans						Outline Plans								
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.148	Social Care Area Teams: Family Support	-6.0	-200	-3.0	-88	-	-	-	-	-	-	EM	-23.9%	Family Support review completed and county team in process of being established to focus on those on the edge of care / in care.
6.149	ESLAC	-2.5	-184	-2.5	-131	-	-	-	-	-	-	EM	-48.6%	50% reduction in Education Service for Looked After Children and reforming the service to provide an advisory role rather than direct input.
6.150	CSC: Eaton Ford Drop In	-	-30	-	-	-	-	-	-	-	-	E	-100.0%	Non renewal of lease.
6.151	Staying Put	-	-400	-	-	-	-	-	-	-	-	N	-49.4%	The actual take up of Staying Put provision for looked after young people and the financial commitment has not been as high as expected.
6.152	Review of residential provision	-1.0	-30	-	-35	-	-100	-	-	-	-	EM	-4.6%	Review and reconfiguration of looked after children residential services.
6.153	Social Care front line	-	-	-	-	-	-	-	-250	-	-	N	-1.3%	Reduction in management costs as move to consultant / practitioner led service.
6.154	Support Packages Children in Need	-	-198	-	-207	-	-223	-	-242	-	-	N	-49.9%	Reduction in demography funding allocated. Demand to be managed by working with children and young people with tier 3 and 4 needs.
6.155	Care Matters	-	-110	-	-	-	-	-	-	-	-	N	-33.0%	Takes uncommitted Area Based Grants as saving, including funding originally allocated to ESLAC training budget which will reduce as numbers of teaching staff have been reduced.
6.156	Child Death Overview Processes	-	-54	-	-	-	-	-	-	-	-	N	-100.0%	This activity and function will be subsumed within the core function of multi agency partners.
6.157	Implementation of Children on Edge of Care team	-	-100	-	-	-	-	-	-	-	-	E	-100.0%	Repayment of start up funding for team. Ongoing costs met from existing resources.
Children & Young People's Service Wide Savings														
6.184	Reduction in training and development, mileage and office expenses budgets	-	-248	-	-	-	-	-	-	-	-	EM	-20.0%	20% reduction in training and development, mileage and office expenses budgets. Savings to be allocated by individual services.
6.185	Vacancy savings	-	-228	-	65	-	-	-	-	-	-	N	-1.0%	Savings arising whilst posts are temporarily vacant.
6.186	Inflation Savings	-	-134	-	-169	-	-175	-	-154	-	-173	EM	-49.4%	
6.187	Savings to be found	-	-	-	-	-	-	-	-	-	-1,398	N	-1.1%	
Children & Young People's Service Wide Developments to Support Savings														
6.189	Social Care redesign	-	150	-	-	-	-	-	-150	-	-	N	N/A	Development in service redesign. Social Care teams to be restructured into a unit model (which has been adopted by Hackney). This model will improve social work practice, assessment and the management of risk which should reduce dependency on Social Care Services and help children and families to stay together, rather than being accommodated. The adoption of a unit model will also lead to greater alignment with Locality Teams.
6.99	Sub Total Disinvestments and Savings	-30.8	-2,671	-16.4	-2,123	-	-498	-	-1,511	-	-1,571			
7	TOTAL BUDGET	615.4	37,749	599.0	38,297	599.0	39,415	599.0	39,676	599.0	39,895			
8	FUNDING													
8.1	Central Funding		-35,889		-36,437		-37,555		-37,816		-38,035			
8.2	External Income		-1,620		-1,620		-1,620		-1,620		-1,620			
8.3	Schools Income		-240		-240		-240		-240		-240			
8.99	Total Funding		-37,749		-38,297		-39,415		-39,676		-39,895			

Technical Appendix B (ii): Children and Young People's Services Revenue Table

Table 5: Childrens Social Care

Budget Period: 2011-12 to 2015-16

		Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
		WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
	Headlines													
A	Inflation as % of adjusted base budget		1.2%		1.6%		1.6%		1.8%		1.8%			
B	Demand/ Demography as % of adjusted base budget		4.2%		5.4%		2.6%		2.7%		2.7%			
C	Investments / Pressures as % of adjusted base budget		0.4%		0.0%		0.0%		-0.4%		0.0%			
D	Disinvestments / Savings as % of adjusted base budget		-6.9%		-5.6%		-1.3%		-3.8%		-4.0%			
E	Budget % change in year		-1.9%		1.5%		2.9%		0.7%		0.6%			
F	WTE % change in year	-4.8%		-2.7%		0.0%		0.0%		0.0%				

Technical Appendix B (iii): Childrens & Young People's Services Capital Table
Budget Period: 2011-12 to 2015-16

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Committed schemes	184,300	110,333	51,544	15,524	6,563	336	-	-
2011-2012 Starts	36,925	636	15,368	16,342	3,785	629	165	-
2012-2013 Starts	24,557	770	2,195	15,467	4,160	1,570	395	-
2013-2014 Starts	50,815	252	140	1,400	12,435	12,469	18,150	5,969
2014-2015 Starts	17,736	-	-	-	120	5,346	7,470	4,800
2015-2016 Starts	55,736	18	-	140	905	2,160	24,948	27,565
TOTAL	370,068	112,009	69,247	48,873	27,968	22,510	51,128	38,334

COMMITTED SCHEMES

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Primary and Nursery Schools								
Manea - 60 Place Extension / Replace HORSIA Kitchen	1,590	1,500	60	30	-	-	-	-
Bellbird PS, Sawston - New School 270 places	6,400	6,099	301	-	-	-	-	-
Shirley, Cambridge - New 420 place school	9,995	8,775	850	250	120	-	-	-
Primary and Nursery School Schemes with Final Payments <£50k	1,040	809	231	-	-	-	-	-
TOTAL - PRIMARY AND NURSERY SCHOOLS	19,025	17,183	1,442	280	120	-	-	-
Primary Schools - New Communities								
Trumpington Meadows, Cambridge - new 420 place school (note 2)	9,800	244	5,500	3,600	300	156	-	-
Jeavons Wood Primary, Cambourne - temporary school / new 2FE 420 place school	10,800	2,900	4,500	2,900	320	180	-	-
TOTAL - PRIMARY - NEW COMMUNITIES	20,600	3,144	10,000	6,500	620	336	-	-

Technical Appendix B (iii): Childrens & Young People's Services Capital Table
Budget Period: 2011-12 to 2015-16

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Primary Schools - Extensions								
Burrough Green - Replacement 120 Place School	4,100	3,337	560	140	63	-	-	-
Ditton Lodge - Extension to 210 places	3,460	2,648	650	110	52	-	-	-
TOTAL - PRIMARY - EXTENSIONS	7,560	5,985	1,210	250	115	-	-	-
Primary Schools - Demographic Pressures (note 4)								
East Cambs								
Spring Meadow Infants, Ely - extension to 360 places (4FE)	1,950	1,650	200	60	40	-	-	-
Cambridge City								
Gunhild Way (Netherhall Lower School Site) - new 420 place school (2FE)	8,530	3,000	5,100	300	130	-	-	-
Abbey Meadows Primary - extension to 630 places (3FE)	3,343	1,700	1,500	90	53	-	-	-
Colville Primary - extension to 420 places (2FE)	3,590	1,850	1,580	100	60	-	-	-
South Cambs								
Pendragon, Papworth - Extension to 420 places	3,195	1,439	1,600	100	56	-	-	-
Willingham - Extension to 420 places	850	794	41	15	-	-	-	-
Mobile Accommodation	2,800	1,823	550	427	-	-	-	-
TOTAL - PRIMARY - DEMOGRAPHIC PRESSURES	24,258	12,256	10,571	1,092	339	-	-	-
Primary Capital Programme Phase 1 (over 2 years) **** (see note 3)								
Houghton - Replacement / Refurbishment school	4,215	2,975	1,050	130	60	-	-	-
TOTAL - PRIMARY CAPITAL PROGRAMME PHASE 1	4,215	2,975	1,050	130	60	-	-	-
Secondary								
Netherhall School - relocate lower school	11,950	11,447	300	203	-	-	-	-
Linton VC - replacement accommodation	11,300	8,759	2,000	350	191	-	-	-
Sawston VC - replacement accommodation	4,670	4,265	300	105	-	-	-	-
Comberton VC - Improvements Phase 2	9,504	7,702	1,350	270	182	-	-	-
Bottisham VC - New Teaching and Drama Provision	4,125	3,909	130	86	-	-	-	-
Longsands CC Improvements (phase 2 - all weather pitch)	1,667	1,150	450	67	-	-	-	-
Soham VC - Extension Music / Drama	1,400	1,315	85	-	-	-	-	-
Swavesey VC - new hall	2,608	2,381	227	-	-	-	-	-
Secondary final payments	408	158	250	-	-	-	-	-
Cambridge Centre for Applied Learning (SHD diploma)	5,750	1,814	3,936	-	-	-	-	-
TOTAL - SECONDARY	53,382	42,900	9,028	1,081	373	-	-	-

Technical Appendix B (iii): Childrens & Young People's Services Capital Table
Budget Period: 2011-12 to 2015-16

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Other								
St. Neots Youth Centre Development	645	485	160	-	-	-	-	-
Partnership Schemes for Pre-School and Sport	686	526	160	-	-	-	-	-
Thomas Eaton / Wimblington Replacement of Mobiles 2008/09	1,270	1,102	168	-	-	-	-	-
Schools Access Initiative 2009/10	344	-	344	-	-	-	-	-
BSF Contribution to D&B Schools	3,400	-	400	1,500	1,500	-	-	-
BSF Neale Wade Community College	25,024	8,772	11,561	4,691	-	-	-	-
BSF ICT FOR FENLAND	8,992	1,500	4,056	-	3,436	-	-	-
Environmental Initiatives 2010/11	250	150	100	-	-	-	-	-
Temporary Accommodation 2010/11	965	515	450	-	-	-	-	-
CCC Primary Improvement (PCP) 2010/11	1,344	1,000	344	-	-	-	-	-
School Condition Capital Funding 2010/11	2,000	1,800	200	-	-	-	-	-
School Devolved Formula Capital 2010/11	9,440	9,440	-	-	-	-	-	-
TOTAL - OTHER	54,360	25,290	17,943	6,191	4,936	-	-	-
Children's Support Services								
Integrated Children's ICT System	900	600	300	-	-	-	-	-
TOTAL - CHILDREN'S SUPPORT SERVICES	900	600	300	-	-	-	-	-
TOTAL - COMMITTED SCHEMES	184,300	110,333	51,544	15,524	6,563	336	-	-

2011-2012 STARTS

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Primary Schools - Demographic Pressures (note 5)								
Cambridge City								
Cherry Hinton Infants - Extension to 1FE primary	980	-	920	40	20	-	-	-
Cherry Hinton Junior - Extension to 2FE primary	4,180	311	1,970	1,700	120	79	-	-
St Laurence RCVA Primary - Extension to 1.5FE (contribution)	750	-	700	50	-	-	-	-
Fenland								
Peckover, Wisbech - Extension to 420 places (2FE)	1,500	140	1,225	90	45	-	-	-
TOTAL - PRIMARY - DEMOGRAPHIC PRESSURES	7,410	451	4,815	1,880	185	79	-	-

Technical Appendix B (iii): Childrens & Young People's Services Capital Table
Budget Period: 2011-12 to 2015-16

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Secondary Schools								
Sawston VC - Phase 2 Edinburgh Block	200	-	200	-	-	-	-	-
TOTAL - SECONDARY SCHOOLS	200	-	200	-	-	-	-	-
Secondary Schools - New Communities								
Cambourne - new 5FE 750 place school	20,000	185	1,800	13,700	3,600	550	165	-
TOTAL - SECONDARY SCHOOLS - NEW COMMUNITIES	20,000	185	1,800	13,700	3,600	550	165	-
Other								
Temporary Accommodation	1,517	-	1,517	-	-	-	-	-
School Devolved Formula Capital	1,816	-	1,816	-	-	-	-	-
Site Acquisition and Development	150	-	150	-	-	-	-	-
School Condition, Maintenance and Suitability	5,832	-	5,070	762	-	-	-	-
TOTAL - OTHER EDUCATION	9,315	-	8,553	762	-	-	-	-
TOTAL - SCHEMES TO START 2011-2012 (OUTTURN PRICES)	36,925	636	15,368	16,342	3,785	629	165	-

2012-2013 STARTS

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Primary Schools - New Communities (note 3)								
North West Cambridge (NIAB site) - new 1FE 210 place school	6,520	-	200	3,800	2,200	220	100	-
Hauxton - hall and new classroom	720	-	30	650	25	15	-	-
Little Paxton Primary - extension	800	-	35	710	35	20	-	-
TOTAL - PRIMARY - NEW COMMUNITIES	8,040	-	265	5,160	2,260	255	100	-

Technical Appendix B (iii): Childrens & Young People's Services Capital Table
Budget Period: 2011-12 to 2015-16

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Primary Schools - Demographic Pressures (note 5)								
Cambridge City								
The Grove Primary	150	-	-	40	100	10	-	-
St Matthews additional 1FE	4,400	250	1,900	2,050	120	80	-	-
Huntingdonshire								
Thongsley Fields Primary - 210 place extension (1FE)	20	20	-	-	-	-	-	-
East Cambs								
Ely St Mary's CEVA Junior - Extension to 480 places (4FE)	1,200	-	30	470	640	40	20	-
Weatheralls, Soham - 210 place extension	3,000	500	-	-	1,040	1,185	275	-
South Cambs								
Cambourne Fourth Primary - relocation of Jeavons Wood temp building 180 places	1,000	-	-	1,000	-	-	-	-
TOTAL - PRIMARY - DEMOGRAPHIC PRESSURES	9,770	770	1,930	3,560	1,900	1,315	295	-
Other								
BSF contribution to lifecycle costs	70	-	-	70	-	-	-	-
Temporary Accommodation	500	-	-	500	-	-	-	-
School Devolved Formula Capital	1,556	-	-	1,556	-	-	-	-
Site Acquisition and Development	300	-	-	300	-	-	-	-
Cambridge City Additional Places Site Acquisition	200	-	-	200	-	-	-	-
School Condition, Maintenance and Suitability	4,121	-	-	4,121	-	-	-	-
TOTAL - OTHER EDUCATION	6,747	-	-	6,747	-	-	-	-
TOTAL - SCHEMES TO START 2012-2013 (OUTTURN PRICES)	24,557	770	2,195	15,467	4,160	1,570	395	-

2013-2014 STARTS

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Primary Schools - New Communities (note 3)								
Fawcett - extension to 420 places (2FE)	2,649	210	-	130	160	700	1,300	149
North West Cambridge (Hunt/Madingley Rd) - new 1FE 210 place school	5,400	-	-	180	4,240	750	130	100
Orchard Park Primary - 90 place extension	1,600	-	-	40	500	600	460	-
Huntingdon Town - 1FE additional primary places	3,000	-	40	400	900	900	530	230
Northbridge, Huntingdon - new 1FE 210 place school	5,400	-	-	-	180	4,240	750	230

Technical Appendix B (iii): Childrens & Young People's Services Capital Table
Budget Period: 2011-12 to 2015-16

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
TOTAL - PRIMARY - NEW COMMUNITIES	18,049	210	40	750	5,980	7,190	3,170	709
Primary Schools - Demographic Pressures (note 5)								
East Cambs								
Soham (N) - new 1FE 210 place school	5,600	-	-	-	185	3,200	1,980	235
TOTAL - PRIMARY - DEMOGRAPHIC PRESSURES	5,600	-	-	-	185	3,200	1,980	235
Secondary Schools - New Communities								
Southern Fringe, Cambridge - new school and Community Facilities 5FE 750 place school	22,296	42	100	650	1,400	2,079	13,000	5,025
TOTAL - SECONDARY SCHOOLS - NEW COMMUNITIES	22,296	42	100	650	1,400	2,079	13,000	5,025
Other								
BSF contribution to lifecycle costs	71	-	-	-	71	-	-	-
Temporary Accommodation	500	-	-	-	500	-	-	-
School Devolved Formula Capital	1,223	-	-	-	1,223	-	-	-
Site Acquisition and Development	300	-	-	-	300	-	-	-
School Condition, Maintenance and Suitability	2,776	-	-	-	2,776	-	-	-
TOTAL - OTHER EDUCATION	4,870	-	-	-	4,870	-	-	-
TOTAL - SCHEMES TO START 2013-2014 (OUTTURN PRICES)	50,815	252	140	1,400	12,435	12,469	18,150	5,969

2014-2015 STARTS

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Primary Schools - New Communities (note 3)								
Northstowe First Primary - new 1FE 210 place school	6,840	-	-	-	-	230	5,370	1,240
TOTAL - PRIMARY - NEW COMMUNITIES	6,840	-	-	-	-	230	5,370	1,240
Primary Schools - Demographic Pressures								
Roundhouse PS, St.Neots - Extension to 2FE	3,000	-	-	-	120	200	1,800	880
Additional Primary Places, Wisbech	3,000	-	-	-	-	120	200	2,680
TOTAL - PRIMARY - DEMOGRAPHIC PRESSURES	6,000	-	-	-	120	320	2,000	3,560

Technical Appendix B (iii): Childrens & Young People's Services Capital Table
Budget Period: 2011-12 to 2015-16

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Other								
BSF contribution to lifecycle costs	73	-	-	-	-	73	-	-
Temporary Accommodation	500	-	-	-	-	400	100	-
School Devolved Formula Capital	1,260	-	-	-	-	1,260	-	-
Site Acquisition and Development	300	-	-	-	-	300	-	-
School Condition, Maintenance and Suitability	2,763	-	-	-	-	2,763	-	-
TOTAL - OTHER EDUCATION	4,896	-	-	-	-	4,796	100	-
TOTAL - SCHEMES TO START 2014-2015 (OUTTURN PRICES)	17,736	-	-	-	120	5,346	7,470	4,800

2015-2016 STARTS

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Primary Schools - New Communities (note 3)								
Clay Farm / Showground - new 1FE 210 place school	5,890	-	-	-	-	200	4,600	1,090
Thorndown Infants and Juniors - Extension	500	-	-	-	-	20	465	15
Hemingford Grey PS - Extension	800	-	-	-	-	30	745	25
TOTAL - PRIMARY - NEW COMMUNITIES	7,190	-	-	-	-	250	5,810	1,130
Primary Schools - Demographic Pressures (note 4)								
Orchard Park Primary - 90 place extension	-	-	-	-	-	-	-	-
Millfield Primary, Littleport - Extension to 2FE	1,500	-	-	-	-	60	1,350	90
Cambridge City Additional Places Phase 2	-	-	-	-	-	-	-	-
TOTAL - PRIMARY - DEMOGRAPHIC PRESSURES	1,500	-	-	-	-	60	1,350	90
Secondary Schools - New Communities								
North West Fringe, Cambridge - new 4FE 600 place school	22,008	18	-	75	480	950	7,000	13,485
Littleport - New Secondary School	20,000	-	-	65	425	900	6,250	12,360
TOTAL - SECONDARY SCHOOLS - NEW COMMUNITIES	42,008	18	-	140	905	1,850	13,250	25,845

Technical Appendix B (iii): Childrens & Young People's Services Capital Table
Budget Period: 2011-12 to 2015-16

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Other								
BSF contribution to lifecycle costs	75	-	-	-	-	-	75	-
Temporary Accommodation	500	-	-	-	-	-	250	250
School Devolved Formula Capital	1,260	-	-	-	-	-	1,260	-
Site Acquisition and Development	300	-	-	-	-	-	300	-
School Condition, Maintenance and Suitability	2,903	-	-	-	-	-	2,653	250
TOTAL - OTHER EDUCATION	5,038	-	-	-	-	-	4,538	500
TOTAL - SCHEMES TO START 2015-2016 (OUTTURN PRICES)	55,736	18	-	140	905	2,160	24,948	27,565

SUMMARY CAPITAL SPENDING AND FUNDING

Childrens and Young People's Services Capital Programme 2011-12 to 2015-16

SCHEMES	Total Cost 11/12 £000	31st Mar 11 Prev Yr £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Programme Expenditure	370,068	112,009	69,247	48,873	27,968	22,510	51,128	38,334
Government Approved Funding								
Basic Need			7,313	6,268	4,925	5,074	5,074	6,949
Basic Need Safety Valve			-	-	-	-	-	-
Specific Grants (see note 1)			17,803	4,691	3,436	-	-	-
Devolved Formula Capital (see note 2)			1,816	1,556	1,223	1,260	1,260	-
Capital Maintenance			10,377	8,895	6,989	7,201	7,201	230
			37,309	21,410	16,573	13,535	13,535	7,179
Locally Generated Funding								
Agreed Developer contributions (see note 3)			4,558	15,576	12,256	9,295	33,355	38,079
Anticipated Developer contributions (see note 3)								
Funding carried forward from previous years								
Prudential Borrowing (see note 4)			24,875	10,087	(2,311)	(1,370)	3,138	(6,924)
Other Contributions			2,150	-	1,050	1,050	1,100	-
Capital Receipts			355	1,800	400	-	-	-
			31,938	27,463	11,395	8,975	37,593	31,155
TOTAL			69,247	48,873	27,968	22,510	51,128	38,334

note 1 - majority of grant funding is Primary Capital Programme from Central Government and BSF capital grant from PFS

note 2- dependent on DfE allocations and school spend

note 3 - funding is dependent on when the S106 agreements are signed and associated funds received

note 4 - prudential borrowing includes amounts approved in prior and current year IPP plus S106 bridging

note 5 - schemes under demographic pressures are subject to consultation

Technical Appendix C (i)

Community and Adult Services – Service Overview

1. BRIEF DESCRIPTION OF PLANNED SERVICE

1.1 Services to be provided

Community and Adult Services (CAS) commission and provide a range of services that are Cambridgeshire County Council's (CCC) contribution to the health and overall well-being of adults and communities.

In broad terms these services include:

- Prevention, localism and support. Examples include advice, information and advocacy available on-line or through buildings (e.g. libraries); neighbourhood panels; and support for carers. Resources will be used more effectively and efficiently to ensure that these services are both as local as possible and prevent the need for more expensive services in the future.
- Assessment of the needs of adults and communities with particular vulnerabilities. These include older people; adults with disabilities, long term conditions or mental health needs; people who abuse drugs or alcohol; people who have suffered domestic violence; and communities who face inequalities or deprivation (e.g. gypsies and travellers and various Fenland projects). These assessments will be directed by adults themselves and include their carers wherever possible.

- Commissioning, procuring and providing services that meet those assessed needs, applying the principles of 'putting people first', choice and control, maximising independence, and delivering resource and responsibility to individuals and communities (through direct payments and individual budgets).
- Opportunities for life long learning, skills, cultural and community engagement, mainly through libraries and library services.
- Safeguarding and protecting adults

1.2 Key outcomes and priorities of the service

The key priorities are:

- Safeguarding adults with vulnerabilities from abuse and discrimination
- Promoting health, wellbeing, quality of life and independence at an individual, family and community level, and addressing the range of factors that impact on this
- Promoting choice and control with particular emphasis on engagement, prevention and localism

The key outcomes are to enable and encourage:

- Improved health and well-being
- Improved quality of life
- Making a positive contribution

Technical Appendix C (i)

Community and Adult Services – Service Overview

- Increased choice and control
- Freedom from discrimination and harassment
- Economic well-being
- Maintenance of personal dignity and respect

1.3 Key statutory duties of the service

CAS delivers through a wide range of legislative statutory and guidance frameworks. The key areas are:

- **Public Libraries and Museums Act, 1964** – defines the Council's responsibility to run a comprehensive and efficient library service.
- **National Assistance Act, 1948** – confers powers and duties to the Council to promote the welfare of people with a range of needs.
- **Chronically Sick and Disabled Persons Act, 1970** – confers further duties on the Council to register people with disabilities and provide a range of services.
- **NHS and Community Care Act, 1990** – sets out an approach to care management and assessment based on individual need.
- **Community Care (Direct Payments) Act, 1996** – gives the Council power to give service users the cash equivalent of services that were previously provided by the Council.
- **Mental Health Legislation including Deprivation of Liberty Safeguards (2007)** – confers power to

the Council to curtail adults' liberty when appropriate and when they lack capacity.

- **No Secrets – Guidance on Developing and Implementing Multi-Agency Policy and Procedures to Protect Vulnerable Adults from Abuse (DOH 2000)** – guides the Council and other statutory organisations on safeguarding.
- Various legislative requirements with respect to discrimination, equalities and carers' rights

1.4 Authority's role in service delivery

CAS primarily commissions and purchases services from a range of organisations. However, where appropriate, some services and activity will need to be delivered directly by the Council and at county level, for example adult safeguarding. To achieve this, CAS will develop further its strategic and delivery roles, promoting and enabling the following key ambitions:

- (a) A clear and coherent network of locally/community designed, resourced and delivered preventative services. These services will be influenced by the strategic direction, priorities and resources of the County Council and its key partners. They will be delivered using the geographic areas of CYPS localities and the commissioning of the emerging GP clusters, as well as traditional partners such as Districts.

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Community and Adult Services – Service Overview

(b) Higher level statutory services targeted at higher levels of need. These services will:

- Be clear in terms of which organisation is best placed to deliver the service (third sector, social enterprises, trusts etc).
- Be delivered or procured through and by organisations working across Council and organisational boundaries.
- Promote engagement, customer focus, choice and control
- Be clear as to the “offer” from the Council at an individual or community level i.e. “...for this level of need you are allocated this level of resource”
- Assume that the starting point will be for services to be time-limited and – as the norm – withdrawn by promoting independence, reablement and localism.

1.5 Economic value of services

Positive outcomes for individuals, families and communities support economic value in a number of key ways. The services delivered by CAS underpin the local economy through the agenda of skills, adult learning, and supporting people to employment. Promoting employment and skills for adults with additional vulnerabilities sustains their independence.

In addition, commissioning and procuring appropriate services as locally as possible will promote both local economies and community resilience. CAS's collaboration with health and other key partners helps to ensure savings targets are met across health and social care.

Finally, maximizing benefits promotes independence and economic activity, reducing pressure on Council budgets.

1.6 Social values of services

All activity within CAS has, at its heart, a positive social premium. The successful connecting of individuals to communities and promoting social networks for adults with social care needs is a key determinant of independence and wellbeing – as well as reducing costs.

The full range of library services, adult learning and the promotion of cultural activity are often central to community life. Effective community engagement, sustaining safer and stronger communities, localism and the use of volunteers also help to develop social value.

Underpinning this is a transformation of how services are delivered, promoting individual budgets (though at reduced levels), choice and control, and communities

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Community and Adult Services – Service Overview

determining their priorities and how resources are used much more locally.

2. CHALLENGES AND OPPORTUNITIES

2.1 Funding challenges

In common with all of the County Council's functions and areas of services and responsibility, CAS is facing exceptional financial challenges. Savings and efficiencies of £83.1m are required over the next 5 years and in particular the 4 years of the Comprehensive Spending Review. The first year is particularly demanding with a target of £24.8m.

CAS's capital programme is relatively small and therefore does not face the same demands as Corporate Services, Children's and Young People's Services or Environment Services.

2.2 Changing needs and demands

Within Adult Social Care there are a range of demographic and demand increases. These are evidenced by the work and descriptions of population in the Joint Strategic Needs Assessment (JSNA). The key factors are:

- Cambridgeshire's growing population in general

- Increasing and accelerating numbers of older people who enter the health and social care system with higher levels of need associated with long term health conditions and dementia
- Increasing numbers of children with disabilities (especially Asperger's Syndrome and Autism) making the transition to Adult Services with longer life expectancy.
- Above inflationary pressures on the cost of care.
- Inequalities between different areas of Cambridgeshire.

These demographic and inflationary demands are met for Adult Social Care within the budget model. This does not apply to other Services across the organisation and particularly affects library services, which will see an over 40% cash reduction in their budget over the 5 years.

However, the changing demands and financial challenges provide the Council with an opportunity to transform the way it works, ensuring closer working with local communities and partners to provide excellent value for money.

2.3 Being a genuinely local Council

Localism will be fundamental to the priorities of CAS over the next 4 years, particularly as all activity linked to this agenda will be led by one of the service

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Community and Adult Services – Service Overview

directorates within CAS – Community Engagement. Localism includes:

- Understanding the aspirations of local communities
- Helping those communities understand both the funding challenges and where the Council can no longer afford to resource services
- Using local resources as the way in which to structure and create preventative services
- Devolving existing resources and services to communities, for example Library Access Points.

2.4 Making sure the right services are provided, in the right way

The Annual Performance Assessment for Adult Social Care judged the Council to be performing well overall in 2009\10 with two areas of excellence. Implementation of Self-Directed Support saw the Council ranked 10th out of 151 Local Authorities. Performance and outcomes in all service areas in CAS are healthy despite the relatively low levels of funding to CCC from national government.

In a number of ways, CAS has less “room for manoeuvre” than similar services in other councils with good unit costs, as it is generally moving in a direction that demonstrates good value for money. The area of

exception is high cost placements for adults with learning disabilities.

In particular:

- Almost all Adult Social Care provider services are already outsourced – except some areas of day care, supported living and respite services for adults with learning disabilities
- The balance between residential and community services is ranked in the lower quartile.

Continued vigorous monitoring and user feedback combined with outcome measures will be crucial.

The function of commissioning is also fundamental to CAS service delivery, and all aspects of the commissioning cycle are part of CAS’s daily activity. This will be strengthened further by procuring more specifically, for agreed outcomes with individuals, families and communities; and managing and creating markets (in line with localism and prevention)

CAS will work to ensure that all aspects of the commissioning cycle (direction of travel (vision); needs assessment; creation of commissioning strategies with partners, users and stakeholders; procurement for outcomes and value for money; and robust monitoring) are not duplicated or replicated. It will also ensure that opportunities are found to integrate commissioning across CCC and with partners.

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2.5 Investing in prevention

CAS will work to provide greater focus on services that help people early. This will help to increase their independence and choice, helping them to help themselves. This will improve people's quality of life and reduce their reliance on public services whilst also reducing costs.

£1m of current expenditure will be re-directed to 'pump prime' prevention and local services, as well as ensuring that all CAS services, and particularly library services and adult learning, are aligned to prevention and support to individuals, families and communities.

2.6 Working Together

Collaborative working is key to the delivery of prevention, localism and commissioning. CAS is committed to the opportunities that come from collaboration with individuals and communities, other local authorities, police, fire services and health. This is especially the case with respect to the fundamental reforms associated with the transfer of public health functions to the County Council, the emergence of GP commissioning locally, and the strategic function of health and wellbeing boards (CCC was announced as a Pathfinder in December 2010).

3. RESPONDING TO THE CHALLENGES AND OPPORTUNITIES

3.1 Savings and transformation *(cross-references to particular lines in the Community and Adult Services Overview Revenue Budget Table 1, Technical Appendix C(ii) are provided in parentheses for reference)*

There are three primary ways in which Adult Social Care can make savings and efficiencies:

- (a) Preventing people with emerging vulnerabilities from needing to use the more and most expensive services (see 6.33, 6.35, 6.37). Prevention needs to align the activities of the County Council, CAS, Public Health and other councils to achieve savings that benefit the financial challenge of all partners. Delivery will include localism and the use of re-directed resource from Adult Social Care and health.
- (b) Transformation :
 - Reablement (see 6.17, 6.18, 6.29) – systematic and focused multi-disciplinary work that proactively helps users to regain independence and their abilities. The project is being mainstreamed and will be extended to include existing older people who currently use services and people with physical disabilities.

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Community and Adult Services – Service Overview

- Self-directed support and the way in which resources are allocated, reducing the individual offer to users by 25% (see 6.20 – 6.22)
- Modernise day services from their building based model (see 6.26, 6.34)

(c) Reduce Unit costs

- Require providers to find 3% efficiency savings (see 6.15, 6.16, 6.32)
- Increase income and charging (see 6.19)
- Some staffing savings through mobile working and rationalisation of management and back office posts (see 6.23)
- Rigorous review and reduction of high cost placements (see 6.25)

Libraries, Learning and Culture expenditure is mainly connected with library services. The savings and efficiencies will be found by:

- Externalising the overall governance of library services, adult learning and culture to a Trust. This will allow savings to be made through tax and rates advantages, as well as allowing greater income generation (see 6.8).
- Working with other councils to share and reduce the costs of library support and other specialist services such as IT, book purchasing etc (see 6.8)
- Transform service delivery by the use of self service, volunteering and re-structuring to a 'hub and spoke' model (see 6.5)

- Integrate library buildings with each other and other services, where this makes the most sense. Some libraries will become Library Access Points (LAPs) run by local communities and, where this cannot happen, some may close (see 6.4)

Community Engagement will undergo a management re-structure to find its savings as well as finding some efficiencies by working better with partners (see 6.41, 6.42).

3.2 What will this look and feel like?

As services transform then there will be significant impacts from the perspective of individuals and communities, of partners and of staff.

For individuals their first point of reference will be more and more local and preventative, in terms of gaining access to information, advice and support. This will be through a network of community\parish based and run services: GP surgeries; schools and Children's Centres; libraries, community hubs and LAPs; and the Contact Centre. The emphasis will be on independence and on individuals\communities articulating problems and finding their own solutions, as well as developing their own capacity. Choice and control, in terms of services and budgets, will be delegated over time to individuals and community groups.

Technical Appendix C (i)

Community and Adult Services – Service Overview

This transformation will mean a different culture of engagement with both individuals and communities, and will require a different skill set for staff underpinned by learning and development. Partnership working at the most local level – and also strategically – will also be key, with partners working much more effectively as to how services are delivered and efficiencies found across different organisations. As service delivery changes in terms of type, scope and some no longer existing, there will inevitably be some redundancies.

The more statutory and reactive services to individual need, especially Adult Social Care, will continue to transform in terms of personalisation, choice and control. Staff and partners' roles will be more aligned to market management, quality assurance and enabling individuals and communities to participate in and access self-directed assessments, personal budgets and the purchasing of services that match need and aspiration. However, the individual offer will decrease.

These core services will be targeted and time-limited as a default position, but with a customer focus and a clear core “offer” agreed with partners, and expected of and by staff and service users\carers. The core “offer” will include clear and rigorously applied components offered to each service user:

- Advice and information
- Support for carers

- Telecare and health
- Income\benefits maximisation
- Mental health and dementia assessment
- Safety assessments
- Self-Directed Support, Personal Budgets and Direct Payments (possibly extending to children with disabilities and health needs)

The central role of adult safeguarding (processes, procedures, learning and development) will remain an absolute priority.

We have undertaken more detailed Community Impact Assessments on specific service proposals, to understand the impact on individuals, communities and employees. These are available by clicking on the “Community and Adult Services” section at:
www.cambridgeshire.gov.uk/council/finance/spending/ip2011/impactassessments/

4. MEASURES OF PROGRESS AND SUCCESS

4.1 Key milestones

Savings and efficiencies for CAS will be overseen by strong and robust programme and project plans. These will set out detailed timetables and action plans.

Technical Appendix C (i)

Community and Adult Services – Service Overview

The immediate plans include:

- (a) Adult Social Care
 - Engagement across CAS to develop the key priorities for localism and prevention, including the transformation of Health;
 - Continuation of the projects relating to the transformation of Adult Social Care – including reablement, self-directed support, and day service transformation;
 - Immediate and ongoing discussions with providers to deliver 3% efficiencies;
 - March-May – consultation with respect to charging.
- (b) Libraries Learning and Culture
 - Update Library Review Board and separate commissioning and provide function, to pursue the Trust model by end of March 2011;
 - Begin consultation with at least 13 libraries and their users about building integration, possible conversion of LAPs and, as a last resort, closure (March-May 2011);
 - Continue the detailed projects around integrating across councils a range of library support services and the introduction of self-service and wider use of volunteers;
 - The transformation will be complete by 1st April 2012.

- (c) Community Engagement
 - Agree detailed plans to achieve localism by March 2011;
 - Consult, agree and implement management restructure by end of June 2011.

4.2 Successful delivery

Performance indicators provide valuable information if they are carefully chosen to measure the intended outcomes and priorities of a service. They must be defined very carefully to balance the need to be proportionate in collecting information with the level of detail that is required in order to be operationally useful.

Work to develop suitable performance indicators is ongoing. Such work must also take account of changes to the data that government requires local authorities to submit (which is currently under review) as well as the level of change and transformation within the Council that is required to respond to the current challenges. As a result of this, the list of indicators described below is not final, and will change as Government clarifies its requirements, and priorities and service plans are refined. This list will be revised in June 2011.

Technical Appendix C (i)

Community and Adult Services – Service Overview

Adult Social Care

- Proportion of adults with learning disabilities in settled accommodation
- Percentage of Adult Social Care users who feel safe and secure
- Acute admissions as a result of falls and injuries for over 65s
- Percentage of all referrals to adult safeguarding services which are repeat referrals
- Older people discharged from hospital to rehabilitation or intermediate care, who are living at home 91 days after discharge
- Delayed transfers of care
- The proportion of people suffering fragility fractures who recover to their previous levels of mobility / walking ability at 120 days
- Proportion of people using Social Care who receive self-directed support
- The proportion of people using Adult Social Care who have control over their daily life
- People with long-term conditions supported to be independent and in control of their condition
- Percentage of emergency admissions to any hospital in England occurring within 28 days of the last, previous discharge from hospital
- Emergency bed days associated with multiple (two or more in a year) acute hospital admissions for over 75s
- The proportion of Social Care users and carers who express difficulty in finding information and advice about services
- Admissions to residential care homes, per 1,000 of the population
- Older people discharged from hospital to rehabilitation or intermediate care, who are living at home 91 days after discharge
- Delayed transfers of care
- The proportion of people suffering fragility fractures who recover to their previous levels of mobility / walking ability at 120 days
- Timeliness of Social Care assessment (all adults)
- Timeliness of Social Care packages following assessment
- Physical Disability clients helped to live at home
- Learning Disability clients helped to live at home
- Mental Health clients helped to live at home
- Older People clients helped to live at home
- Carer Specific Services
- Clients receiving a review
- Equipment delivered in 7 days
- Social Care related quality of life
- Carer-reported quality of life
- Overall satisfaction with local Adult Social Care services
- The proportion of carers who report that they have been included or consulted in discussions about the person they care for

Technical Appendix C (i)

Community and Adult Services – Service Overview

- Business metrics such as sickness absence, financial health and business mileage

Libraries, Learning and Culture

- Number of physical visits to libraries
- Number of remote contacts to libraries
- Active library borrowers as percentage of population
- Percentage take-up of ICT facilities
- Cost per library visit
- Number of adult learners
- Number of adult careers guidance sessions delivered
- Business metrics such as sickness absence, financial health and business mileage

Contextual indicators

It is proposed that the following indicators will be monitored but no specific targets will be set. For the most part the outcomes are beyond our direct control.

- Overall employment rate
- Working age population qualified to at least Level 2
- Working age population qualified to at least Level 3
- Working age population qualified to at least Level 4
- Number of Level 1 qualifications in literacy (including ESOL) achieved
- Number of Entry Level qualifications in numeracy achieved

Community Engagement

- Indicators relating to crime and anti-social behaviour
- Indicators relating to incidences of domestic violence and referrals to Multi Agency Risk Assessment Conference (MARAC)
- Indicators relating to drug and alcohol treatment services
- A range of measures about health, economy, skills, educational attainment, community safety, broken down to Fenland level specifically
- Business metrics such as sickness absence, financial health and business mileage
- Indicators relating to levels and effectiveness of community engagement

Technical Appendix C (ii): Community and Adult Services Revenue Table	
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Budget Period:	2011-12 to 2015-16

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			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
1	OPENING BUDGET		857.3	206,007	821.3	195,527	761.3	191,512	760.3	195,450	760.3	197,468			
1.1	Transfer of function	Student Finance Service	-4.0	-134	-	-	-	-	-	-	-	-			
1.2	Transfer from Health		-	263	-	-	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		853.3	206,136	821.3	195,527	761.3	191,512	760.3	195,450	760.3	197,468			
2	INFLATION														
2.1	Pay and non-pay	National and Local Pay Policy 0% increase year 1, 2% increase thereafter. Government NI increase 1% year 1. CPI expectation 2.5%.	-	3,699	-	3,978	-	3,895	-	4,230	-	4,251			
2.99	Sub Total Inflation		-	3,699	-	3,978	-	3,895	-	4,230	-	4,251			
3	DEMOGRAPHY AND DEMAND														
3.1	Learning Disability		-	4,519	-	4,550	-	4,610	-	4,695	-	4,771			
3.2	Physical Disability		-	1,349	-	2,062	-	2,093	-	2,133	-	2,172			
3.3	Older people		-	2,542	-	2,698	-	2,863	-	3,052	-	3,249			
3.4	Mental Health		-	1,571	-	1,496	-	1,602	-	1,572	-	1,203			
3.5	Integrated Community Equipment Service		-	94	-	99	-	103	-	107	-	112			
3.99	Sub Total Demography		-	10,075	-	10,905	-	11,271	-	11,559	-	11,507			
4	PRESSURES														
4.1	Cambridgeshire History Centre (CHC - formerly Historic Resource and Cultural Centre)	Essential preparation work on the archives currently housed in the Shire Hall basement ahead of the CHC development which has Cabinet support (meeting 20/5/2008) and is being pursued via the Better Utilisation of Property Assets Programme	-	45	-	-	-	-	-	-	-	-			
4.2	Transfer from CYPs		-	100	-	-	-	-	-	-	-	-			
4.3	Pressure from income inflation	Pressure assumed at 1.5% each year	-	481	-	493	-	505	-	517	-	-			
4.4	Domestic Violence IDVAs	LPSA funding ends.	-	140	-	-	-	-	-	-	-	-			
4.5	Reduction in Community Safety funding		-	-65	-	-248	-	-	-	-	-	-			
4.99	Sub Total Pressures		-	701	-	245	-	505	-	517	-	-			
5	INVESTMENTS														
5.1	Reablement service from the Independent sector Assumption being made that 500K investment for the 4 years from 2011/12 to 2012/14 will be covered by the NHS allocation for adult social care including reablement	Service designed to target people already in receipt of a social care package, provide intensive reablement and review with the expectation that the package will reduce.	-	-	-	-	-	-	-	-	-	-			
5.2	Adults Service modernisation		-	-100	-	-	-	-	-	-	-	-			
5.3	Transition costs to support changes in the contact centre		-	-300	-	-	-	-	-	-	-	-			
5.99	Sub Total Investments		-	-400	-	-	-	-	-	-	-	-			
6	DISINVESTMENTS AND SAVINGS														
	Executive Director														
6.1	Review of service		-	-42	-	-26	-	-9	-	-17	-	-41	-	0%	No impact on service delivery
	Libraries, Learning and Culture														
6.2	Libraries, Archives and Information Service savings agreed in 2010-11 Integrated Plan - operational efficiencies, increased income and renegotiated enhanced pay rates.	Reductions agreed in 2010-11 Integrated Plan	-	-282	-	-80	-	-	-	-	-	-	E	5%	

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6.3	Mobile library service reductions - full year effect of reductions agreed in 2010-11 Integrated Plan	Implementation of revised service delivery arrangements has been completed so these full year savings will be achieved.	-	-108	-	-	-	-	-	-	-	-	E	33%	No rural communities have lost their service but frequencies of visits have generally been reduced by 50% from fortnightly to monthly. A small number of additional stops have been introduced and a small number of large villages with higher levels of usage will continue to receive a weekly visit.
6.4	Service transformation: community hubs or community management	Alternative ways of delivering the service will be explored at the local level with partners and communities: - combining with other public services and / or other libraries by sharing the use of buildings as local community "hubs" - developing ways of involving local communities in managing and operating local libraries - including exploring links with the proposed Countywide trust for libraries, adult learning and culture services (see 6.8 below)	-	-	-9.0	-200	-	-119	-	-254	-	-	EM	15%	Seeks to achieve savings whilst preserving local access, by increasing the involvement of local people and their communities in the delivery of local services. The community hub arrangements must make the savings on this budget line from the Library Service, plus the savings required by the other partners involved.
6.5	Service transformation: alternative service delivery model	Involves introducing self-service operations and use of volunteers in community libraries	-4.0	-100	-5.0	-100	-	-	-	-	-	-	N	1%	Reduction in staffing levels but seeks to focus skilled expertise on providing support to those users who need it.
6.6	Change to funding arrangements for Library outreach services for older learners	Move EngAge Project for older learners to external funding.	-	-	-1.0	-33	-	-	-	-	-	-	N	0%	Aims to retain this priority provision of IT and other courses for older people by seeking external funding.
6.7	Reduce funding for purchasing books, audio-visual stock and electronic resources	Temporary reduction in 2011-12. This is the major impact of the need to frontload savings in Year 1 (2011-12). The book fund reduction will provide a stopgap whilst the service transformation arrangements (see 6.4, 6.5, 6.8) are put into place.	-	-423	-	380	-	37	-	-	-	-	N	0%	36% reduction in purchasing of books and other library and information resources. Protection will need to be given to children's stock, which achieves highest levels of usage, at the expense of stock for adults. This may result in loss of discount negotiated under the current supply contract which will reduce the purchasing power of the remaining bookfund.
6.8	Service transformation changes in Library Service management, professional and support arrangements through shared services and externalisation	The staffing and other cost savings will result from: - shared services arrangements with partner library services in the East of England for the delivery of library-specific support functions and specialist services - proposed externalisation of the delivery of library, adult learning and culture services within the County through the formation of a trust	-16.0	-294	-20.0	-1,006	-	-	-	-	-	-	EM	73%	The resources available for frontline service delivery will be maximised through reductions realised from shared services, externalisation of the Library Service and management / professional / support staff restructurings .
6.9	Archive Service reductions	Reduction in archives collection maintenance and development	-	-75	-2.0	-50	-	-	-	-	-	-	EM	7%	Involves slowing down the work on collection maintenance and development
6.10	Cromwell Museum governance change	Explore the transfer of the management and operation of this museum to the proposed Countywide trust for libraries, adult learning and culture services (see 6.8 above)	-	-	-	-	-1.0	-37	-	-	-	-	N	0%	The aim of the change is to maintain service delivery levels whilst changing the governance and operating arrangements.
6.11	Cultural Services reductions	Reduces funding for development and partnership working	-	-19	-1.0	-18	-	-17	-	-	-	-	EM	3%	Reduces funding for intervention in this area but maintains officer development, support and fund raising/leverage expertise in the 3 areas of arts, museums and sports
6.12	Service Director's budget reductions	See 4.2 above. This transfer of funds to support the Library Service in making its savings has 2 drivers: - it envisages further development of the role and contribution of the Library Service in achieving positive outcomes from prevention work in relation to both the adult health and well-being agenda and also the early years and literacy development agendas - it acknowledges that no revenue allowance is made for demographic change and growth in relation to the Library Service budget.	-	-25	-	-22	-	-	-	-	-	-	EM	20%	No specific impact on public.
6.13	Saving achievable as a result of transfer of funds from ASC + CYP		-	-430	-	-	-	-	-	-	-	-			
6.14	2015-16 savings to be identified		-	-	-	-	-	-	-	-	-	-622			

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			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.15	Adult Social Care Pass on need for efficiency savings to independent sector providers by top-slicing inflation	Efficiencies achieved through contracting, giving 0% uplift in 2011/12, 2012/13, 2013/14 and 2014/15.	-	-3,688	-	-3,779	-	-2,321	-	-3,970	-	-	EM	3%	Until this year, recruitment has been difficult in the care sector generally and has always been an issue in particular for Cambridge and South Cambridgeshire. To aid retention providers pay above the minimum wage, no increase could have an impact on their ability to inflate staff wages putting additional pressure on the system. The recent recession has increased the number of applicants, which has supported the expansion of capacity in the home care sector. Maintaining the supply of home care and residential and nursing home placements is essential to enable the care managers within CCC, Cambridgeshire Community Service (CCS) and Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) to support individuals who are eligible for social care to secure services to meet their needs. The supply of independent sector services is particularly critical for the whole health and social care system linked to acute hospital admissions and discharges. A lack of supply can lead to increased emergency admissions and can delay discharges from the acute hospitals and community hospitals. Equally, changes to the process of managing discharges from hospitals i.e. speeding up the process, can put more pressure on the independent sector services. Individuals and Communities The main risk to individuals and communities is that the expectation set for independent sector providers to produce efficiencies destabilizes some of the services leading to the services failing or deciding to withdraw from business with the Council. It is important to recognize that although the Council is the main purchaser of home care services for older people, in the residential and nursing home sector 59% of the business is with self funders.
6.16	Additional expectation placed on independent sector providers to make efficiencies	Assumes -3% in 2011/12; 0% in following years	-	-4,392	-	-66	-	-80	-	-80	-	-	N	3%	
6.17	Reablement - new older people requiring social care (including people being discharged from hospital) and older people with a social care package who are being discharged from hospital	Intensive intervention for new people and existing people being discharged from hospital leads to no social care package being required or no increase in package - assumes 40% reduction on expected packages	-	-2,600	-	-2,600	-	-2,600	-	-2,600	-	-	E	4%	Since April 2009 the Reablement Project Group has been leading the development of a reablement service in Cambridgeshire. This has included undertaking a baseline assessment to understand the degree to which the principles of a reablement model have been adopted within the existing intermediate care services, and the development of an enhanced model of reablement. In September 2010 the new reablement service was started in Cambridge City and South Cambridgeshire. The service will roll out in East Cambridgeshire and Fenland and Huntingdonshire in November and January. Early results look promising and it is anticipated that the service will continue to reduce the demand for services in the future. The offer of re-ablement services should enable people to regain and maintain wellbeing and independence, and through this maintaining the quality of their life. The impact of injury on an older person can be devastating, leaving them with a lack of confidence and losing mobility and daily living skills that they need to remain in their own home. Re-ablement focuses on regaining their confidence and the skills that the older person has had throughout their life, to ensure that they can continue to live in their own home. To offer a comprehensive re-ablement service to older people it will be necessary to ensure that Cambridgeshire Community Service (CCS) routinely provide this service to the majority of older people being referred for services. The implementation of the new way of working has been built into the contract between NHSC and CCS, to which the Council is an associate commissioner.
6.18	Reduced requirement for care and support following reablement service from independent sector provider for older people already in receipt of care packages, but not subject to hospital discharge	Service designed to target people already in receipt of a social care package, provide intensive reablement and review with the expectation that the package will reduce.	-	-1,937	-	-1,537	-	-1,000	-	-500	-	-	N	3%	As well as using reablement with new older people approaching services, there has been some success in other parts of the country of introducing reablement services to older people in receipt of home care packages, who once reviewed have required less service. This is being explored with local home care providers, who are interested in diversifying. Savings assumptions in 2011/12 have been based on a part year effect for 20% of the current users receiving a reablement service and that input having a positive effect in reducing their dependency on home care services. The benefits of reablement are described above. The main impact would be on staff in the independent sector, who would have to change their way of working from "doing to" to enabling older people to do things for themselves and through this regain skills. This has the potential to being a much more fulfilling way of working.

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6.19	Additional Income from increases in charges	Increased income from collection of charges from new service users and potential increase following planned consultation	-	-890	-	-800	-	-700	-	-500	-	-	EM	3%	In assessing client contributions for people who are using community based services, rather than residential or nursing service, there is currently a process to determine disability related expenditure that can either be applied as a standard figure of £26 per week, where applicable, or can be individually determined through an individual assessment. This process is to be reviewed in 2011, because it is understood that Cambridgeshire is more generous than some other local authorities. A public consultation will be required prior to implementing any change and this consultation would need to consider how any changes are introduced for existing and new clients. Some people may suffer genuine hardship as a result of these changes, but in exceptional circumstances, where there is real evidence of hardship it is possible for a waiver (partial or full) to be applied to the assessed contribution.
6.20	RAS (reduction of 25% on allocation) - Older people	Reducing RAS allocation i.e. Reducing the "offer" from the Council to meet assessed needs of individuals	-	-1,500	-	-1,500	-	-1,500	-	-1,500	-	-	E	2%	The Resource Allocation System (RAS) is the tool used to match assessed need to a financial allocation, within the new self-directed support system (SDS). To reduce the allocation of resources equitably it is possible to reduce the financial allocations that match the levels of need. This would mean that all people with similar needs would continue to receive the same financial allocation. Reducing the "offer" from the Council to people who are eligible for social care services is linked to the expectation that individuals and local communities will be more self reliant. There is a danger that the reduced allocation could leave vulnerable people exposed to increased risk, and this needs to be monitored carefully. It is not recommended that the RAs is reduced further, despite the financial context because further reductions would almost certainly leave people at significant risk and the Council exposed to not meeting its statutory duties to provide for meeting the assessed needs of people who are eligible for adult social care.
6.21	RAS (reduction of 25% on allocation) - Learning Disability		-	-692	-	-692	-	-692	-	-692	-	-	E	1%	
6.22	RAS (reduction of 25% on allocation) - Physical Disability		-	-265	-	-265	-	-265	-	-265	-	-	E	2%	
6.23	Staffing & restructure	Efficiencies gained through reviewing aspects of the structure not included in the 2010 restructure.	-9.0	-300	-9.0	-300	-	-	-	-	-	-	-	0%	Following the restructuring of Adult Support Services other levels of posts are being reviewed and although the detail has not been fully worked through yet, these pieces of work are expected to release some savings. There is a balance to be achieved in making savings through staffing budgets to ensure that the strategic and operational priorities of the organisation can be delivered and that reducing staffing capacity does not undermine other actions required to deliver the more substantial savings required in the budgets for care packages. Careful consideration is needed with partners to focus the savings in ways that do not undermine our ability to deliver services to the people of Cambridgeshire.
6.24	Efficiencies - Mental Health	Review of grants to partner organisations	-	-20	-	-	-	-	-	-	-	-	E	0%	Given the significant pressure on the Mental Health budget and the relatively low budget allocation, the efficiencies for 2011/12 are focused on the retendering of the CAB mental health outreach service. This service has been included in a re-tender for advocacy services for adult MH which is combining this funding with funding for another service, to deliver a saving of £20K.
6.25	High cost Residential & Supported Living Services - better value for money from independent sector - Learning Disability	Review of residential services & supported living (in & out of county) using costing tools to negotiate reductions and/or reprove at better value for money	-	-1,238	-	-1,238	-	-	-	-	-	-	E	3%	Within the LDP the highest costs are associated with residential placements and spend on these services amounts to 46% of the total budget. However, the number of service users within residential placements equates to less than 22% of current service users. The average cost of residential placements is £50,000 per person per year. The average cost of supported living per person per year is £31,000. In part, this difference is due to the fact that people in supported living can access different state benefits to those accessed by people in residential and nursing homes, and this helps to reduce the contribution from social care, and provides more disposable income for the individual. A dedicated team has been created from within the existing staff resources focusing specifically on this work. In addition, residential home placements will continue to be the last consideration for all new clients, and if used, the negotiation over price (using the tools above) will be rigorous.

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6.26	In-house Day Services - Learning Disability	Modernisation leading to greater social integration in community & local employment opportunities, including reduced staffing (34% reduction over 2 years)	-	-529	-	-529	-	-	-	-	-	-	E	1%	The current service provision is largely "Building Based" and traditional in its approach with activities largely arranged around groups and for some people based in the "Day Centre" rather than bringing about social integration with the surrounding communities. A model for future services is being developed by the project board that will move the services to providing greater social integration, more employment opportunities, choice and independence for people with learning disabilities. The move away from the current reliance on building based services towards a community based approach, presents the challenge to ensure that the community facilities and support services are in place to enable people to make active choices and that there needs will be met. It needs to be recognised that the in-house day services cater for some people with very complex needs i.e. severe learning disabilities plus physical or sensory disabilities or the potential to demonstrate challenging behaviour (or a combination of all these needs). Plans to modernise day services will therefore have to ensure that the needs of these people are
6.27	In-house respite & residential services - Learning Disability	Externalise services to achieve better value for money - Respite/Res 5% = 85; 20% = 340.	-	-	-	-340	-	-	-	-	-	-	N	0%	Consideration is being given to the future arrangements for the in-house provision of respite services and registered residential services, and the potential for savings.
6.28	In-house supported living services - Learning Disability	Externalise services to achieve better value for money - Supported Living 5% = 70; 10% = 140	-	-	-	-140	-	-	-	-	-	-	N	0%	Consideration is being given to the future arrangements for the in-house provision of respite services and registered residential services, and the potential for savings.
6.29	Reablement - new people with physical disability requiring social care (including people being discharged from hospital) and people with a social care package who are being discharged from hospital	Intensive intervention for new people and existing people being discharged from hospital leads to no social care package being required or no increase in package - assumes 40% reduction on expected packages	-	-212	-	-212	-	-212	-	-212	-	-	E	2%	The same proposal as set out in 6.3 above, but focused on people with physical disabilities.
6.30	Efficiencies achieved through ICT developments in SWIFT	Reduction in duplicate data entry and increased use of standardised documents	-	-	-12.0	-250	-	-	-	-	-	-	N	0%	New developments on the SWIFT database for adult social care will require changes to the training available for staff and the input of the IS Trainers to support the staff as the new system is introduced. Benefits include less duplicate entry and more standardised documents, and the potential for mobile working for frontline assessment staff. Requires senior managers in CC and NHS partners to support the necessary changes.
6.31	Efficiencies achieved through delivering disability services across all ages within Cambridgeshire and/or merging delivery with Peterborough City Council	Initial discussions on the potential to deliver services in a different and more efficient way. Further work required to clarify potential and to identify service and financial benefits	-	-	-	-	-	-	-	-	-	-	-	0%	Potential benefits and other implications will be clearer as discussions progress.
6.32	Internal budgets (including unringfenced grants) to receive 0% uplift	Savings assumed across all budget headings	-	-563	-	-584	-	-606	-	-628	-	-	N	2%	Managers required to manage their budgets without uplift, driving out efficiencies in all aspects of their work. This is in addition to the other savings targets set out in this spreadsheet.
6.33	Restricting demography through prevention	Allocating less money for demography with the expectation that LD, PD and MH manage some new demand within allocated budget	-	-1,000	-	-	-	-	-	-1,000	-	-	N	1%	Adult client groups (18-64) are required to manage some of the demographic demand identified through the IPP by ensuring that resources are targeted on eligible needs and all possible management action is taken to achieve the best possible value for money.
6.34	Reducing block contracts for day care through review	Reduction in the number of formal contracts for day care for older people	-	-300	-	-300	-	-	-	-	-	-	N	1%	A review of day care for older people will continue during 2011/12 with the expectation that resources will be targeted on the styles of services that continue to be popular and less popular styles of service delivery will be reduced.
6.35	Transformation - assumes investment of 800K of NHS allocation for Adult Social Care will deliver 1,300K of savings through reduced demand on social care services (NB 500K already targeted at reablement in 5.1 above)	Coalition governments investment to promote integrated working between LA and NHS to deliver efficiencies/savings in social care	-	-1,300	-	-1,300	-	-1,300	-	-1,300	-	-	N	2%	Detailed plans need to be developed with NHS colleagues to ensure that investment in the whole social care and health system produces benefits for both the NHS and CCC, in terms of benefits for local people and management of resources (financial and staffing). This work is required in a challenging and changing context with each organisation under significant financial pressure and the disruption of the organisational changes driven by the Health White Paper. However, the challenging environment can also drive new ways of thinking and working that will support positive change.
6.36	Review of training offered	Reducing the amount of non mandatory training offered to CCC, NHS partners and the independent sector	-	-300	-	-	-	-	-	-	-	-	N	8%	A well trained workforce is critical for delivering good quality social care services. Training resources will focus on statutory and mandatory training, releases resources previously used on less critical courses.
6.37	Prevention to reduce demand on social care (and health) services	Promotion of health and wellbeing to reduce dependency, with investment/redirection of resources of 1M from within Adult Social Care.	-	-600	-	-1,000	-	-1,000	-	-1,000	-	-	N	1%	Challenges to the delivery of the prevention agenda mirror the challenges set out in 6.21 above, and it will be necessary to find ways to target prevention effectively at the people with the highest need and the lowest resilience if we are to achieve the greatest possible benefits. Locally we are seeing positive results from reablement, but we do not yet have local evidence of how lower level prevention can reduce demand on social care. Gathering information and developing an evidence base will be essential.
6.38	Development programme held back	Review of development programme for Yr1 and 2 and reinvestment in Yr3+4	-	-326	-	-406	-	728	-	305	-	-	N	0%	

Technical Appendix C (ii): Community and Adult Services Revenue Table	
Table 1:	Overview
Budget Period:	2011-12 to 2015-16

			Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.39	2015-16 savings to be identified		-	-	-	-	-	-	-	-	-	-12,324			
6.40	Community Engagement (Fenland) Post deletion		-2.0	-46	-	-	-	-	-	-	-	-	E	2%	The potential impact that we will need to mitigate is in relation to the delegation to District Community Safety Partnerships. Whilst savings are required, these will be minimised and it is hoped that we will be able to work in a more efficient and collaborative manner in the future. With regards to the proposal in relation to Localism, it is anticipated, savings will be found through restructuring, which should enable a more effective service delivery to meet this new priority.
6.41	Cohesion Grant monies (Fenland)		-	-	-	-35	-	-	-	-	-	-	E	2%	
6.42	Top slicing/post deletion/Internal restructure		-1.0	-188	-1.0	-115	-	-40	-	-75	-	-	N	8%	
6.43	To de determined		-	-	-	-	-	-	-	-	-	-183	N	9%	
6.99	Sub Total Disinvestments and Savings		-32.0	-24,684	-60.0	-19,143	-1.0	-11,733	-	-14,288	-	-13,170		10%	
7	TOTAL BUDGET		821.3	195,527	761.3	191,512	760.3	195,450	760.3	197,468	760.3	200,056			
8	FUNDING														
8.1	Central Funding			-167,925		-163,910		-167,848		-169,866		-172,453			
8.2	External Income			-27,602		-27,602		-27,602		-27,602		-27,602			
8.3	Schools Income			-		-		-		-		-			
9.99	Total Funding			-195,527		-191,512		-195,450		-197,468		-200,056			
	Headlines														
A	Inflation as % of adjusted base budget			1.8%		2.0%		2.0%		2.2%		2.2%			
B	Demand/ Demography as % of adjusted base budget			4.9%		5.6%		5.9%		5.9%		5.8%			
C	Investments / Pressures as % of adjusted base budget			0.1%		0.1%		0.3%		0.3%		0.0%			
D	Disinvestments / Savings as % of adjusted base budget			-12.0%		-9.8%		-6.1%		-7.3%		-6.7%			
E	Budget % change in year			-5.1%		-2.1%		2.1%		1.0%		1.3%			
F	WTE % change in year		-3.8%		-7.3%		-0.1%		0.0%		0.0%				

Technical Appendix C (ii): Community and Adult Services Revenue Table	
Table 2:	Executive Director
Budget Period:	2011-12 to 2015-16

			Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type	% of	Impact Assessment
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000	(N / E / EM)	Relevant Base	Investments / Pressures / Disinvestments / Savings
1	OPENING BUDGET		7.0	1,023	7.0	483	7.0	459	7.0	452	7.0	437			
1.3	Transfer ASC/ED		-	-500	-	-	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		7.0	523	7.0	483	7.0	459	7.0	452	7.0	437			
2	INFLATION														
2.1	Pay and non-pay	National and Local Pay Policy 0% increase year 1, 2% increase thereafter, Government NI increase 1% year 1, CPI expectation 2.5%.	-	2	-	2	-	2	-	2	-	2			
2.99	Sub Total Inflation		-	2	-	2	-	2	-	2	-	2			
3	DEMOGRAPHY AND DEMAND														
3.99	Sub Total Demography		-	-	-	-	-	-	-	-	-	-			
4	PRESSURES														
4.99	Sub Total Pressures		-	-	-	-	-	-	-	-	-	-			
5	INVESTMENTS														
5.99	Sub Total Investments		-	-	-	-	-	-	-	-	-	-			
6	DISINVESTMENTS AND SAVINGS														
6.1	Review of service		-	-42	-	-26	-	-9	-	-17	-	-41	N	6%	No impact on service delivery
6.99	Sub Total Disinvestments and Savings		-	-42	-	-26	-	-9	-	-17	-	-41		-6%	
7	TOTAL BUDGET		7.0	483	7.0	459	7.0	452	7.0	437	7.0	398			
8	FUNDING														
8.1	Central Funding			-483		-459		-452		-437		-398			
8.2	External Income			-		-		-		-		-			
8.3	Schools Income			-		-		-		-		-			
8.99	Total Funding			-483		-459		-452		-437		-398			
	Headlines														
A	Inflation as % of adjusted base budget			0.4%		0.4%		0.4%		0.4%		0.5%			
B	Demand/ Demography as % of adjusted base budget			0.0%		0.0%		0.0%		0.0%		0.0%			
C	Investments / Pressures as % of adjusted base budget			0.0%		0.0%		0.0%		0.0%		0.0%			
D	Disinvestments / Savings as % of adjusted base budget			-8.0%		-5.4%		-2.0%		-3.8%		-9.4%			
E	Budget % change in year			-7.7%		-5.0%		-1.5%		-3.3%		-8.9%			
F	WTE % change in year		0.0%		0.0%		0.0%		0.0%		0.0%				

Technical Appendix C (ii): Community and Adult Services Revenue Table	
Table 3:	Libraries, Learning and Culture
Budget Period:	2011-12 to 2015-16

Detailed Plans						Outline Plans					
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12 WTE	£000	2012/13 WTE	£000	2013/14 WTE	£000	2014/15 WTE	£000	2015/16 WTE	£000	Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
1	OPENING BUDGET		257.3	11,564	233.3	10,245	195.3	9,219	194.3	9,184	194.3	9,040			
1.1	Transfer of function	Student Finance Service	-4.0	-134	-	-	-	-	-	-	-	-			
1.4	Transfer ASC/Libraries	Investment in libraries. See 6.13 below	-	330	-	-	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		253.3	11,760	233.3	10,245	195.3	9,219	194.3	9,184	194.3	9,040			
2	INFLATION														
2.1	Pay and non-pay	National and Local Pay Policy 0% increase year 1, 2% increase thereafter, Government NI increase 1% year 1. CPI expectation 2.5%.	-	96	-	103	-	101	-	110	-	110			
2.99	Sub Total Inflation		-	96	-	103	-	101	-	110	-	110			
3	DEMOGRAPHY AND DEMAND														
3.99	Sub Total Demography		-	-	-	-	-	-	-	-	-	-			
4	PRESSURES														
4.1	Cambridgeshire History Centre (CHC - formerly Historic Resource and Cultural Centre)	Essential preparation work on the archives currently housed in the Shire Hall basement ahead of the CHC development which has Cabinet support (meeting 20/5/2008) and is being pursued via the Better Utilisation of Property Assets Programme	-	45	-	-	-	-	-	-	-	-			
4.2	Transfer from CYPs	Investment in libraries. See 6.12 below	-	100	-	-	-	-	-	-	-	-	N		
4.99	Sub Total Pressures		-	145	-	-	-	-	-	-	-	-			
5	INVESTMENTS														
5.99	Sub Total Investments		-	-	-	-	-	-	-	-	-	-			
6	DISINVESTMENTS AND SAVINGS														
6.2	Libraries, Archives and Information Service savings agreed in 2010-11 Integrated Plan - operational efficiencies, increased income and renegotiated enhanced pay rates.	Reductions agreed in 2010-11 Integrated Plan	-	-282	-	-80	-	-	-	-	-	-	E	5%	
6.3	Mobile library service reductions - full year effect of reductions agreed in 2010-11 Integrated Plan	Implementation of revised service delivery arrangements has been completed so these full year savings will be achieved.	-	-108	-	-	-	-	-	-	-	-	E	33%	No rural communities have lost their service but frequencies of visits have generally been reduced by 50% from fortnightly to monthly. A small number of additional stops have been introduced and a small number of large villages with higher levels of usage will continue to receive a weekly visit.
6.4	Service transformation: community hubs or community management	Alternative ways of delivering the service will be explored at the local level with partners and communities: - combining with other public services and / or other libraries by sharing the use of buildings as local community "hubs" - developing ways of involving local communities in managing and operating local libraries - including exploring links with the proposed Countywide trust for libraries, adult learning and culture services (see 6.8 below)	-	-	-9.0	-200	-	-119	-	-254	-	-	EM	15%	Seeks to achieve savings whilst preserving local access, by increasing the involvement of local people and their communities in the delivery of local services. The community hub arrangements must make the savings on this budget line from the Library Service, plus the savings required by the other partners involved.

Technical Appendix C (ii): Community and Adult Services Revenue Table	
Table 3:	Libraries, Learning and Culture
Budget Period:	2011-12 to 2015-16

Detailed Plans						Outline Plans					
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.5	Service transformation: alternative service delivery model	Involves introducing self-service operations and use of volunteers in community libraries	-4.0	-100	-5.0	-100	-	-	-	-	-	-	N	1%	Reduction in staffing levels but seeks to focus skilled expertise on providing support to those users who need it.
6.6	Change to funding arrangements for Library outreach services for older learners	Move EngAge Project for older learners to external funding.	-	-	-1.0	-33	-	-	-	-	-	-	N		Aims to retain this priority provision of IT and other courses for older people by seeking external funding.
6.7	Reduce funding for purchasing books, audio-visual stock and electronic resources	Temporary reduction in 2011-12. This is the major impact of the need to frontload savings in Year 1 (2011-12). The book fund reduction will provide a stopgap whilst the service transformation arrangements (see 6.4, 6.5, 6.8) are put into place.	-	-423	-	380	-	37	-	-	-	-	N		36% reduction in purchasing of books and other library and information resources. Protection will need to be given to children's stock, which achieves highest levels of usage, at the expense of stock for adults. This may result in loss of discount negotiated under the current supply contract which will reduce the purchasing power of the remaining bookfund.
6.8	Service transformation changes in Library Service management, professional and support arrangements through shared services and externalisation	The staffing and other cost savings will result from: - shared services arrangements with partner library services in the East of England for the delivery of library-specific support functions and specialist services - proposed externalisation of the delivery of library, adult learning and culture services within the County through the formation of a trust	-16.0	-294	-20.0	-1,006	-	-	-	-	-	-	EM	73%	The resources available for frontline service delivery will be maximised through reductions realised from shared services, externalisation of the Library Service and management / professional / support staff restructurings .
6.9	Archive Service reductions	Reduction in archives collection maintenance and development	-	-75	-2.0	-50	-	-	-	-	-	-	EM	7%	Involves slowing down the work on collection maintenance and development
6.10	Cromwell Museum governance change	Explore the transfer of the management and operation of this museum to the proposed Countywide trust for libraries, adult learning and culture services (see 6.8 above)	-	-	-	-	-1.0	-37	-	-	-	-	N		The aim of the change is to maintain service delivery levels whilst changing the governance and operating arrangements.
6.11	Cultural Services reductions	Reduces funding for development and partnership working	-	-19	-1.0	-18	-	-17	-	-	-	-	EM	3%	Reduces funding for intervention in this area but maintains officer development, support and fund raising/leverage expertise in the 3 areas of arts, museums and sports
6.12	Service Director's budget reductions		-	-25	-	-22	-	-	-	-	-	-	EM	20%	No specific impact on public.
6.13	Saving achievable as a result of transfer of funds from ASC + CYP	See 1.2 and 4.2 above. This transfer of funds to support the Library Service in making its savings has 2 drivers: - it envisages further development of the role and contribution of the Library Service in achieving positive outcomes from prevention work in relation to both the adult health and well-being agenda and also the early years and literacy development agendas - it acknowledges that no revenue allowance is made for demographic change and growth in relation to the Library Service budget.	-	-430	-	-	-	-	-	-	-	-	N	100%	
6.14	2015-16 savings to be identified		-	-	-	-	-	-	-	-	-	-622	N		
6.99	Sub Total Disinvestments and Savings		-20.0	-1,756	-38.0	-1,129	-1.0	-136	-	-254	-	-622		-17%	
7	TOTAL BUDGET		233.3	10,245	195.3	9,219	194.3	9,184	194.3	9,040	194.3	8,528			

Technical Appendix C (ii): Community and Adult Services Revenue Table	
Table 3:	Libraries, Learning and Culture
Budget Period:	2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
8	FUNDING														
8.1	Central Funding			-6,642		-5,616		-5,581		-5,437		-4,925			
8.2	External Income			-3,603		-3,603		-3,603		-3,603		-3,603			
8.3	Schools Income			-		-		-		-		-			
8.99	Total Funding			-10,245		-9,219		-9,184		-9,040		-8,528			

Headlines														
A	Inflation as % of adjusted base budget			0.8%	1.0%		1.1%		1.2%		1.2%			
B	Demand/ Demography as % of adjusted base budget			0.0%	0.0%		0.0%		0.0%		0.0%			
C	Investments / Pressures as % of adjusted base budget			1.2%	0.0%		0.0%		0.0%		0.0%			
D	Disinvestments / Savings as % of adjusted base budget			-14.9%	-11.0%		-1.5%		-2.8%		-6.9%			
E	Budget % change in year			-12.9%	-10.0%		-0.4%		-1.6%		-5.7%			
F	WTE % change in year		-7.9%		-16.3%		-0.5%		0.0%		0.0%			

Technical Appendix C (ii): Community and Adult Services Revenue Table	
Table 4:	Adult Social Care
Budget Period:	2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
1	OPENING BUDGET		565.0	191,083	556.0	182,603	535.0	180,017	535.0	184,017	535.0	186,249			
1.5	Transfer ASC/ED		-	500	-	-	-	-	-	-	-	-			
1.6	Transfer ASC/Libraries		-	-330	-	-	-	-	-	-	-	-			
1.2	Transfer from Health		-	263	-	-	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		565.0	191,516	556.0	182,603	535.0	180,017	535.0	184,017	535.0	186,249			
2	INFLATION														
2.1	Pay and non-pay	National and Local Pay Policy 0% increase year 1. 2% increase thereafter. Government NI increase 1% year 1. CPI expectation 2.5%.	-	3,583	-	3,854	-	3,772	-	4,098	-	4,119			
2.99	Sub Total Inflation		-	3,583	-	3,854	-	3,772	-	4,098	-	4,119			
3	DEMOGRAPHY AND DEMAND														
3.1	Learning Disability		-	4,519	-	4,550	-	4,610	-	4,695	-	4,771			Numbers of people requiring the service increase each year - average net increase of 85 people.
3.2	Physical Disability		-	1,349	-	2,062	-	2,093	-	2,133	-	2,172			New demand has increased over the last 2 years due to increase in general population, improved treatment leading to greater longevity & medical improvements in response to strokes & other acute events.
3.3	Older people		-	2,542	-	2,698	-	2,863	-	3,052	-	3,249			Population aged 65+ projected to rise from 92,000 in 2010 to 124,000 in 2016 (26%). Higher than national average.
3.4	Mental Health		-	1,571	-	1,496	-	1,602	-	1,572	-	1,203			Mental Health service has seen increases over & above the rise in general population aged 18-64 with a 25% (75 people) increase from 2008/09 to 2009/10. People using community services present with more complex needs as people are transferring from hospital more quickly once their treatment has finished.
3.5	Integrated Community Equipment Service		-	94	-	99	-	103	-	107	-	112			Increasing demand fits with increased demography and success at supporting people in their own homes.
3.99	Sub Total Demography		-	10,075	-	10,905	-	11,271	-	11,559	-	11,507			
4	PRESSURES														
4.1	Pressure from income inflation	Pressure assumed at 1.5% each year	-	481	-	493	-	505	-	517	-	-			No specific impact on public
4.99	Sub Total Pressures		-	481	-	493	-	505	-	517	-	-			
5	INVESTMENTS														
5.1	Reablement service from the Independent sector. Assumption being made that 500K investment for the 4 years from 2011/12 to 2012/14 will be covered by the NHS allocation for adult social care including reablement	Service designed to target people already in receipt of a social care package, provide intensive reablement and review with the expectation that the package will reduce.	-	-	-	-	-	-	-	-	-	-			
5.2	Adults Service modernisation	Short term funding to support transformation agenda	-	-100	-	-	-	-	-	-	-	-			
5.3	Transition costs to support changes in the contact centre	Funding agreed was for two years 2009/10 and 2010/11.	-	-300	-	-	-	-	-	-	-	-			
5.99	Sub Total Investments		-	-400	-	-	-	-	-	-	-	-			

Technical Appendix C (ii): Community and Adult Services Revenue Table

Table 4: Adult Social Care

Budget Period: 2011-12 to 2015-16

Detailed Plans						Outline Plans					
2011/12	2012/13	2013/14	2014/15	2015/16		2011/12	2012/13	2013/14	2014/15	2015/16	

N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			Investments / Pressures / Disinvestments / Savings
6	DISINVESTMENTS AND SAVINGS														
6.15	Pass on need for efficiency savings to independent sector providers by top-slicing inflation	Efficiencies achieved through contracting, giving 0% uplift in 2011/12, 2012/13, 2013/14 and 2014/15.	-	-3,688	-	-3,779	-	-2,321	-	-3,970	-	-	EM	3%	<p>Until this year, recruitment has been difficult in the care sector generally and has always been an issue in particular for Cambridge and South Cambridgeshire. To aid retention providers pay above the minimum wage, no increase could have an impact on their ability to inflate staff wages putting additional pressure on the system. The recent recession has increased the number of applicants, which has supported the expansion of capacity in the home care sector. Maintaining the supply of home care and residential and nursing home placements is essential to enable the care managers within CCC, Cambridgeshire Community Service (CCS) and Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) to support individuals who are eligible for social care to secure services to meet their needs. The supply of independent sector services is particularly critical for the whole health and social care system linked to acute hospital admissions and discharges. A lack of supply can lead to increased emergency admissions and can delay discharges from the acute hospitals and community hospitals.</p> <p>Equally, changes to the process of managing discharges from hospitals i.e. speeding up the process, can put more pressure on the independent sector services.</p> <p>Individuals and Communities</p> <p>The main risk to individuals and communities is that the expectation set for independent sector providers to produce efficiencies destabilizes some of the services leading to the services failing deciding to withdraw from business with the Council. It is important to recognize that although the Council is the main purchaser of home care services for older people, in the residential and nursing home sector 59% of the business is with self funders.</p>
6.16	Additional expectation placed on independent sector providers to make efficiencies	Assumes -3% in 2011/12; 0% in following years	-	-4,392	-	-66	-	-80	-	-80	-	-	N	3%	
6.17	Reablement - new older people requiring social care (including people being discharged from hospital) and older people with a social care package who are being discharged from hospital	Intensive intervention for new people and existing people being discharged from hospital leads to no social care package being required or no increase in package - assumes 40% reduction or expected packages	-	-2,600	-	-2,600	-	-2,600	-	-2,600	-	-	E	4%	<p>Since April 2009 the Reablement Project Group has been leading the development of a reablement service in Cambridgeshire. This has included undertaking a baseline assessment to understand the degree to which the principles of a reablement model have been adopted within the existing intermediate care services, and the development of an enhanced model of reablement. In September 2010 the new reablement service was started in Cambridge City and South Cambridgeshire. The service will roll out in East Cambridgeshire and Fenland and Huntingdonshire in November and January. Early results look promising and it is anticipated that the service will continue to reduce the demand for services in the future. The offer of re-ablement services should enable people to regain and maintain wellbeing and independence, and through this maintaining the quality of their life. The impact of injury on an older person can be devastating, leaving them with a lack of confidence and losing mobility and daily living skills that they need to remain in their own home.</p> <p>Re-ablement focuses on regaining their confidence and the skills that the older person has had throughout their life, to ensure that they can continue to live in their own home.</p> <p>To offer a comprehensive re-ablement service to older people it will be necessary to ensure that Cambridgeshire Community Service (CCS) routinely provide this service to the majority of older people being referred for services. The implementation of the new way of working has been built into the contract between NHSC and CCS, to which the Council is an associate commissioner.</p>
6.18	Reduced requirement for care and support following reablement service from independent sector provider for older people already in receipt of care packages, but not subject to hospital discharge	Service designed to target people already in receipt of a social care package, provide intensive reablement and review with the expectation that the package will reduce.	-	-1,937	-	-1,537	-	-1,000	-	-500	-	-	N	3%	<p>As well as using reablement with new older people approaching services, there has been some success in other parts of the country of introducing reablement services to older people in receipt of home care packages, who once reviewed have required less service. This is being explored with local home care providers, who are interested in diversifying. Savings assumptions in 2011/12 have been based on a part year effect for 20% of the current users receiving a reablement service and that input having a positive effect in reducing their dependency on home care services. The benefits of reablement are described above. The main impact would be on staff in the independent sector, who would have to change their way of working from "doing to" to enabling older people to do things for themselves and through this regain skills. This has the potential to being a much more fulfilling way of working.</p>
6.19	Additional Income from increases in charges	Increased income from collection of charges from new service users and potential increase following planned consultation	-	-890	-	-800	-	-700	-	-500	-	-	EM	3%	<p>In assessing client contributions for people who are using community based services, rather than residential or nursing service, there is currently a process to determine disability related expenditure that can either be applied as a standard figure of £26 per week, where applicable, or can be individually determined through an individual assessment. This process is to be reviewed in 2011, because it is understood that Cambridgeshire is more generous than some other local authorities. A public consultation will be required prior to implementing any change and this consultation would need to consider how any changes are introduced for existing and new clients. Some people may suffer genuine hardship as a result of these changes, but in exceptional circumstances, where there is real evidence of hardship it is possible for a waiver (partial or full) to be applied to the assessed contribution.</p>

Technical Appendix C (ii): Community and Adult Services Revenue Table

Table 4: Adult Social Care

Budget Period: 2011-12 to 2015-16

Detailed Plans				Outline Plans								N = New, E = Existing & EM = Existing Modified									
2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment									
WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000												
Investments / Pressures / Disinvestments / Savings																					
	-	-1,500	-	-1,500	-	-1,500	-	-1,500	-	-	E	2%	The Resource Allocation System (RAS) is the tool used to match assessed need to a financial allocation, within the new self-directed support system (SDS). To reduce the allocation of resources equitably it is possible to reduce the financial allocations that match the levels of need. This would mean that all people with similar needs would continue to receive the same financial allocation. Reducing the "offer" from the Council to people who are eligible for social care services is linked to the expectation that individuals and local communities will be more self reliant. There is a danger that the reduced allocation could leave vulnerable people exposed to increased risk, and this needs to be monitored carefully. It is not recommended that the RAs is reduced further despite the financial context because further reductions would almost certainly leave people at significant risk and the Council exposed to not meeting its statutory duties to provide for meeting the assessed needs of people who are eligible for adult social care.								
	-	-692	-	-692	-	-692	-	-692	-	-	E	1%									
	-	-265	-	-265	-	-265	-	-265	-	-	E	2%									
of e	-9.0	-300	-9.0	-300	-	-	-	-	-	-			Following the restructuring of Adult Support Services other levels of posts are being reviewed and although the detail has not been fully worked through yet, these pieces of work are expected to release some savings. There is a balance to be achieved in making savings through staffing budgets to ensure that the strategic and operational priorities of the organisation can be delivered and that reducing staffing capacity does not undermine other actions required to deliver the more substantial savings required in the budgets for care packages. Careful consideration is needed with partners to focus the savings in ways that do not undermine our ability to deliver services to the people of Cambridgeshire.								
	-	-20	-	-	-	-	-	-	-	-	E		Given the significant pressure on the Mental Health budget and the relatively low budget allocated the efficiencies for 2011/12 are focused on the retendering of the CAB mental health outreach service. This service has been included in a re-tender for advocacy services for adult MH which combining this funding with funding for another service, to deliver a saving of £20K.								
g	-	-1,238	-	-1,238	-	-	-	-	-	-	E	3%	Within the LDP the highest costs are associated with residential placements and spend on these services amounts to 46% of the total budget. However, the number of service users within residential placements equates to less than 22% of current service users. The average cost of residential placements is £50,000 per person per year. The average cost of supported living per person per year is £31,000. In part, this difference is due to the fact that people in supported living can access different state benefits to those accessed by people in residential and nursing homes, and this helps to reduce the contribution from social care, and provides more disposable income for the individual. A dedicated team has been created from within the existing staff resources focusing specifically on this work. In addition, residential home placements will continue to be the last consideration for all new clients, and if used, the negotiation over price (using the tools above) will be rigorous.								
	-	-529	-	-529	-	-	-	-	-	-	E	1%	The current service provision is largely "Building Based" and traditional in its approach with activities largely arranged around groups and for some people based in the "Day Centre" rather than bringing about social integration with the surrounding communities. A model for future services is being developed by the project board that will move the services to providing greater social integration, more employment opportunities, choice and independence for people with learning disabilities. The move away from the current reliance on building based services towards a community based approach, presents the challenge to ensure that the community facilities and support services are in place to enable people to make active choices and that there needs will be met. It needs to be recognised that the in-house day services cater for some people with very complex needs i.e. severe learning disabilities plus physical or sensory disabilities or the potential to demonstrate challenging behaviour (or a combination of all these needs). Plans to modernise day services will therefore have to ensure that the needs of these people are appropriately supported.								
	-	-	-	-340	-	-	-	-	-	-	N		Consideration is being given to the future arrangements for the in-house provision of respite services and registered residential services, and the potential for savings.								
	-	-	-	-140	-	-	-	-	-	-	N		Consideration is being given to the future arrangements for the in-house provision of respite services and registered residential services, and the potential for savings.								
ng	-	-212	-	-212	-	-212	-	-212	-	-	E	2%	The same proposal as set out in 6.3 above, but focused on people with physical disabilities.								
or	-	-	-12.0	-250	-	-	-	-	-	-	N		New developments on the SWIFT database for adult social care will require changes to the training available for staff and the input of the IS Trainers to support the staff as the new system is introduced. Benefits include less duplicate entry and more standardised documents, and the potential for mobile working for frontline assessment staff. Requires senior managers in CC and NHS partners to support the necessary changes.								

Technical Appendix C (ii): Community and Adult Services Revenue Table

Table 4: Adult Social Care

Budget Period: 2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
															Investments / Pressures / Disinvestments / Savings
6.31	Efficiencies achieved through delivering disability services across all ages within Cambridgeshire and/or merging delivery with Peterborough City Council	Initial discussions on the potential to deliver services in a different and more efficient way. Further work required to clarify potential and to identify service and financial benefits	-	-	-	-	-	-	-	-	-	-	-	-	Potential benefits and other implications will be clearer as discussions progress.
6.32	Internal budgets (including unringfenced grants) to receive 0% uplift	Savings assumed across all budget headings	-	-563	-	-584	-	-606	-	-628	-	-	N	2%	Managers required to manage their budgets without uplift, driving out efficiencies in all aspects of their work. This is in addition to the other savings targets set out in this spreadsheet.
6.33	Restricting demography through prevention	Allocating less money for demography with the expectation that LD, PD and MH manage some new demand within allocated budget	-	-1,000	-	-	-	-	-	-1,000	-	-	N	1%	Adult client groups (18-64) are required to manage some of the demographic demand identified through the IPP by ensuring that resources are targeted on eligible needs and all possible management action is taken to achieve the best possible value for money.
6.34	Reducing block contracts for day care through review	Reduction in the number of formal contracts for day care for older people	-	-300	-	-300	-	-	-	-	-	-	N	1%	A review of day care for older people will continue during 2011/12 with the expectation that resources will be targeted on the styles of services that continue to be popular and less popular styles of service delivery will be reduced.
6.35	Transformation - assumes investment of 800K of NHS allocation for Adult Social Care will deliver 1,300K of savings through reduced demand on social care services (NB 500K already targeted at reablement in 5.1 above)	Coalition governments investment to promote integrated working between LA and NHS to deliver efficiencies/savings in social care	-	-1,300	-	-1,300	-	-1,300	-	-1,300	-	-	N	2%	Detailed plans need to be developed with NHS colleagues to ensure that investment in the whole social care and health system produces benefits for both the NHS and CCC, in terms of benefits for local people and management of resources (financial and staffing). This work is required in a challenging and changing context with each organisation under significant financial pressure and the disruption of the organisational changes driven by the Health White Paper. However, the challenging environment can also drive new ways of thinking and working that will support positive change.
6.36	Review of training offered	Reducing the amount of non mandatory training offered to CCC, NHS partners and the independent sector	-	-300	-	-	-	-	-	-	-	-	N	8%	A well trained workforce is critical for delivering good quality social care services. Training resources will focus on statutory and mandatory training, releases resources previously used on less critical courses.
6.37	Prevention to reduce demand on social care (and health) services	Promotion of health and wellbeing to reduce dependency, with investment/redirection of resources of 1M from within Adult Social Care.	-	-600	-	-1,000	-	-1,000	-	-1,000	-	-	N	1%	Challenges to the delivery of the prevention agenda mirror the challenges set out in 6.21 above, and it will be necessary to find ways to target prevention effectively at the people with the highest need and the lowest resilience if we are to achieve the greatest possible benefits. Locally we are seeing positive results from reablement, but we do not yet have local evidence of how lower level prevention can reduce demand on social care. Gathering information and developing an evidence base will be essential.
6.38	Development programme held back	Review of development programme for Yr1 and 2 and reinvestment in Yr3+4	-	-326	-	-406	-	728	-	305	-	-	N	0%	
6.39	2015-16 savings to be identified		-	-	-	-	-	-	-	-	-12,324	-			
6.99	Sub Total Disinvestments and Savings		-9.0	-22,652	-21.0	-17,838	-	-11,548	-	-13,942	-	-12,324		-10%	
7	TOTAL BUDGET		556.0	182,603	535.0	180,017	535.0	184,017	535.0	186,249	535.0	189,551			
8	FUNDING														
8.1	Central Funding			-158,604		-156,018		-160,018		-162,250		-165,552			
8.2	External Income			-23,999		-23,999		-23,999		-23,999		-23,999			
8.3	Schools Income			-		-		-		-		-			
8.99	Total Funding			-182,603		-180,017		-184,017		-186,249		-189,551			
	Headlines														
A	Inflation as % of adjusted base budget			1.9%		2.1%		2.1%		2.2%		2.2%			
B	Demand/ Demography as % of adjusted base budget			5.3%		6.0%		6.3%		6.3%		6.2%			
C	Investments / Pressures as % of adjusted base budget			0.0%		0.3%		0.3%		0.3%		0.0%			
D	Disinvestments / Savings as % of adjusted base budget			-11.8%		-9.8%		-6.4%		-7.6%		-6.6%			
E	Budget % change in year			-4.7%		-1.4%		2.2%		1.2%		1.8%			
F	WTE % change in year		-1.6%		-3.8%		0.0%		0.0%		0.0%				

Technical Appendix C (ii): Community and Adult Services Revenue Table	
Table 5:	Community Engagement (Fenland)
Budget Period:	2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
1	OPENING BUDGET		28.1	2,337	25.1	2,196	24.1	1,817	24.1	1,797	24.1	1,742			
	Transfer of function		-	-	-	-	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		28.1	2,337	25.1	2,196	24.1	1,817	24.1	1,797	24.1	1,742			
2	INFLATION														
2.1	Pay and non-pay	National and Local Pay Policy 0% increase year 1, 2% increase thereafter, Government NI increase 1% year 1. CPI expectation 2.5%.	-	18	-	19	-	20	-	20	-	20			
2.99	Sub Total Inflation		-	18	-	19	-	20	-	20	-	20			
3	DEMOGRAPHY AND DEMAND														
3.99	Sub Total Demography		-	-	-	-	-	-	-	-	-	-			
4	PRESSURES														
4.1	Domestic Violence IDVAs	LPSA funding ends.	-	140	-	-	-	-	-	-	-	-	N		
4.5	Reduction in Community Safety funding		-	-65	-	-248	-	-	-	-	-	-			
4.99	Sub Total Pressures		-	75	-	-248	-	-	-	-	-	-			
5	INVESTMENTS														
5.99	Sub Total Investments		-	-	-	-	-	-	-	-	-	-			
6	DISINVESTMENTS AND SAVINGS														
6.40	Post deletion		-2.0	-46	-	-	-	-	-	-	-	-	E	1.90%	The potential impact that we will need to mitigate is in relation to the delegation to District Community Safety Partnerships. Whilst savings are required, these will be minimised and it is hoped that we will be able to work in a more efficient and collaborative manner in the future. With regards to the proposal in relation to Localism, it is anticipated, savings will be found through restructuring, which should enable a more effective service delivery to meet this new priority.
6.41	Cohesion Grant monies (Fenland)		-	-	-	-35	-	-	-	-	-	-	E	1.50%	
6.42	Top slicing/post deletion/Internal restructure		-1.0	-188	-1.0	-115	-	-40	-	-75	-	-	N	8.00%	
6.43	To be determined		-	-	-	-	-	-	-	-	-	-183	N	9.00%	
6.99	Sub Total Disinvestments and Savings		-3.0	-234	-1.0	-150	-	-40	-	-75	-	-183		-7%	
7	TOTAL BUDGET		25.1	2,196	24.1	1,817	24.1	1,797	24.1	1,742	24.1	1,579			
8	FUNDING														
8.1	Central Funding			-2,196		-1,817		-1,797		-1,742		-1,579			
8.2	External Income			-		-		-		-		-			
8.3	Schools Income			-		-		-		-		-			
8.99	Total Funding			-2,196		-1,817		-1,797		-1,742		-1,579			

Technical Appendix C (ii): Community and Adult Services Revenue Table	
Table 5:	Community Engagement (Fenland)
Budget Period:	2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
	Headlines														
A	Inflation as % of adjusted base budget			0.8%		0.9%		1.1%		1.1%		1.1%			
B	Demand/ Demography as % of adjusted base budget			0.0%		0.0%		0.0%		0.0%		0.0%			
C	Investments / Pressures as % of adjusted base budget			3.2%		-11.3%		0.0%		0.0%		0.0%			
D	Disinvestments / Savings as % of adjusted base budget			-10.0%		-6.8%		-2.2%		-4.2%		-10.5%			
E	Budget % change in year			-6.0%		-17.3%		-1.1%		-3.1%		-9.4%			
F	WTE % change in year		-10.7%		-4.0%		0.0%		0.0%		0.0%				

Technical Appendix C (iii): Community & Adult Services Capital Table
Budget Period: 2011-12 to 2015-16

SCHEMES	Total Cost £'000	Prev. Years £'000	2011- 2012 £'000	2012- 2013 £'000	2013- 2014 £'000	2014- 2015 £'000	2015- 2016 £'000	Later Years £'000
Committed schemes - started	3,110	641	2,469	-	-	-	-	-
2011-2012 Starts	2,613	-	1,264	1,293	56	-	-	-
2012-2013 Starts	462	-	-	240	72	50	100	-
TOTAL	6,185	641	3,733	1,533	128	50	100	-

Committed Schemes - started

Scheme	Total Cost £'000	Prev. Years £'000	2011- 2012 £'000	2012- 2013 £'000	2013- 2014 £'000	2014- 2015 £'000	2015- 2016 £'000	Later Years £'000
Libraries Learning & Culture								
Ramsey Library Re-Location	622	522	100	-	-	-	-	-
Total Libraries Learning & Culture	622	522	100	-	-	-	-	-
Adult Social Care								
Croylands/ Larkfield amalgamation	1,281	99	1,182	-	-	-	-	-
Adult Social Services	895	-	895	-	-	-	-	-
Day Services Modernisation	312	20	292	-	-	-	-	-
Total Adult Social Care	2,488	119	2,369	-	-	-	-	-
TOTAL - COMMITTED SCHEMES - STARTED	3,110	641	2,469	-	-	-	-	-

Technical Appendix C (iii): Community & Adult Services Capital Table
Budget Period: 2011-12 to 2015-16
2011-2012 Starts

Scheme	Total Cost £'000	Prev. Years £'000	2011-2012 £'000	2012-2013 £'000	2013-2014 £'000	2014-2015 £'000	2015-2016 £'000	Later Years £'000
Adult Social Care								
Minor Works (Adult Social Services)	192	-	72	64	56	-	-	-
Transformation Initiatives	2,421	-	1,192	1,229				
Total Adult Social Care	2,613	-	1,264	1,293	56	-	-	-
TOTAL -COMMITTED SCHEMES TO START 2011-2012	2,613	-	1,264	1,293	56	-	-	-

2012-2013 Starts

Scheme	Total Cost £'000	Prev. Years £'000	2011-2012 £'000	2012-2013 £'000	2013-2014 £'000	2014-2015 £'000	2015-2016 £'000	Later Years £'000
Libraries Learning & Culture								
Public PC replacement programme:libraries and learning centre	310	-	-	160	-	50	100	-
Library improvements (minor works)	152	-	-	80	72	-	-	-
Total Libraries Learning & Culture	462	-	-	240	72	50	100	-
TOTAL -COMMITTED SCHEMES TO START 2012-2013	462	-	-	240	72	50	100	-

Technical Appendix C (iii): Community & Adult Services Capital Table
Budget Period: 2011-12 to 2015-16

Community & Adult Services Capital Programme 2011-12 to 2015-16								
	Total Cost £'000	Prev. Years £'000	2011- 2012 £'000	2012- 2013 £'000	2013- 2014 £'000	2014- 2015 £'000	2015- 2016 £'000	Later Years £'000
Spending								
Programme Expenditure	6,185	641	3,733	1,533	128	50	100	-
Government Approved Funding								
Supported capital expenditure			-	-	-	-	-	-
Supported capital expenditure (Grant)			-	-	-	-	-	-
Specific Grants			2,146	1,229	-	-	-	-
TOTAL			2,146	1,229	-	-	-	-
Locally Generated Funding								
National Lottery			-	-	-	-	-	-
Capital Receipts			501	304	128	50	100	-
Ring-Fenced Capital Receipts			723	-	-	-	-	-
Prudential Borrowing			363	-	-	-	-	-
			1,587	304	128	50	100	-
TOTAL			3,733	1,533	128	50	100	-

Technical Appendix C (iv): Community and Adult Services

Adult Services Contributions, Charges and Schedule of Payment Rates

Contributions and Charges

Residential and Nursing Care

Residential and Nursing Care contributions are financially assessed in line with the Department of Health's Charging for Residential Accommodation Guide (CRAG) in support of The National Assistance (Assessment of Resources) Regulations 1992

Fairer Contributions Policy Self Directed Support

Fairer Contributions guidance, which is based on the principles of Fairer Charging, requires that each service user is given a financial assessment to determine how much they can afford to contribute towards the cost of their Personal budget, and are provided with advice on welfare benefits entitlements.

Service users who have capital above the limit set by the Department of Health (currently £23,250) but may be increased in April 2011) will pay a contribution that reflects the full cost of the service. This may also apply to service users who have significant levels of income.

Service users who do not wish to disclose their financial position will pay a contribution that reflects the full cost of the service.

Other service users will pay a contribution based on the assessment of their ability to contribute towards the cost of their care, with the overriding principle that these service users will have a Protected Amount (basic Income Support/Pension Guarantee level, plus 25%) before a contribution for care is made.

For service users who receive a disability benefit, the assessment process takes account of disability-related costs (subject to consultation in 2011). A standard figure will be used to assess disability related costs (£26 per week). However, service users are entitled to a full assessment of their disability-related costs. If requested, this is offered at the time of assessment.

Fairer Charging

During 2011-2012 there will be some existing service users who will continue to be charged through the Fairer Charging Policy. These will be service users who are not yet in receipt of a Personal Budget and received a financial re-assessment under the Fairer Contributions Policy.

It is anticipated that during 2011-2012, increasing numbers of service users will be in receipt of a Personal Budget.

Exemptions Waivers and Reductions

No financial contribution towards a Personal Budget will be made if the person is receiving support from the Independent

Technical Appendix C (iv): Community and Adult Services

Adult Services Contributions, Charges and Schedule of Payment Rates

Living Fund; in these cases, contributions will instead need to be paid to the ILF.

There are also no charges to:

- Service Users who receive aftercare under S117 of the Mental Health Act
- Service Users with Creutzfeldt-Jakob Disease (CJD)

Cambridgeshire County Council can consider waiving or reducing charges in exceptional circumstances, for example undue financial hardship or carer breakdown.

Personal Budget Contribution

Example (*Please note this is an example of a calculated contribution towards Self-Directed Support*):

- Client over 60 has total assessable income of £241.95 per week
- Allowable costs of £26.00 per week
- Personal allowance (protected amount) for assessment purposes of £171.69* per week

* = *Basic Income Support plus 25%*

Example calculation:

Total assessable income	£241.95
Less allowable costs	<u>£26.00</u>

Net disposable income	<u>£215.95</u>
Less personal allowance (protected amount)	<u>£171.69</u>
Maximum weekly chargeable income	<u>£44.26</u>

The actual contribution towards the Personal Budget will be the lower of either the service user's maximum weekly contribution or their gross personal budget.

Disabled Facilities Grants Top-Ups

Disabled Facilities Grants ('DFGs') are mandatory, means-tested grants administered by District Councils under The Housing Grants Construction & Regeneration Act 1996. Authorities with Social Services responsibilities have a duty, under legislation, to help people who cannot afford to pay the contributions required by their assessment towards the cost of housing adaptations.

The Local Authority makes a charge for providing financial help in these circumstances – charges are calculated in accordance with Fairer Contributions regulations

Each service user is given a financial assessment to determine how much they can afford to contribute towards their adaptation, and is provided with advice on welfare benefits entitlements.

Technical Appendix C (iv): Community and Adult Services
Adult Services Contributions, Charges and Schedule of Payment Rates

The financial assessment will disregard the first £6,000 of household capital in line with the Department for Work and Pensions benefit rules. Any capital in excess of £6,000 will be deemed to be available for the outstanding top-up funding.

For example:

Top-up amount requested	£10,000
Service user's capital	£ 8,000

£2,000 is therefore deemed to be available to contribute to the top-up amount. Therefore the outstanding top-up amount is reduced to £8,000.

Service users who do not wish to disclose their financial position will pay a contribution that reflects the full cost of the DFG Top-up amount.

Other service users will pay a contribution based on the assessment of their ability to contribute towards the DFG Top-up, with the overriding principle that these service users will have a Protected Amount (basic Income Support/Pension Guarantee level, plus 25%) before a contribution is made.

Technical Appendix C (iv): Community and Adult Services
Adult Services Contributions, Charges and Schedule of Payment Rates

Adult Support Service Charges 2011-12

The tables below relate only to those service users who are not yet in receipt of Self Directed Support and Personal Budgets.

The tables below relate only to those services above that are not for receipt of Self-Directed Support and Personal Budgets.																	
Service	Current Charge 2010-11 £	Proposed Charge 2011-12 £	Comments														
Residential and Nursing Care Including Interim Beds	Financially assessed under CRAG	Financially assessed under CRAG	<ul style="list-style-type: none">A financial assessment under CRAG is carried out to determine the contribution by the service user.Service users with capital above the capital limit (currently £23,250 but may be increased in April 2011) pay the full cost of care														
Rapid Response Service / Crisis Intervention	Free	Free	Six weeks maximum applies to all intermediate care services														
Home Care	£16.59 per hour (up to a maximum of £328.23 per week - £446.90 for 24-hour care)	£16.60 per hour (up to a maximum of £328.23 per week - £446.90 for 24-hour care)	<ul style="list-style-type: none">Home Care charges apply to 24-hour care, Day, Evening and Night sitting services (these services should be added to normal home care hours to calculate charges - they should not be charged separately).Home Care charges apply to both Independent Sector and in-house provisionHourly charges are adjusted proportionally for part hours (in units of ¼ hours)There is no charge for S117 or CJD														
Direct Payments	£14.68 per hour (up to a maximum of £328.23 per week - £446.90 for 24-hour care)	£14.68 per hour (up to a maximum of £328.23 per week - £446.90 for 24-hour care)															
Very Sheltered Housing	Charging bands from £16.59 to £335.22 per week	Charging bands from £16.60 to £335.22 per week	<ul style="list-style-type: none">A Fairer Charging Assessment will be carried out to determine an affordable charge up to the maximum charges shown:<table><tr><td>Zero to 59 minutes per week</td><td>£16.60 per wk</td></tr><tr><td>1 to 3.5 hours per week</td><td>£33.07 per wk</td></tr><tr><td>3.6 – 7 hours per week</td><td>£82.72 per wk</td></tr><tr><td>7.1 – 10 hours per week</td><td>£148.87 per wk</td></tr><tr><td>10.1 – 15 hours per week</td><td>£215.01 per wk</td></tr><tr><td>15.1 – 22 hours per week</td><td>£297.63 per wk</td></tr><tr><td>More than 22.1 hours per week</td><td>£335.22 per wk</td></tr></table>	Zero to 59 minutes per week	£16.60 per wk	1 to 3.5 hours per week	£33.07 per wk	3.6 – 7 hours per week	£82.72 per wk	7.1 – 10 hours per week	£148.87 per wk	10.1 – 15 hours per week	£215.01 per wk	15.1 – 22 hours per week	£297.63 per wk	More than 22.1 hours per week	£335.22 per wk
Zero to 59 minutes per week	£16.60 per wk																
1 to 3.5 hours per week	£33.07 per wk																
3.6 – 7 hours per week	£82.72 per wk																
7.1 – 10 hours per week	£148.87 per wk																
10.1 – 15 hours per week	£215.01 per wk																
15.1 – 22 hours per week	£297.63 per wk																
More than 22.1 hours per week	£335.22 per wk																

A peace of mind charge of £16.60 per week will be levied for people resident in extra care schemes who are not in receipt of a service.

Technical Appendix C (iv): Community and Adult Services
Adult Services Contributions, Charges and Schedule of Payment Rates

Adult Support Service Charges 2011-12 (Continued)

The tables below relate only to those service users who are not yet in receipt of Self Directed Support and Personal Budgets

Service	Current Charge 2010-11 £	Proposed Charge 2011-12 £	Comments
Somers Court, Very Sheltered Housing Scheme: Food – single tenancy Food – joint tenancy	£40.90 per week £60.30 per week	£40.90 per week £60.30 per week	
Disability Supported Living Schemes	Up to a max of £335.22 per week	Up to a max of £335.22 per week	<ul style="list-style-type: none"> A Fairer Charging Assessment will be carried out to determine a contributions up to the maximum of £335.22 as all service users receive over 22 hours of care per week.
Group Homes Rent	£42.20 per week	£42.20 per week	This is outside of Self Directed Support.
Respite Care – Service users with more than £23,250 capital* or who do not wish to provide financial information: Short Term temporary Residential Care or in home of Carer Provided in service user's own home	£372.93 per week £335.85 per week	£372.93 per week £335.85 per week	<ul style="list-style-type: none"> Daily rates to be calculated on pro-rata basis; periods of less than one day should still be charged at the daily rate. Includes the Adults Placement Scheme <p>* Note that this is the current capital limit, so this may increase in April 2011 when the Department of Health announce the 2011-12 limit</p>
Respite Care all provision – Service users with capital of less than £23,250*: In receipt of AA or mid / high rate DLA Care Component Not in receipt of AA or in receipt of lower rate DLA Care Component	£102.10 per week £64.30 per week	£102.10 per week £64.30 per week	<ul style="list-style-type: none"> Daily rates to be calculated on pro-rata basis; periods of less than one day should still be charged at the daily rate <p>* Note that this is the current capital limit, so this may increase in April 2011 when the Department of Health announce the 2011-12 limit</p>

Technical Appendix C (iv): Community and Adult Services
Adult Services Contributions, Charges and Schedule of Payment Rates

Adult Support Service Charges 2011-12 (Continued)

The tables below relate only to those service users who are not yet in receipt of Self Directed Support and Personal Budgets

Service	Current Charge 2010-11 £	Proposed Charge 2011-12 £	Comments
Day Centres for Older People	£2.20 per attendance	£2.20 per attendance	
Meals at Day Centres for Staff, Visitors and Service Users:			
Lunch	£3.60	£3.60	
Breakfast/Afternoon Tea	£1.55	£1.55	
Cup of Tea	£0.30	£0.30	
Community Meals	£3.60	£3.60	
Day Care Transport (Excluding Older People)	£1.25 per journey £2.25 return	£1.25 per journey £2.25 return	<ul style="list-style-type: none"> Charge does not apply to service users: <ul style="list-style-type: none"> a) Whose journey is to/from residential or respite care b) Whose attendance is aftercare under S117 of Mental Health Act
Use of Departmental vehicles:			
Per mile	£0.81	£0.81	
Per kilometre	£0.51	£0.51	
Drivers Per hour	£8.54	£8.54	Not affected by Self Directed Support.
Lettings Charge (per hr):			
Scale A	£20.30	£20.30	
Scale B	£10.29	£10.29	
Scale C	£0.00	£0.00	

Technical Appendix C (iv): Community and Adult Services

Adult Services Contributions, Charges and Schedule of Payment Rates

Schedule of Payment Rates

The proposed rates for 2011-12 are shown in the two tables below.

- Pricing Policy for Independent Sector Spot Purchased Residential and Nursing Care Placements in Cambridgeshire

The pricing policy is the maximum that the Council will normally pay for Residential / Nursing placements spot purchased from the independent sector in Cambridgeshire.

The Council values its partnership with the independent sector. In reviewing the pricing policy the following factors have been taken into consideration:

- The need to fund at an appropriate level to ensure an adequate supply of high quality provision
- The difficulty accessing placements in some parts of the county and the fragility of some sectors of the market
- The need to achieve efficiencies across all social care provision, both in-house and purchased from the independent sector

Older People

Currently, for this client group (older people 65+) there are different rate bands based on the geographical location of the provider.

Other Client Groups

It is proposed to retain the existing countywide rates for other client groups (i.e. mental health, learning disability, physical disability under pension age).

Technical Appendix C (iv): Community and Adult Services
Adult Services Contributions, Charges and Schedule of Payment Rates

Adult Support Services Schedule for Payment Rates for 2011-12

Service	Current Payment 2010-11 £	Proposed Payment 2011-12 £	Comments
Direct Payments to Service Users Standard Hourly Rates	14.68	14.68	
Voluntary Drivers Per mile	0.40	0.40	
Adult Services Link Payment to Carer * Per week * Per night and up to 24 hrs in total * Per daytime hour (a maximum of 8 hours will be paid) Travel expenses per mile	324.45 46.44 5.80 0.40	324.45 46.44 5.80 0.40	

Independent Sector Spot Residential / Nursing Care Placements in Cambridgeshire 2011-12

	County Wide £	Homes in Fenland & East Cambs £	Homes in Huntingdonshire £	Homes in Cambridge City & South Cambs £
Residential Homes				
Older People *		343 (354)	354 (365)	364 (375)
EMI Unit		419 (432)	421 (434)	449 (463)
Mental Health & Drug / Alcohol	306 (315)			
Learning Disability	347 (358)			
Physical Disability - Under pension age	391 (403)			
Nursing Homes				
Older People *		482 (497)	482 (497)	535 (552)
EMI Unit		492 (507)	492 (507)	544 (561)
Mental Health & Drug / Alcohol	447 (461)			
Learning Disability	454 (468)			
Physical Disability - Under pension age	501 (517)			

(2010-11 rates shown in brackets)

* Includes Physical Disability Service Users over Pension age

Technical Appendix D (i)

Environment Services – Service Overview

1. BRIEF DESCRIPTION OF PLANNED SERVICE

1.1 Services to be provided

Environment Services provides a range of services that are crucial to maintaining and improving quality of life for the people of Cambridgeshire, including residents, businesses and communities. Environment Services makes a significant contribution to our corporate aim of ensuring Cambridgeshire is a great place to call home.

Many of the services provided are used by people across Cambridgeshire every day. For example, the highways network is used by residents, businesses and visitors. However, with diminishing funds, resources will increasingly be targeted at areas of greatest need and where they can have the greatest effect. For example, road safety will focus on accident clusters rather than general campaigns. Trading Standards will place greater emphasis on interventions aligned to local priorities, whether that is help for vulnerable people or underage sales of alcohol; and services for businesses will become increasingly self-help and web-based.

Services provided by Environment Services include:

- Road maintenance, including winter maintenance and safety
- Local transport

- Planning for new development and natural resources
- Trading Standards
- Waste management (including a Private Finance Initiative (PFI) with a local company to provide treatment solutions for the County's waste).

Education and Adult Social Care transport are also coordinated through Environment Services.

1.2 Key outcomes and priorities of the service

Environment Services contributes to all of the County Council's strategic objectives, either directly or indirectly.

The priorities focus on:

- **Maintaining a safe highway network** – Main and secondary roads are prioritised for maintenance. Funds restrict maintenance on minor roads to essential repairs. Funding for safety improvements will be targeted at accident clusters.
- **Promoting jobs and supporting infrastructure** – The Council has a statutory duty to undertake an economic assessment. Less funding is now available for infrastructure to support growth, but there are still significant needs. We will support the Local Enterprise Partnership (LEP) in driving job growth and skills development.

Technical Appendix D (i)

Environment Services – Service Overview

- **Managing congestion** – Congestion is a major issue in and around Cambridge, on major routes, and in some market towns. The Cambridge Transport Strategy and market town strategies aim to manage congestion and its environmental impacts.
- **Helping ensure quality of life** – Quality of life is vital to economic prosperity and the health and vitality of existing and new communities.
- **Protecting vulnerable people** – Environment Services has a key role in supporting vulnerable people. Examples include tackling problems such as rogue traders and helping to support community transport. A recent innovation is working with some District Councils to salt footways and cycleways in heavily used areas.

1.3 Key statutory duties of the service

Environment Services works under a diverse legislative framework to deliver on its statutory duties. The main items of legislation are:

- **Environment Act 1995** – Statutory framework for air quality management.
- **Highways Act 1980** – Sets out our responsibility for the maintenance and improvement of public highways (except major highways, known as Trunk Roads) and our duty to assert and protect the rights

of the public to the use and enjoyment of the public rights of way network.

- **Local Democracy, Economic Development & Construction Act 2009** – Ensures we play a greater role in economic development and work closely with local people and regional partners to deliver growth.
- **Local Transport Act 2008** – Provides new and enhanced opportunities for us to deliver a high-quality, integrated public transport system to meet local needs; includes the requirement to have a Local Transport Plan.
- **New Roads and Streetworks Act 1991** – Amends the law relating to roads to enable new roads to be provided by new means, and to make new provision with respect to street works. Includes duty to keep a street works register and to give advance notice of certain works.
- **Planning and Compensation Act 1991** – Sets out our powers and duties relating to regulating the development or use of land. This includes, where there is a breach of planning control in respect of any land, serving a notice to that effect, and powers to acquire land that will be affected by public works or make payments of compensation and interest.
- **Planning (Hazardous Substances) Act 1990** – Duties we have in relation to hazardous substance on, over or under land.

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Environment Services – Service Overview

- **Road Traffic Act 1991** – Covers our duties to ensure that vehicles are not overloaded or illegally using roads with weight restrictions and to investigate the sale and supply of un-roadworthy vehicles.
 - **Town and Country Planning Act 1990** – Relates to the regulation of the development of land.
 - **Traffic Management Act 2004** – Duties we have to facilitate the efficient movement of traffic around the road network and how we manage issues around congestion and disruption.
 - **Transport Act 2000** – Relates to Local Transport Plans and bus strategies. We must give due regard to the transport needs of older people and people with mobility difficulties when developing plans and policies.
 - **Transport and Works Act 1992** – Covers works relating railways, tramways and guided transport.
 - **Wildlife and Countryside Act 1981** – Cover duties such as our keeping our definitive map and statement under continuous review, agreements with land owners/farmers, as well as our role in the conservation and enhancement of the flora, fauna or geological or physiographical features of special scientific interest.
 - **Climate Change Act 2008** – A legally binding long-term framework to cut carbon emissions. It also creates a framework for building the UK's ability to adapt to climate change.
 - **Floods and Water Act 2010** – Enables us to lead the co-ordination of flood risk management and sets a duty to investigate flooding incidents and maintain a register of structures or features which may have a significant effect on flood risk in our area.
 - **Trading Standards legislative framework** – A framework within which we are responsible for the enforcement of over 80 Acts of Parliament and more than 1000 orders and regulations made under those acts. Covering Agriculture, Animal Health and Welfare, Fair Trading, Food Safety and Labelling, Safety and Licensing, Trade Descriptions and Weights and Measures.
 - **Natural Environment & Rural Communities Act 2010** - Requires us to have regard to biodiversity conservation when carrying out our functions. This is commonly referred to as the 'biodiversity duty'.
 - **The Conservation of Habitats and Species Regulations 2010** (Habitats Regulations) – Covers our legal duty to have regard for European Protected Species when assessing planning applications. A number of European protected species are commonly affected by proposed developments in Cambridgeshire.
- 1.4 Council's role in service delivery**
- All Environment Services' services will be developed by listening to our communities, identifying the best option

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Environment Services – Service Overview

for delivery within funds available, and making sure services are delivered effectively, within budget and on time as much as possible. Due to reducing funds, some services will need to be scaled back and some withdrawn. Greater emphasis will be placed on helping communities to step up and provide some services themselves where this is achievable.

There will be an increased element of working with partners and communities to ensure services meet local needs. Existing commissioning arrangements, for example the Highways Services Contract (see 6.18 in ES Overview Revenue Budget Table 1, Technical Appendix D(ii)), will continue to be scrutinised to ensure they deliver maximum value for money.

Environment Services will continue to work with partners within and external to Cambridgeshire to develop opportunities for sharing services when this provides better value for money.

1.5 Economic value of services

Cambridgeshire is one of the key economic drivers for growth in the UK and the Cambridge brand is of international significance. Environment Services has a specific role in economic development activity and skills development. In addition to these activities, the efficient movement of people and freight around the county is vital to ensuring optimum economic value is

achieved. This includes both ensuring the running and maintenance of the highways network and coordinating local transport.

The forthcoming opening of the Cambridgeshire Guided Busway will change the nature of transport provision on the Huntingdon – Cambridge – Trumpington corridor, help to ease congestion on the A14, and improve competitiveness of the local economy. However, the A14 trunk road remains a major barrier to growth and we will continue to work with Government to explore options for resolving the issue.

Other services provided by Environment Services promote economic value, including managing waste disposal, and planning for development and natural resources. The Greater Cambridge / Greater Peterborough Local Enterprise Partnership, currently being established, will be a key partner in delivering infrastructure, economic growth and housing across the wider economic area.

1.6 Social value of services

The services provided by Environment Services have a direct impact on communities in Cambridgeshire. Planning new developments is essential to provide social infrastructure to support economic growth and to

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Environment Services – Service Overview

help ensure new communities are cohesive and have a sense of place.

Local transport and infrastructure are important to ensure accessibility, especially for those people in rural communities, although these services are increasingly likely to be provided through community initiatives in the future, rather than traditional subsidised bus services. Environment Services manage the national concessionary bus fares scheme in Cambridgeshire and vulnerable people are protected by Trading Standards through their work with the Police, for example the rogue traders scheme.

2. CHALLENGES AND OPPORTUNITIES

2.1 Funding challenges

Environment Services, like all services, faces an exceptionally demanding financial challenge over the next five years. Savings of £18.1 million are required over the period after taking account of predicted inflation and demographic trends. Savings of £6.7 million are required in 2011/12.

Capital funding is also being reduced substantially, which will delay the delivery of key infrastructure such as waste facilities. There will be reductions in Local Transport Plan capital funding over the next few years, meaning that fewer transport schemes will be

implemented and funds will need to be targeted at lower cost schemes delivering the best returns. In addition, reductions in revenue funded maintenance will place capital funded maintenance under further pressure.

2.2 Changing needs and demands

The emphasis on localism and working with communities to develop services that meet their needs will result in changes to the services delivered and the way they are delivered. Other changes will be due to legislation, such as the new Flood and Water Act, which will result in additional statutory responsibilities for Environment Services.

2.3 Being a genuinely local council

Environment Services, along with all services within the Council, will undergo a transformation towards a more local approach to providing and facilitating services. However, the vast majority of the Environment Services budget will continue to deliver services such as road maintenance and waste management that are used by everyone and are not targeted at individual need.

2.4 Making sure the right services are provided, in the right way

Increasingly these services will be delivered through a commissioning approach. Many of Environment

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Environment Services – Service Overview

Services' services are already commissioned, for example Highways Services Contract and the Waste Private Finance Initiative. Therefore, the future operational model is likely to see a greater focus on both commissioning and on strengthening the understanding of local needs within the commissioning process and making sure our back-office operation is as efficient as possible.

2.5 Investing in prevention

Key areas in Environment Services where we will continue to invest in prevention include Trading Standards and Road Safety. Service re-design within Trading Standards will provide a greater focus on supporting individuals, communities and businesses on being able to protect themselves and make informed commercial decisions. The ERWIN business advice site already enables businesses to produce bespoke guidance packages tailored to their needs without the need for an interaction with an officer. This is now being rolled out in partnership to other disciplines such as Environmental Health and Fire Safety. This advice is supported by specialist officers when required.

Much greater use of intelligence will enable us to identify those areas of trading malpractice that are causing the greatest harm. By focusing our resources in these areas and by using the widest variety of tools available - education as well as enforcement - it is

hoped that we will be able to address the root cause of many of these issues and prevent further harm. Consultation with consumers shows that they view our web pages as their primary source of information and we have a programme of work in place to revise these pages.

Although overall funding is being reduced, funds are being targeted at road accident clusters and affected groups.

2.6 Working together

There will also be more collaborative working, including working with the Local Enterprise Partnership, with Cambridgeshire District Councils and with other authorities. Work will continue towards an Advanced Waste Partnership for Cambridgeshire and Peterborough, and more efficient joint working arrangements on major developments.

3. RESPONDING TO THE CHALLENGES AND OPPORTUNITIES

3.1 Savings and transformation *(cross-references to particular lines in the Environment Services Overview Revenue Budget Table 1, Technical Appendix D(ii) are provided in parentheses for reference)*

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Environment Services – Service Overview

The scale of the financial challenge means that savings from services will inevitably mean reductions in the level of service that can be delivered. Transforming services will reduce some of the impact. We have also taken steps to minimise service reductions. For example, although revenue funding for highway maintenance is being reduced (see 6.39), the plan includes a significant injection of additional capital investment of £3,850k over its first two years.

All areas of Environment Services are affected by the savings. The key areas are highlighted below:

- Phasing out of subsidised bus services (see 6.57), with some additional investment in community transport (Note: Most public transport services are provided by bus operators without subsidy). We will work with communities and operators to find alternative ways of delivering services where possible
- Various other highways savings, relating to reduced maintenance of infrastructure that does not reduce road safety.
- Reshaping our services and driving through efficiencies
- Scaling back road safety education and targeting specific accident clusters (see 6.56)

3.2 What will this look and feel like?

The changes will have significant impact on individual communities, partner organizations, and staff. As Environment Services provides a large range of services, these impacts will vary considerably from service to service.

Reduced budgets mean that we will not be able to deliver as much as we have done in recent years. Every penny has to be spent carefully and therefore funding will increasingly be directed to the highest priorities identified by Cambridgeshire communities.

In the future, partnerships will be even more important and there will be more focus on local solutions to local problems. Some services will be withdrawn or substantially reduced. However, where we prioritise services, staff will work closer with local communities.

Senior management priorities will be to ensure we understand community priorities and work with local people to meet those needs wherever we can within the tight funding constraints. Increasingly, we will facilitate solutions or contribute to making them happen, rather than providing them directly. We will welcome engagement with communities and partners to work collaboratively.

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Where we do provide services directly, we will need to target our limited resources where we can make the most positive impact. This will always be done in consultation with communities and partners. Our partnerships in the future will be more efficient, with us sometimes letting go of control and enabling others to undertake work for us. This will be the case with the Local Enterprise Partnership. Success will depend on securing agreement with our partners.

Our commitment to minimising the use of energy and its impacts will remain a key priority for Environment Services, but, as the whole organisation will take responsibility for this issue, we will no longer provide a service to support the Council.

For services, such as Trading Standards, businesses will have better access to self-service information online, but less face to face support, which will be targeted at vulnerable people who cannot access or use information electronically. We will increase the charges for some services, but not where they affect vulnerable people.

Although tendered bus services will be phased out, we will seek to explore alternatives wherever possible. This may be through commercial operators or it may be through community schemes or joint arrangements with partners. We have already opened a dialogue with stakeholders and communities to explore how we can

work together to tackle the problems of access for those without a car.

We will build on our partnerships with District Councils to make sure our planning of new communities and major developments are dealt with as efficiently as possible and that local people are fully engaged in decisions.

We have undertaken more detailed Community Impact Assessments on specific service proposals, to understand the impact on individuals, communities and employees. These are available by clicking on the “Environment Services” section at www.cambridgeshire.gov.uk/council/finance/spending/ip2011/impactassessments/

4. MEASURES OF PROGRESS AND SUCCESS

4.1 Key milestones

- Transformation programmes are being developed to ensure the impact of the savings is minimised.
- A review of public transport and potential for community based alternatives is already being carried out.
- Over the next year, Environment Services will be re-shaped to respond to the new priorities and reduced funding in the medium term.

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Environment Services – Service Overview

- Partnerships will be developed, including and Advanced Waste Partnership with the District Councils.
- It is hoped that the LEP will be established during 2011/12.

4.2 Successful delivery

The list below shows the provisional key performance indicators for Environment Services for 2011/12. The list is not final and could change as government clarifies its requirements, and priorities and service plans are refined. This list will be revised in June 2011.

Environment and Carbon Reduction

- Flood and coastal erosion risk management
- Improved local biodiversity - % of local sites in active management
- ES Business Mileage (12-month rolling total)
- Reduction in energy and CO2 emissions from streetlights and traffic signals
- Carbon emissions in Cambridgeshire from road transport

Road and Footway Maintenance

- Footways in need of repair
- Principal roads where maintenance should be considered

- Non-principal roads where maintenance should be considered

Passenger Transport

- Local bus passenger journeys originating in the authority area
- Bus services running on time - non frequent
- Bus services running on time - average waiting time for frequent services

Planning Applications

- Minerals and Waste planning applications processed within 13 weeks

Road Safety

- People killed or seriously injured in road traffic accidents
- Children killed or seriously injured in road traffic accidents
- Pedestrians and cyclists killed or seriously injured in road traffic accidents

Street Lighting

- Streetlights working (definition under review)

Trading Standards

- Percentage of retail 'Problem premises' selling alcohol to young people

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- Percentage of Problem retail premises selling cigarettes to under 18s (amended to relate to problem premises only)
- Visits to high-risk premises
- Number of "Problem" Rogue Traders brought back into compliance.

Traffic and Travel

- Motor vehicles entering and leaving Cambridge
- Annualised cycling index - increase from baseline
- Congestion - average journey time per mile during the morning peak on congested local routes
- Children travelling to school by car

Waste Management

- Kg of household waste collected per head (to measure waste reduction)
- Household waste recycled and composted

Contextual indicators

It is proposed that the following indicators will be monitored but no specific targets will be set. For the most part the outcomes are beyond our direct control. The two Road Safety and Network Maintenance indicators shown provide context for the key road safety and network maintenance indicators.

Economic Development

- Overall employment rate

- Working age population qualified to at least Level 2
- Working age population qualified to at least Level 3
- Working age population qualified to at least Level 4
- Median earnings of employees in the area
- New business registration rate - % of regional average

Carbon Reduction

- Per capita CO2 emissions in the LA area - % reduction

Complaints and Compliments

- Number of complaints
- Number of compliments

Housing

- Net additional homes provided
- Number of affordable homes delivered (gross)

Road maintenance

- Condition of unclassified roads - % where structural maintenance should be considered

Road Safety

- Road accident casualties slight injuries

Winter maintenance

- Number of precautionary salting runs completed
- Number of secondary salting runs completed

Technical Appendix D (ii): Environment Services Revenue Table	
Table 1:	Overview
Budget Period:	2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
1	OPENING BUDGET		466.0	45,085	405.0	42,218	391.0	42,105	379.0	40,829	370.0	39,778			
1.1	Transfer of function	Highways maintenance capitalisation for CCN	-	-114	-	1,103	-	-	-	-	-	-			
1.2	Transfer of function	Concessionary Fares	-	4,700	-	-	-	-	-	-	-	-			
1.3	Transfer of function	Transfer of HWRC to Waste PFI	-	-630	-	-	-	-	-	-	-	-			
1.4	Transfer of function	Local Lead Flood Authority	-	163	-	184	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		466.0	49,204	405.0	43,505	391.0	42,105	379.0	40,829	370.0	39,778			
2	INFLATION														
2.1	All inflation	National and Local Pay Policy 0% increase year 1, 2% increase thereafter, Government NI increase 1% year 1	-	672	-	943	-	926	-	1,059	-	1,005			
2.99	Sub Total Inflation		-	672	-	943	-	926	-	1,059	-	1,005			
3	DEMOGRAPHY AND DEMAND														
3.1	Highways Maintenance		-	120	-	120	-	120	-	120	-	120			
3.2	Street Lighting		-	105	-	18	-	18	-	18	-	18			
3.99	Sub Total Demography		-	225	-	138	-	138	-	138	-	138			
4	PRESSURES														
4.1	Loss of funding for transport officer post linked to the growth agenda		-	35	-	-	-	-	-	-	-	-			
4.2	Revenue funding for Head of CGB delivery		-	75	-	-	-	-	-	-	-	-			
4.99	Sub Total Pressures		-	110	-	-	-	-	-	-	-	-			
5	INVESTMENTS														
5.1	Economic Implementation Plan (following assessment) & LEP support	Local Democracy Economic Development & Construction Act 2009	-	100	-	-	-	-	-	-100	-	-			Funded from ES cash for 2010/11 to 2013/14 incl
5.2	Establish SUDS approval body	Floods & Water Act 2010	-	-	3.0	100	-	-	-	-	-	-			Estimate - balances income below
5.3	Grunty Fen lease	Contractual obligation	-	-	-	96	-	69	-	-	-	-			Grunty Fen lease moves to agricultural rates
5.4	Recycling Centre Business Rates & Licences	Tax liability/ Operating licences	-	30	-	-	-	-	-	5	-	95			Phasing of operating licences to reflect latest Recycling Centre Capital programme
5.5	Outsource closed landfill monitoring	On-going financial & environmental liability	-	8	-	-	-	-	-	-	-	-			Profiling of anticipated lease costs
5.6	Lease indexation	Contractual obligation	-	35	-	-36	-	-26	-	-	-	-			This budget will help to support Community Transport as subsidised bus services are reduced. Govt have identified what they will be allocating to first tier authorities to cover the costs of concessionary fares and there is a likelihood that the amount allocated will not be sufficient to reflect the demand on the service. Whilst concessionary fares on Community transport schemes is an optional extra the reductions in subsidised bus services over the life of the plan will put pressure in this area and providing concessionary fares on Community Transport Schemes is a potential area of support.
5.7	Support concessionary fares for community transport	The working assumption is that the reduction in subsidised bus services will mean that Community transport schemes need more support to enable them to respond to the challenge.	-	120	-	-	-	-	-	-	-	-			This budget will be added to the existing 100k used to pump prime new community transport services and support the localism agenda. In addition last years IP included a reduction of £30K to community transport but this reduction has now been eliminated so that the money can be used to support the localism agenda.
5.8	Introduce additional support budget for Community Transport	The working assumption is that the reduction in subsidised bus services will mean that Community transport schemes need more support to enable them to respond to the challenge.	-	-	-	100	-	-	-	-	-	-			
5.9	A14 Inquiry		-	-100	-	-	-	-	-	-	-	-			
5.10	Street Lighting PFI		-	-1,446	-	600	-	402	-	402	-	392			Based on not using the sinking fund
5.99	Sub Total Investments		-	-1,253	3.0	860	-	445	-	307	-	487			

Technical Appendix D (ii): Environment Services Revenue Table
Table 1: Overview

Budget Period: 2011-12 to 2015-16

			Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6	DISINVESTMENTS AND SAVINGS														
6.1	Reductions in staff, centralised budgets and traffic census		-2.0	-114	-2.0	-84	-2.0	-74	-1.0	-40	-	-	EM	56.0%	
6.2	Senior management restructure		-	-50	-	-50	-	-	-	-	-	-			
6.3	Further savings as required		-	-	-	-	-	-	-	-	-	-55			
6.4	Repay cash investment in Floods and Water Act activity	F&W Act 2010, IPP 2009/10	-	-	-	-	-	-	-	-200	-	-	E	Represents 100% of core funding. Does not reflect anticipated income from government grant, and land drainage	Funded by ES cash to 2013/14 - no clarity as to overall funding from Government
6.5	Minerals & Waste LDF (incl EIP) - repay priority investment	2004 Planning & Compulsory Purchase Act	-	-50	-	-	-	-	-	-	-	-	E	Represents the complete repayment of the priority investment	M&W Plant planned for adoption in mid 2011
6.6	Review of RSS - repay priority investment	RSS abolished under coalition government	-	-40	-	-	-	-	-	-10	-	-	EM	Represents the complete repayment of the priority investment	Although RSS now abolished Cambridgeshire authorities will continue to collaborate
6.7	Economic Assessment repay priority investment	LDEDC Act 2009, IPP 2009/10	-	-50	-	-	-	-	-	-	-	-	E	Represents the complete repayment of the priority investment	Assessment on plan for approval in 2010/11
6.8	Stop cash and staff contribution to GCP	LEP will replace GCP & Horizons	-1.0	-51	-	-	-	-	-	-	-	-	N	Represents complete cessation of staff and cash support to GCP. In kind support for facilities management and corporate services is due to continue for the interim	GCP has 1 year of reserves to cover company closedown, if required.
6.9	Planning fees and costs	F&W Act 2010, Charges for Land Drainage SUDS from 2011/12, Charge for pre-app for ext applications from 2012/13	-	-	-	-100	-	-30	-	-	-	-	N	100k represents 100% cost recovery for SUDS approval body activities; 30k represents a 7% reduction in costs for planning applications	50k in year 1&2 relates to estimated income for SAB. Assume only external applications will be charged for pre-apps (need to ensure that OK to exempt internal applications)
6.10	Strategic Planning staff, efficiency & IT savings	IPP 2009/10	-1.0	-56	-1.0	-60	-	-	-	-	-	-	EM	Represents 10% reduction in staff working on strategic planning and associated	Staff reductions as MWLDF completed plus admin, IT and public notices savings.
6.11	Countywide joint planning arrangements	IPP 2009/10	-	-	-	-	-3.0	-132	-	-	-	-	EM	132k represents a 12% reduction in staff resources from working in partnership in planning activities	Opportunity to work more closely with DCs - figures may not be realised in this way
6.12	Use external funding to cross subsidise I&P service	IPP 2009/10	-	-12	-	-24	-	-32	-	-	-	-	(EM)	This income will mean that the Innovation & Partnerships Service is entirely externally funded i.e. zero cost to 100% complete cessation of Recycling Bus Service	SmartLIFE income cross subsidising core of I&P
6.13	Cease recycling buses	Discretionary service	-2.0	-50	-	-	-	-	-	-	-	-	(EM)	Income reflects the 100% pass through of landfill tax escalation element on existing trade waste collection of 11.25kte p.a. i.e. cost recovery	Deliver education through MBT education centre and other outreach
6.14	Trade Waste Income	Directly linked to central Treasury taxation regime and annual uplifts therein	-	-90	-	-95	-	-95	-	-95	-	-	E	Income reflects the 100% pass through of landfill tax escalation element on existing trade waste collection of 11.25kte p.a. i.e. cost recovery	Develop trade waste business with Waste Collection Authorities
6.15	Trade Waste Gate Fee Uplift	Contractually defined uplift in PFI gate fees - direct pass-through to DCs	-	-126	-	-	-	-	-	-	-	-	N	Income reflects 100% pass through of increased gate fee at MBT on existing trade waste collection of 11.25kte p.a. i.e. cost recovery	Escalation of price charged to WCAs to reflect market pricing & increase income
6.16	Waste office efficiencies	Effective PFI 'outsourcing' reduces local overheads	-	-96	-	-	-	-	-	-	-	-	EM	Reflects 3% on total service budget of £3.207M.	eg. Reduced external legal advice post PFI

Technical Appendix D (ii): Environment Services Revenue Table
Table 1: Overview

Budget Period: 2011-12 to 2015-16

			Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.17	Recycling credits linked to recycle volume predictions	Clean Neighbourhoods and Environment Act requires reward to WCS based on tonnage recycled	-	80	-	25	-	32	-	40	-	-	E	Reflects cumulative 8.3% payments (on 2010/11 budget) in the 5 years as recycling tonnages increase	Reprofiling following -180 reduction in 2010 budget
6.18	Freeze recycling credit at 2009/10 rate	Discretion to fix rate above the statutory minimum in the CNEA. Still the case even with rate uplift frozen	-	-51	-	-49	-	-	-	-	-	-	E	Reflects a 4.5% saving across 2 years, before the agreed rate falls below the statutory minimum	Freeze hits statutory minimum after 2012/13. Assume capital can be offered as incentive in 2015/16.
6.19	Partially withdraw CCC £1/te match to Jt awareness fund	Pooled partnership communications budget - assumed superseded by new operating models	-	-	-	-	-	-35	-	-	-	-	EM	Reflects a 61% reduction on the current CCC £1/te contribution to joint awareness fund	Would moderately reduce the funding available in the pooled pot, with the alternative contribution from PFI monies (liberated from the Recycling Buses) backfilling
6.20	Waste Service restructure	Effective PFI 'outsourcing' reduces local overheads	-5.0	-145	-	-14	-	-	-	-	-	-	EM	Reflects 24% reduction in staff costs with the waste service	Restructure to reflect completion of transfer of contracts to PFI, & capitalisation of infrastructure capacity
6.21	Advanced Waste Partnership	Detailed build up of 09/10 IPP commitments relating to partnership development	-	-	-	-160	-	-214	-	-78	-	-	EM	Reflects share of new income generation by working in partnership across RECAP - represents 1200% reduction in cash contribution	Negotiate profit share on recycling, charge for CWR Sched 2 waste disposal, profit share on Trade Waste JV
6.22	Use recovered monies to fund Trading Standards investigations	Proceeds of Crime Act	-	-40	-	-	-	-	-	-	-	-	E	40k brings to a total of £70k p.a the income anticipated to be recovered from Criminal Activity. This will represent 81% of the current costs	Retain proceeds of crime funding to fund future investigations
6.23	Cuts in legal grants to 3rd parties	Managed reduction in support for legal advice provision with other funders	-	-	-	-15	-	-14	-	-	-	-	N	Represents a 40% reduction in the legal grants paid to voluntary organisations	Adverse impact of VCS but work to start in year one to manage the change
6.24	Trading Standards structural/ staff changes and related costs	Using natural turnover to reduce staffing costs and service activity (to be identified by consultation)	-2.0	-148	-1.0	-5	-	-26	-2.0	-41	-	-	EM	Represents 16% reduction in staff costs in Trading Standards	Use natural turnover to restructure the management team and costs with reduced staff complement
6.25	Revised Service Models in Trading Standards	Greater focus on those businesses and individuals that do most harm	-3.0	-106	-	-40	-4.0	-245	-	-30	-	-	EM	Represents 27% reduction in total cost of Trading Standards Service	Move to primary authority, charge for business advice, reduce work on road traffic
6.26	Reduce expenditure on Environment and Climate Change activities		-3.0	-148	-9.0	-344	-	-	-	-	-	-	EM	Represents a 70% reduction in the expenditure on Environment and Climate Change activities	Reduce outreach, management capacity and admin support
6.27	Stop staff public transport subsidy (part of IPP investment from 2009/10)		-	-15	-	-	-	-	-	-	-	-	N	Represents a 100% reduction in the public travel subsidy and a 50% reduction in the priority for Corporate Travel for Work Strategy implementation in 2009/10	Remove current entitlement for staff on major sites with a travel plan to claim a 20% subsidy to travel to work on public transport
6.28	Reduced environmental partnership contributions		-	-4	-	-	-	-	-	-	-	-	N	Reduced by 30% to move us in line with contributions from other partners	May jeopardise viability of partnerships if others take the same action
6.29	Joint Archaeology/ Historic Environment Service with DCs		-	-	-	-	-	-50	-	-16	-	-	EM	Represents 35% reduction in the costs of the Historic Environment Service	Need to investigate the idea of a joint delivery unit in year 1 to allow implementation in year 3 - savings are simple estimates
6.30	Further savings as required		-	-	-	-	-	-	-	-	-	-590	N		
6.31	Remove Horizons funding		-	-50	-	-	-	-	-	-	-	-	N		100% - this is the full amount of grant the Council gives Horizons based on the expected wind up of the organisation
6.32	Removal of graduate trainee posts		-2.0	-56	-1.0	-29	-	-	-	-	-	-	E		Over the two years, this represents the complete cessation of the graduate training scheme and the loss of all GT posts
6.33	Removal of New Communities posts		-1.0	-34	-1.0	-29	-1.0	-33	-1.0	-	-	-	E/M		This increases by two the loss of posts within the service area
6.34	Removal of Transport Strategy posts		-	-	-1.0	-32	-2.0	-80	-1.0	-33	-	-	E/M		This increases by two the loss of posts within the service area
6.35	Removal of revenue funded Head of CGB delivery		-	-	-1.0	-75	-	-	-	-	-	-	N		100% - this represents all of the ongoing revenue funding for the CGB work
6.36	Further savings as required		-	-	-	-	-	-	-	-	-	-78	N		

Technical Appendix D (ii): Environment Services Revenue Table
Table 1: Overview

Budget Period: 2011-12 to 2015-16

Detailed Plans						Outline Plans					
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.37	Restructuring and overheads	The working assumption is that works and service delivery budgets will reduce, the localism agenda will change the way the County Council want to face the community in delivering the services currently provided by Highways and Access.	-39.0	-425	-	-680	-	-	-4.0	-80	-	-	EM	13.0%	Reduction in staff numbers will impact on the ability of the service to react to requests for activity and will slow down delivery generally. The service is being considered in a holistic way to minimise the impact and to shape the service to recognise the current agendas. Highways and Access are currently undertaking a wholesale review of their structure to reflect the reduced budget position and the need to support the localism agenda.
6.38	Delete priority footway budget	The working assumption is that medium and long term maintenance of carriageways and footways will only be provided through the capital budget. This additional funding provided by Cabinet focused on links to sheltered accommodation will therefore be removed but there is an additional capital amount provided for highway maintenance in years 1 and 2 of the Medium and long term carriage maintenance will be funded out of the capital programme. An additional amount of funding has been introduced to years 1 and 2 of the capital programme.	-	-100	-	-	-	-	-	-	-	-	EM	100.0%	There will be an impact on footway condition across the County.
6.39	Cut revenue-funded medium and long term highways maintenance		-	-1,400	-	-	-	-	-	-	-	-	EM	100.0%	This will effectively result in a 10% reduction in the amount of medium and long term carriageway repair work that is happening. Scenario planning suggests that the condition of carriageways will deteriorate as follows over the next 10 years based on this budget reduction percentage of network at intervention level: A roads 3.4% to 10.4%, B roads 6.2% to 18.9%, C roads 6.7% to 20.6%, unclassified roads 20.2% to 43.4%. These figures are based on an across the board reduction but a focused reduction on different classifications of road will change the potential outcome.
6.40	Improve gully emptying efficiency	Efficiencies derived from targeted work on the programme - removing the standard emptying once every 12 months and replacing with a risk based programme focused on emptying gullies that need emptying rather than the standard cyclic approach.	-	-190	-	-	-	-	-	-	-	-	EM	32.0%	
6.41	Reduce grass cutting	Further reductions in grass cutting standards to move down to the absolute minimum standard as identified in the Code of Practice - cuts for safety reasons, such as visibility splays will remain. The working assumption is that we will continue to work with third parties to try to find more efficient solutions to grass cutting.	-	-200	-	-	-	-	-	-	-	-	EM	12.0%	
6.42	Reduce RoW works budget		-	-55	-	-	-	-	-	-	-	-	EM	26.0%	Reduction in service with regard top repairs for Rights of Way etc.
6.43	Sgnificantly slow down Transport Asset Management work	Transport asset valuation requirements are likely to impact in years 11/12 and 12/13 and may need additional funding. The working assumption is that the efficiencies of using Asset Management to identify the most effective way to maintain the highway network will continue to be supported by Members.	-	-	-	-	-	-100	-	-20	-	-	EM	56.0%	This reduction will make it more difficult to plan maintenance work in a strategic way and ensure that we are getting best value for money. There is a likelihood that we will be required to deliver certain information as part of the Asset Valuation requirements and this may lead to a need for funding to provide that information.
6.44	Efficiencies in bridge maintenance work	Efficiencies will continue to be identified and delivered through current Cambs Highways arrangements and already agreed by Internal Audit.	-	-12	-	-15	-	-15	-	-15	-	-	N	11.0%	The efficiencies for year 1 have already realised and reported in the Annual report for the Highway Services Contract.
6.45	Reduce Bridge maintenance Budget	Budget reductions will reduce ability to react to bridges issues, but there is a working assumption that highway safety will not be compromised by the savings identified. The current budgets £530k.	-	-	-	-65	-	-15	-	-	-	-	EM	13.0%	This will result in a reduction in the amount of bridge and structure maintenance that we carry out. Many of the structures are culverts and so there is a potential drainage issue which will be mitigated by prioritisation of work.
6.46	Remove Street Lighting PFI advice money	Working assumption is that Members will support the award of the Street Lighting PFI contract and that professional advice will be phased out over two years.	-	-250	-	-100	-	-	-	-	-	-	E	100.0%	Professional advice required to support the development of the PFI project will be removed over this two year period.
6.47	Efficiency from award of Street Lighting PFI	Working assumption that the Street Lighting PFI contract will be awarded and the associated changes in Street Lighting Policy will be approved by Members.	-	-250	-	-	-	-	-	-	-	-	N	6.0%	If awarded the Street Lighting PFI contract will replace a significant proportion of lamp columns and all the lanterns. It will realise a 50% reduction in energy costs after the five year implementation period is complete.
6.48	Further efficiencies from not replacing street light columns within the tolerances of the PFI arrangement	Working assumption that the Street Lighting PFI contract will be awarded and the associated changes in Street Lighting Policy will be approved by Members.	-	-	-	-	-	-	-	-350	-	-	N	9.0%	The proposed change in Street Lighting Policy will allow for the removal of approximately 5500 Street Lights from residential areas across the county. Whilst this will reduce the lighting footprint it is not expected to have a significant detrimental affect on the service provided.

Budget Period:	2011-12 to 2015-16
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N = New, E = Existing & EM = Existing Modified

Integrated Plan 2011-12 Section 2 135

Technical Appendix D (ii): Environment Services Revenue Table

Table 1: Overview

Budget Period: 2011-12 to 2015-16

			Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
8	FUNDING														
8.1	Central Funding			-34,098		-33,985		-32,709		-31,658		-30,409			
8.2	External Income			-8,120		-8,120		-8,120		-8,120		-8,120			
8.3	Schools Income			-		-		-		-		-			
8.99	Total Funding			-42,218		-42,105		-40,829		-39,778		-38,529			
	Headlines														
A	Inflation as % of adjusted base budget			1.4%		2.2%		2.2%		2.6%		2.5%			
B	Demand/ Demography as % of adjusted base budget			0.5%		0.3%		0.3%		0.3%		0.3%			
C	Investments / Pressures as % of adjusted base budget			-2.3%		2.0%		1.1%		0.8%		1.2%			
D	Disinvestments / Savings as % of adjusted base budget			-13.7%		-7.7%		-6.6%		-6.3%		-7.2%			
E	Budget % change in year			-14.2%		-3.2%		-3.0%		-2.6%		-3.1%			
F	WTE % change in year		-13.1%		-3.5%		-3.1%		-2.4%		0.0%				

Technical Appendix D (ii): Environment Services Revenue Table
Table 2: Executive Director and Business Support

Budget Period: 2011-12 to 2015-16

			Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type	% of	Impact Assessment
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000	(N / E / EM)	Relevant Base	Investments / Pressures / Disinvestments / Savings
1	OPENING BUDGET		14.4	902	12.4	746	10.4	623	8.4	560	7.4	533			
	Transfer of function		-	-	-	-	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		14.4	902	12.4	746	10.4	623	8.4	560	7.4	533			
2	INFLATION	National and Local Pay Policy 0% increase year 1, 2% increase thereafter, Government NI increase 1% year 1													
2.1	All inflation		-	8	-	11	-	11	-	13	-	12			
2.99	Sub Total Inflation		-	8	-	11	-	11	-	13	-	12			
3	DEMOGRAPHY AND DEMAND														
3.99	Sub Total Demography		-	-	-	-	-	-	-	-	-	-			
4	PRESSURES														
4.99	Sub Total Pressures		-	-	-	-	-	-	-	-	-	-			
5	INVESTMENTS														
5.99	Sub Total Investments		-	-	-	-	-	-	-	-	-	-			
6	DISINVESTMENTS AND SAVINGS														
6.1	Reductions in staff, centralised budgets and traffic census		-2.0	-114	-2.0	-84	-2.0	-74	-1.0	-40	-	-	EM	56.0%	
6.2	Senior management restructure		-	-50	-	-50	-	-	-	-	-	-			
6.3	Further savings as required		-	-	-	-	-	-	-	-	-	-55	N		
6.99	Sub Total Disinvestments and Savings		-2.0	-164	-2.0	-134	-2.0	-74	-1.0	-40	-	-55			
7	TOTAL BUDGET		12.4	746	10.4	623	8.4	560	7.4	533	7.4	490			
8	FUNDING														
8.1	Central Funding			-692		-569		-506		-479		-436			
8.2	External Income			-54		-54		-54		-54		-54			
8.3	Schools Income			-		-		-		-		-			
8.99	Total Funding			-746		-623		-560		-533		-490			
	Headlines														
A	Inflation as % of adjusted base budget			0.9%		1.5%		1.8%		2.3%		2.3%			
B	Demand/ Demography as % of adjusted base budget			0.0%		0.0%		0.0%		0.0%		0.0%			
C	Investments / Pressures as % of adjusted base budget			0.0%		0.0%		0.0%		0.0%		0.0%			
D	Disinvestments / Savings as % of adjusted base budget			-18.2%		-18.0%		-11.9%		-7.1%		-10.3%			
E	Budget % change in year			-17.3%		-16.5%		-10.1%		-4.8%		-8.1%			
F	WTE % change in year		-13.9%		-16.1%		-19.2%		-11.9%		0.0%				

Technical Appendix D (ii): Environment Services Revenue Table	
Table 3:	Environment and Regulation
Budget Period:	2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
1	OPENING BUDGET		127.1	9,496	110.1	8,082	102.1	7,655	95.1	6,964	93.1	6,562			
1.3	Transfer of function	Transfer of HWRC to Waste PFI	-	-630	-	-	-	-	-	-	-	-			
1.4	Transfer of function	Local Lead Flood Authority	-	163	-	184	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		127.1	9,029	110.1	8,266	102.1	7,655	95.1	6,964	93.1	6,562			
2	INFLATION														
2.1	All inflation	National and Local Pay Policy 0% increase year 1, 2% increase thereafter, Government NI increase 1% year 1	-	78	-	110	-	107	-	123	-	117			
2.99	Sub Total Inflation		-	78	-	110	-	107	-	123	-	117			
3	DEMOGRAPHY AND DEMAND														
3.99	Sub Total Demography		-	-	-	-	-	-	-	-	-	-			
4	PRESSURES														
4.99	Sub Total Pressures		-	-	-	-	-	-	-	-	-	-			
5	INVESTMENTS														
5.1	Economic Implementation Plan (following assessment) & LEP support	Local Democracy Economic Development & Construction Act 2009	-	100	-	-	-	-	-	-100	-	-			Funded from ES cash for 2010/11 to 2013/14 incl
5.2	Establish SUDS approval body	Floods & Water Act 2010	-	-	3.0	100	-	-	-	-	-	-			Estimate - balances income below
5.3	Grunty Fen lease	Contractual obligation	-	-	-	96	-	69	-	-	-	-			Grunty Fen lease moves to agricultural rates
5.4	Recycling Centre Business Rates & Licences	Tax liability/ Operating licences	-	30	-	-	-	-	-	5	-	95			Phasing of operating licences to reflect latest Recycling Centre Capital programme
5.5	Outsource closed landfill monitoring	On-going financial & environmental liability	-	8	-	-	-	-	-	-	-	-			
5.6	Lease indexation	Contractual obligation	-	35	-	-36	-	-26	-	-	-	-			Profiling of anticipated lease costs
5.99	Sub Total Investments		-	173	3.0	160	-	43	-	-95	-	95			
6	DISINVESTMENTS AND SAVINGS														
6.4	Repay cash investment in Floods and Water Act activity	F&W Act 2010, IPP 2009/10	-	-	-	-	-	-	-	-200	-	-	E	Represents 100% of core funding. Does not reflect anticipated income from government grant, and land drainage application changes	Funded by ES cash to 2013/14 - no clarity as to overall funding from Government
6.5	Minerals & Waste LDF (incl EIP) - repay priority investment	2004 Planning & Compulsory Purchase Act	-	-50	-	-	-	-	-	-	-	-	E	Represents the complete repayment of the priority investment	M&W Plant planned for adoption in mid 2011
6.6	Review of RSS - repay priority investment	RSS abolished under coalition government	-	-40	-	-	-	-	-	-10	-	-	EM	Represents the complete repayment of the priority investment	Although RSS now abolished Cambridgeshire authorities will continue to collaborate
6.7	Economic Assessment repay priority investment	LDDEC Act 2009, IPP 2009/10	-	-50	-	-	-	-	-	-	-	-	E	Represents the complete repayment of the priority investment	Assessment on plan for approval in 2010/11

Technical Appendix D (ii): Environment Services Revenue Table
Table 3: Environment and Regulation

Budget Period: 2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			Investments / Pressures / Disinvestments / Savings
6.8	Stop cash and staff contribution to GCP	LEP will replace GCP & Horizons	-1.0	-51	-	-	-	-	-	-	-	-	N	Represents complete cessation of staff and cash support to GCP. In kind support for facilities management and corporate services is due to continue for the interim	GCP has 1 year of reserves to cover company shutdown, if required.
6.9	Planning fees and costs	F&W Act 2010, Charges for Land Drainage SUDS from 2011/12, Charge for pre-app for ext applications from 2012/13	-	-	-	-100	-	-30	-	-	-	-	N	100k represents 100% cost recovery for SUDS approval body activities; 30k represents a 7% reduction in costs for planning applications	50k in year 1&2 relates to estimated income for SAB. Assume only external applications will be charged for pre-apps (need to ensure that OK to exempt internal applications)
6.10	Strategic Planning staff, efficiency & IT savings	IPP 2009/10	-1.0	-56	-1.0	-60	-	-	-	-	-	-	EM	Represents 10% reduction in staff working on strategic planning and associated enabling IT	Staff reductions as MWLDF completed plus admin, IT and public notices savings.
6.11	Countywide joint planning arrangements	IPP 2009/10	-	-	-	-	-3.0	-132	-	-	-	-	EM	132k represents a 12% reduction in staff resources from working in partnership in planning activities	Opportunity to work more closely with DCs - figures may not be realised in this way
6.12	Use external funding to cross subsidise I&P service	IPP 2009/10	-	-12	-	-24	-	-32	-	-	-	-	(EM)	This income will mean that the Innovation & Partnerships Service is entirely externally funded i.e. zero cost to CCC	SmartLIFE income cross subsidising core of I&P
6.13	Cease recycling buses	Discretionary service	-2.0	-50	-	-	-	-	-	-	-	-	(EM)	100% complete cessation of Recycling Bus Service	Deliver education through MBT education centre and other outreach
6.14	Trade Waste Income	Directly linked to central Treasury taxation regime and annual uplifts therein	-	-90	-	-95	-	-95	-	-95	-	-	E	Income reflects the 100% pass through of landfill tax escalation element on existing trade waste collection of 11.25kte p.a. i.e. cost recovery	Develop trade waste business with Waste Collection Authorities
6.15	Trade Waste Gate Fee Uplift	Contractually defined uplift in PFI gate fees - direct pass-through to DCs	-	-126	-	-	-	-	-	-	-	-	N	Income reflects 100% pass through of increased gate fee at MBT on existing trade waste collection of 11.25kte p.a. i.e. cost recovery	Escalation of price charged to WCAs to reflect market pricing & increase income
6.16	Waste office efficiencies	Effective PFI 'outsourcing' reduces local overheads	-	-96	-	-	-	-	-	-	-	-	EM	Reflects 3% on total service budget of £3.207M	eg. Reduced external legal advice post PFI
6.17	Recycling credits linked to recycle volume predictions	Clean Neighbourhoods and Environment Act requires reward to WCS based on tonnage recycled	-	80	-	25	-	32	-	40	-	-	E	Reflects cumulative 8.3% payments (on 2010/11 budget) in the 5 years as recycling tonnages increase	Reprofiling following -180 reduction in 2010 budget
6.18	Freeze recycling credit at 2009/10 rate	Discretion to fix rate above the statutory minimum in the CNEA. Still the case even with rate uplift frozen	-	-51	-	-49	-	-	-	-	-	-	E	Reflects a 4.5% saving across 2 years, before the agreed rate falls below the statutory minimum	Freeze hits statutory minimum after 2012/13. Assume capital can be offered as incentive in 2015/16.
6.19	Partially withdraw CCC £1/te match to Jt awareness fund	Pooled partnership communications budget - assumed superseded by new operating models	-	-	-	-	-	-35	-	-	-	-	EM	Reflects a 61% reduction on the current CCC £1/te contribution to joint awareness fund	Would moderately reduce the funding available in the pooled pot, with the alternative contribution from PFI monies (liberated from the Recycling Buses) backfilling
6.20	Waste Service restructure	Effective PFI 'outsourcing' reduces local overheads	-5.0	-145	-	-14	-	-	-	-	-	-	EM	Reflects 24% reduction in staff costs with the waste service	Restructure to reflect completion of transfer of contracts to PFI, & capitalisation of infrastructure capacity
6.21	Advanced Waste Partnership	Detailed build up of 09/10 IPP commitments relating to partnership development	-	-	-	-160	-	-214	-	-78	-	-	EM	Reflects share of new income generation by working in partnership across RECAP - represents 1200% reduction in cash contribution	Negotiate profit share on recycling, charge for CWR Sched 2 waste disposal, profit share on Trade Waste JV

Technical Appendix D (ii): Environment Services Revenue Table	
Table 3:	Environment and Regulation
Budget Period:	2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.22	Use recovered monies to fund Trading Standards investigations	Proceeds of Crime Act	-	-40	-	-	-	-	-	-	-	-	E	40k brings to a total of £70k p.a the income anticipated to be recovered from Criminal Activity. This will represent 81% of the current costs	Retain proceeds of crime funding to fund future investigations
6.23	Cuts in legal grants to 3rd parties	Managed reduction in support for legal advice provision with other funders	-	-	-	-15	-	-14	-	-	-	-	N	Represents a 40% reduction in the legal grants paid to voluntary organisations	Adverse impact of VCS but work to start in year one to manage the change
6.24	Trading Standards structural/ staff changes and related costs	Using natural turnover to reduce staffing costs and service activity (to be identified by consultation)	-2.0	-148	-1.0	-5	-	-26	-2.0	-41	-	-	EM	Represents 16% reduction in staff costs in Trading Standards	Use natural turnover to restructure the management team and costs with reduced staff complement
6.25	Revised Service Models in Trading Standards	Greater focus on those businesses and individuals that do most harm	-3.0	-106	-	-40	-4.0	-245	-	-30	-	-	EM	Represents 27% reduction in total cost of Trading Standards	Move to primary authority, charge for business advice, reduce work on road traffic
6.26	Reduce expenditure on Environment and Climate Change activities		-3.0	-148	-9.0	-344	-	-	-	-	-	-	EM	Represents a 70% reduction in the expenditure on Environment and Climate Change activities	Reduce outreach, management capacity and admin support
6.27	Stop staff public transport subsidy (part of IPP investment from 2009/10)		-	-15	-	-	-	-	-	-	-	-	N	Represents a 100% reduction in the public travel subsidy and a 50% reduction in the priority for Corporate Travel for Work Strategy implementation in 2009/10	Remove current entitlement for staff on major sites with a travel plan to claim a 20% subsidy to travel to work on public transport
6.28	Reduced environmental partnership contributions		-	-4	-	-	-	-	-	-	-	-	N	Reduced by 30% to move us in line with contributions from other partners	May jeopardise viability of partnerships of others take the same action
6.29	Joint Archaeology/ Historic Environment Service with DCs		-	-	-	-	-	-50	-	-16	-	-	EM	Represents 35% reduction in the costs of the Historic Environment Service	Need to investigate the idea of a joint delivery unit in year 1 to allow implementation in year 3 - savings are simple estimates
6.30	Further savings as required		-	-	-	-	-	-	-	-	-	-590	N		
6.99	Sub Total Disinvestments and Savings		-17.0	-1,198	-11.0	-881	-7.0	-841	-2.0	-430	-	-590			
7	TOTAL BUDGET		110.1	8,082	102.1	7,655	95.1	6,964	93.1	6,562	93.1	6,184			
8	FUNDING														
8.1	Central Funding			-6,173		-5,746		-5,055		-4,653		-4,275			
8.2	External Income			-1,909		-1,909		-1,909		-1,909		-1,909			
8.3	Schools Income			-		-		-		-		-			
8.99	Total Funding			-8,082		-7,655		-6,964		-6,562		-6,184			
Headlines															
A	Inflation as % of adjusted base budget			0.9%		1.3%		1.4%		1.8%		1.8%			
B	Demand/ Demography as % of adjusted base budget			0.0%		0.0%		0.0%		0.0%		0.0%			
C	Investments / Pressures as % of adjusted base budget			1.9%		1.9%		0.6%		-1.4%		-1.4%			
D	Disinvestments / Savings as % of adjusted base budget			-13.3%		-10.7%		-11.0%		-6.2%		-9.0%			
E	Budget % change in year			-10.5%		-7.4%		-9.0%		-5.8%		-5.8%			
F	WTE % change in year			-13.4%		-7.3%		-6.9%		-2.1%		0.0%			

Technical Appendix D (ii): Environment Services Revenue Table
Table 4: Growth and Infrastructure

Budget Period: 2011-12 to 2015-16

			Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			Investments / Pressures / Disinvestments / Savings
1	OPENING BUDGET		44.3	1,233	41.3	1,104	37.3	941	34.3	830	32.3	799			
	Transfer of function		-	-	-	-	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		44.3	1,233	41.3	1,104	37.3	941	34.3	830	32.3	799			
2	INFLATION	National and Local Pay Policy 0% increase year 1, 2% increase thereafter, Government NI increase 1% year 1													
2.1	All inflation		-	1	-	2	-	2	-	2	-	2			
2.99	Sub Total Inflation		-	1	-	2	-	2	-	2	-	2			
3	DEMOGRAPHY AND DEMAND														
3.99	Sub Total Demography		-	-	-	-	-	-	-	-	-	-			
4	PRESSURES														
4.1	Loss of funding for transport officer post linked to the growth agenda		-	35	-	-	-	-	-	-	-	-			
4.2	Revenue funding for Head of CGB delivery		-	75	-	-	-	-	-	-	-	-			
4.99	Sub Total Pressures		-	110	-	-	-	-	-	-	-	-			
5	INVESTMENTS														
5.9	A14 Inquiry		-	-100	-	-	-	-	-	-	-	-			
5.99	Sub Total Investments		-	-100	-	-	-	-	-	-	-	-			
6	DISINVESTMENTS AND SAVINGS														
6.31	Remove Horizons funding		-	-50	-	-	-	-	-	-	-	-	N		100% - this is the full amount of grant the Council gives Horizons based on the expected wind up of the organisation Over the two years, this represents the complete cessation of the graduate training scheme and the loss of all GT posts This increases by two the loss of posts within the service area This increases by two the loss of posts within the service area 100% - this represents all of the ongoing revenue funding for the CGB work
6.32	Removal of graduate trainee posts		-2.0	-56	-1.0	-29	-	-	-	-	-	-	E		
6.33	Removal of New Communities posts		-1.0	-34	-1.0	-29	-1.0	-33	-1.0	-	-	-	E/M		
6.34	Removal of Transport Strategy posts		-	-	-1.0	-32	-2.0	-80	-1.0	-33	-	-	E/M		
6.35	Removal of revenue funded Head of CGB delivery		-	-	-1.0	-75	-	-	-	-	-	-	N		
6.36	Further savings as required		-	-	-	-	-	-	-	-	-	-78	N		
6.99	Sub Total Disinvestments and Savings		-3.0	-140	-4.0	-165	-3.0	-113	-2.0	-33	-	-78			
7	TOTAL BUDGET		41.3	1,104	37.3	941	34.3	830	32.3	799	32.3	723			
8	FUNDING														
8.1	Central Funding			-1,065		-902		-791		-760		-684			
8.2	External Income			-39		-39		-39		-39		-39			
8.3	Schools Income			-		-		-		-		-			
8.99	Total Funding			-1,104		-941		-830		-799		-723			

Technical Appendix D (ii): Environment Services Revenue Table	
Table 4:	Growth and Infrastructure
Budget Period:	2011-12 to 2015-16

			Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
	Headlines														
A	Inflation as % of adjusted base budget			0.1%		0.2%		0.2%		0.2%		0.3%			
B	Demand/ Demography as % of adjusted base budget			0.0%		0.0%		0.0%		0.0%		0.0%			
C	Investments / Pressures as % of adjusted base budget			0.8%		0.0%		0.0%		0.0%		0.0%			
D	Disinvestments / Savings as % of adjusted base budget			-11.4%		-14.9%		-12.0%		-4.0%		-9.8%			
E	Budget % change in year			-10.5%		-14.8%		-11.8%		-3.7%		-9.5%			
F	WTE % change in year		-6.8%		-9.7%		-8.0%		-5.8%		0.0%				

Technical Appendix D (ii): Environment Services Revenue Table
Table 5: Highways and Access

Budget Period: 2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
1	OPENING BUDGET		280.2	33,454	241.2	32,286	241.2	32,886	241.2	32,475	237.2	31,884			
1.1	Transfer of function	Highways maintenance capitalisation for CCN Concessionary Fares	-	-114	-	1,103	-	-	-	-	-	-			
1.2	Transfer of function		-	4,700	-	-	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		280.2	38,040	241.2	33,389	241.2	32,886	241.2	32,475	237.2	31,884			
2	INFLATION														
2.1	All inflation	National and Local Pay Policy 0% increase year 1, 2% increase thereafter, Government NI increase 1% year 1	-	585	-	820	-	806	-	921	-	874			
2.99	Sub Total Inflation		-	585	-	820	-	806	-	921	-	874			
3	DEMOGRAPHY AND DEMAND														
3.1	Highways Maintenance		-	120	-	120	-	120	-	120	-	120			
3.2	Street Lighting		-	105	-	18	-	18	-	18	-	18			
3.99	Sub Total Demography		-	225	-	138	-	138	-	138	-	138			
4	PRESSURES														
4.99	Sub Total Pressures		-	-	-	-	-	-	-	-	-	-			
5	INVESTMENTS														
5.7	Support concessionary fares for community transport	The working assumption is that the reduction in subsidised bus services will mean that Community transport schemes need more support to enable them to respond to the challenge.	-	120	-	-	-	-	-	-	-	-			This budget will help to support Community Transport as subsidised bus services are reduced. Govt have identified what they will be allocating to first tier authorities to cover the costs of concessionary fares and there is a likelihood that the amount allocated will not be sufficient to reflect the demand on the service. Whilst concessionary fares on Community transport schemes is an optional extra the reductions in subsidised bus services over the life of the plan will put pressure in this area and providing concessionary fares on Community Transport Schemes is a potential area of support. This budget will be added to the existing 100k used to pump prime new community transport services and support the localism agenda. In addition last years IP included a reduction of £30K for community transport but this reduction has now been eliminated so that the money can be used to support the localism agenda. Based on not using the sinking fund
5.8	Introduce additional support budget for Community Transport	The working assumption is that the reduction in subsidised bus services will mean that Community transport schemes need more support to enable them to respond to the challenge.	-	-	-	100	-	-	-	-	-	-			
5.10	Street Lighting PFI		-	-1,446	-	600	-	402	-	402	-	392			
5.99	Sub Total Investments		-	-1,326	-	700	-	402	-	402	-	392			
6	DISINVESTMENTS AND SAVINGS														
6.37	Restructuring and overheads	The working assumption is that works and service delivery budgets will reduce, the localism agenda will change the way the County Council want to face the community in delivering the services currently provided by Highways and Access.	-39.0	-425	-	-680	-	-	-4.0	-80	-	-	EM	13.0%	Reduction in staff numbers will impact on the ability of the service to react to requests for activity and will slow down delivery generally. The service is being considered in a holistic way to minimise the impact and to shape the service to recognise the current agendas. Highways and Access are currently undertaking a wholesale review of their structure to reflect the reduced budget position and the need to support the localism agenda.

Technical Appendix D (ii): Environment Services Revenue Table
Table 5: Highways and Access

Budget Period: 2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			Investments / Pressures / Disinvestments / Savings
6.38	Delete priority footway budget	The working assumption is that medium and long term maintenance of carriageways and footways will only be provided through the capital budget. This additional funding provided by Cabinet focused on links to sheltered accommodation will therefore be removed but there is an additional capital amount provided for highway maintenance in years 1 and 2 of the Medium and long term carriage maintenance will be funded out of the capital programme. An additional amount of funding has been introduced to years 1 and 2 of the capital programme.	-	-100	-	-	-	-	-	-	-	-	EM	100.0%	There will be an impact on footway condition across the County.
6.39	Cut revenue-funded medium and long term highways maintenance		-	-1,400	-	-	-	-	-	-	-	-	EM	100.0%	This will effectively result in a 10% reduction in the amount of medium and long term carriageway repair work that is happening. Scenario planning suggests that the condition of carriageways will deteriorate as follows over the next 10 years based on this budget reduction percentage of network at intervention level: A roads 3.4% to 10.4%, B roads 6.2% to 18.9%, C roads 6.7% to 20.6%, unclassified roads 20.2% to 43.4%. These figures are based on an across the board reduction but a focused reduction on different classifications of road will change the potential outcome.
6.40	Improve gully emptying efficiency	Efficiencies derived from targeted work on the programme - removing the standard emptying once every 12 months and replacing with a risk based programme focused on emptying gullies that need emptying rather than the standard cyclic approach.	-	-190	-	-	-	-	-	-	-	-	EM	32.0%	
6.41	Reduce grass cutting	Further reductions in grass cutting standards to move down to the absolute minimum standard as identified in the Code of Practice - cuts for safety reasons, such as visibility splays will remain. The working assumption is that we will continue to work with third parties to try to find more efficient solutions to grass cutting.	-	-200	-	-	-	-	-	-	-	-	EM	12.0%	
6.42	Reduce RoW works budget		-	-55	-	-	-	-	-	-	-	-	EM	26.0%	Reduction in service with regard top repairs for Rights of Way etc.
6.43	Sgnificantly slow down Transport Asset Management work	Transport asset valuation requirements are likely to impact in years 11/12 and 12/13 and may need additional funding. The working assumption is that the efficiencies of using Asset Management to identify the most effective way to maintain the highway network will continue to be supported by Members.	-	-	-	-	-100	-	-20	-	-	-	EM	56.0%	This reduction will make it more difficult to plan maintenance work in a strategic way and ensure that we are getting best value for money. There is a likelihood that we will be required to deliver certain information as part of the Asset Valuation requirements and this may lead to a need for funding to provide that information.
6.44	Efficiencies in bridge maintenance work	Efficiencies will continue to be identified and delivered through current Cambs Highways arrangements and already agreed by Internal Audit.	-	-12	-	-15	-	-15	-	-15	-	-	N	11.0%	The efficiencies for year 1 have already realised and reported in the Annual report for the Highway Services Contract.
6.45	Reduce Bridge maintenance Budget	Budget reductions will reduce ability to react to bridges issues, but there is a working assumption that highway safety will not be compromised by the savings identified. The current budget is £530k.	-	-	-	-65	-	-15	-	-	-	-	EM	13.0%	This will result in a reduction in the amount of bridge and structure maintenance that we carry out. Many of the structures are culverts and so there is a potential drainage issue which will be mitigated by prioritisation of work.
6.46	Remove Street Lighting PFI advice money	Working assumption is that Members will support the award of the Street Lighting PFI contract and that professional advice will be phased out over two years.	-	-250	-	-100	-	-	-	-	-	-	E	100.0%	Professional advice required to support the development of the PFI project will be removed over this two year period.
6.47	Efficiency from award of Street Lighting PFI	Working assumption that the Street Lighting PFI contract will be awarded and the associated changes in Street Lighting Policy will be approved by Members.	-	-250	-	-	-	-	-	-	-	-	N	6.0%	If awarded the Street Lighting PFI contract will replace a significant proportion of lamp columns and all the lanterns. It will realise a 50% reduction in energy costs after the five year implementation period is complete.
6.48	Further efficiencies from not replacing street light columns within the tolerances of the PFI arrangement	Working assumption that the Street Lighting PFI contract will be awarded and the associated changes in Street Lighting Policy will be approved by Members.	-	-	-	-	-	-	-	-350	-	-	N	9.0%	The proposed change in Street Lighting Policy will allow for the removal of approximately 5500 Street Lights from residential areas across the county. Whilst this will reduce the lighting footprint it is not expected to have a significant detrimental affect on the service provided.

Technical Appendix D (ii): Environment Services Revenue Table
Table 5: Highways and Access

Budget Period: 2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.49	Reduce Vehicle Activated Signs Maintenance budget	We currently have around 350 vehicle activated signs of which less than 10% are the result of safety led County Council intervention. The maintenance budget for these signs is around 120k of which 80k is the cost of the annual inspection. The working assumption is that parishes will be given the opportunity to support and maintain Vehicle Activated Signs that have not been installed through core council budgets such as safety.	-	-30	-	-60	-	-	-	-	-	-	EM	84.0%	This will mean that we will not be able to repair all faulty interactive signs as soon as we identify them. There is a reputation issue linked to the very visible nature of the signs.
6.50	Delete Theatre Education		-	-25	-	-	-	-	-	-	-	-	E	100.0%	The opportunity for Schools to have road safety theatre will still exist it is just that they will have to source and pay direct.
6.51	Increase charges for safety audits	The working assumption is that the provision of safety audits to third parties should be cost neutral for the authority.	-	-15	-	-	-	-	-	-15	-	-	EM		Income increased to cover costs
6.52	Reduce school crossing patrols	The working assumption is that School Crossing Patrols will not be replaced if vacated, where there is a controlled crossing in place.	-	-10	-	-10	-	-10	-	-10	-	-	E	19.0%	The opportunity for schools to have School Crossing Patrols in these locations will still exist it is just that they will have to find the necessary funding locally.
6.53	Efficiencies from tendered bus services procurement	Efficiencies realised in this years round of tendering	-	-100	-	-	-	-	-	-	-	-	N	6.23 below	
6.54	Efficiencies from Highways Services Contract	Efficiencies in 11/12 are evidenced in the Scrutiny report and have been reviewed by Internal Audit.	-	-559	-	-521	-	-650	-	-639	-	-	EM	17.0%	The Highways Services Contract continues to deliver efficiencies and has delivered 3% efficiencies per annum since its commencement. This budget challenges the contract to deliver 4.25% per annum for the four year period. During this time the contract will be moving to its next evolution using central co-ordination of resources and mobile working to improve efficiency. In addition other efficiencies will be driven through the contract including reducing overheads and improving systems.
6.55	Increase charges for dropped kerb applications	The working assumption is that the provision of this service should be cost neutral. The changes identified in this years plan bring the amount charged more in line with neighbouring authorities.	-	-70	-	-	-	-	-	-	-	-	N		This change came into effect on 1st December 2010 following approval from the Portfolio holder. It brings the charge for the administration of an application, if followed through to construction from £50 to £150 bringing it in line with neighbouring authorities.
6.56	Focus Road Safety Education on specific schemes and on areas where sponsorship is available.	The working Assumption is that the funding available for this type of work will reduce over the period of the plan but that where possible it will be replaced by alternative funding streams such as sponsorship. Funding for cycle training will not be removed until year 4 of the plan to give time to develop an alternative model.	-	-	-	-200	-	-	-	-50	-	-	N	100.0%	It is difficult to quantify the value of Road Safety Education, especially in relation to teaching the young road skills. This reduction must have a detrimental impact on road safety but places a responsibility on parents to ensure they are teaching their children the road skills that they need.
6.57	Phase out contracted bus services over 4 year period	The working assumption is that the budget pressures are such that accessibility will have to be addressed in a new and innovative way. This budget line identifies the removal of funding for subsidised bus services over the five year period of the plan.	-	-654	-	-510	-	-943	-	-873	-	-	EM	100.0%	The removal of the subsidised bus services over the life of the plan could significantly affect access in rural communities. Work has started on developing a new and innovative model for meeting, as best as possible within the budget constraints, the accessibility needs of the community. 60k per annum to be transferred to CYP to recognise impact on Education Transport where children currently use bus services that are likely to be removed over the life of the plan.
6.58	Reduction in traffic signal maintenance	The working assumption is that these savings will be achieved primarily through efficiencies but that there will need to be some reductions in	-	-50	-	-	-	-24	-	-	-	-	N	15.0%	Traffic Light stock is aging and faults increasing this reduction will reduce our ability to change programmers etc as they get old.
6.59	Further savings as required		-	-	-	-	-	-	-	-	-2,156	-	N	9.0%	
6.60	Street Lighting PFI saving	Saving on sinking fund option of new specification	-	-843	-	-	-	-	-	-	-	-	N		
6.99	Sub Total Disinvestments and Savings		-39.0	-5,238	-	-2,161	-	-1,757	-4.0	-2,052	-	-2,156			
7	TOTAL BUDGET		241.2	32,286	241.2	32,886	241.2	32,475	237.2	31,884	237.2	31,132			

Technical Appendix D (ii): Environment Services Revenue Table	
Table 5:	Highways and Access
Budget Period:	2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
8	FUNDING														
8.1	Central Funding			-26,168		-26,768		-26,357		-25,766		-25,014			
8.2	External Income			-6,118		-6,118		-6,118		-6,118		-6,118			
8.3	Schools Income			-		-		-		-		-			
8.99	Total Funding			-32,286		-32,886		-32,475		-31,884		-31,132			
Headlines															
A	Inflation as % of adjusted base budget			1.5%		2.5%		2.5%		2.8%		2.7%			
B	Demand/ Demography as % of adjusted base budget			0.6%		0.4%		0.4%		0.4%		0.4%			
C	Investments / Pressures as % of adjusted base budget			-3.5%		2.1%		1.2%		1.2%		1.2%			
D	Disinvestments / Savings as % of adjusted base budget			-13.8%		-6.5%		-5.3%		-6.3%		-6.8%			
E	Budget % change in year			-15.1%		-1.5%		-1.2%		-1.8%		-2.4%			
F	WTE % change in year			-13.9%		0.0%		0.0%		-1.7%		0.0%			

Technical Appendix D (iii): Environment Services Capital Table
Budget Period: 2011-12 to 2015-16

SCHEMES	Total Cost £000	Prev Years £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Committed schemes	121,746	161,937	3,190	2,081	-45,462	-	-	-
2011-2012 Starts	32,596	14,015	18,581	-	-	-	-	-
2012-2013 Starts	21,208	-	-	21,208	-	-	-	-
2013-2014 Starts	17,244	-	-	-	17,244	-	-	-
2014-2015 Starts	21,839	-	-	-	-	21,839	-	-
2015-2016 Starts	18,993	-	-	-	-	-	18,993	-
TOTAL	233,626	175,952	21,771	23,289	-28,218	21,839	18,993	-

Committed Schemes	Total Cost £000	Prev Years £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
INTEGRATED TRANSPORT								
Guided Busway	170,208	161,937	3,190	2,081	3,000	-	-	-
Pain / gain return expected from Guided Busway contractor	-48,462	-	-	-	-48,462	-	-	-
Total Committed Schemes	121,746	161,937	3,190	2,081	-45,462	-	-	-

Schemes	Total Cost £000	Prev Years £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
INTEGRATED TRANSPORT								
Accessibility Promotion & Research	195	-	31	34	34	48	48	-
Air Quality Monitoring	93	-	15	16	16	23	23	-
Bus Priority Measures - Huntingdon	314	-	50	55	55	77	77	-
Cambridge Access Strategy	1,128	-	180	197	197	277	277	-
Civil Parking Enforcement	1,252	-	200	219	219	307	307	-
Cycleway Improvements	750	-	120	131	131	184	184	-
Jointly Funded Minor Improvements	1,252	-	200	219	219	307	307	-
Major Roadworks	562	-	90	98	98	138	138	-
Major Scheme Development	626	-	100	109	109	154	154	-

Technical Appendix D (iii): Environment Services Capital Table
Budget Period: 2011-12 to 2015-16

Schemes	Total Cost £000	Prev Years £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Market Town Major Project - St.Neots Cycle Bridge	500	-	500	-	-	-	-	-
Market Towns Strategy Schemes	5,764	-	500	1,094	1,094	1,538	1,538	-
New Footpaths/Rural Pedestrian Improvements	314	-	50	55	55	77	77	-
Safer Routes to School	626	-	100	109	109	154	154	-
Safety Schemes	1,564	-	250	273	273	384	384	-
Smarter Travel Management - HCV Routing	250	-	40	44	44	61	61	-
Smarter Travel Management - Personalised Travel Plan	345	-	55	60	60	85	85	-
Smarter Travel Management - Travel for Work	250	-	40	44	44	61	61	-
Smarter Travel Management - Traveline development	93	-	15	16	16	23	23	-
Speed Management	476	-	76	83	83	117	117	-
Strategy Development	626	-	100	109	109	154	154	-
The Busway	6,264	-	1,000	1,094	1,094	1,538	1,538	-
Sub Total: Integrated Transport	23,244	-	3,712	4,059	4,059	5,707	5,707	-
OPERATING THE NETWORK								
Carriageway & Footway Maintenance incl Cycle Paths	34,769	-	7,161	7,051	7,157	6,700	6,700	-
Rights of Way	700	-	140	140	140	140	140	-
Street Lighting	700	-	140	140	140	140	140	-
Strengthening of Bridges to carry 40 tonne loading	11,840	-	2,448	2,448	2,448	2,248	2,248	-
Traffic Signal Replacement	3,000	-	600	600	600	600	600	-
Smarter Travel Management - Int Highways Man Centre	895	-	179	179	179	179	179	-
Smarter Travel Management - Real Time Bus Information	685	-	137	137	137	137	137	-
Sub Total: Operating the Network	52,589	-	10,805	10,695	10,801	10,144	10,144	-
TOTAL HIGHWAYS LTP	75,833	-	14,517	14,754	14,860	15,851	15,851	-
HIGHWAYS AND ACCESS								
A10 Maintenance								
Highways Maintenance (CCN)	1,103	-	1,103	-	-	-	-	-
Road & Footway Improvement	6,515	1,550	2,339	2,626	-	-	-	-
Winter Maintenance	300	150	150	-	-	-	-	-
Safety Schemes	600	300	300	-	-	-	-	-
Sub Total: Highways and Access	8,518	2,000	3,892	2,626	-	-	-	-

Technical Appendix D (iii): Environment Services Capital Table
Budget Period: 2011-12 to 2015-16

Schemes	Total Cost £000	Prev Years £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
ENVIRONMENT & REGULATION								
Waste Management Infrastructure	11,615	11,615	-	-	-	-	-	-
Waste - March Transfer station	-	-	-	-	-	-	-	-
Waste - Strategy Development Consultancy	25	-	-	25	-	-	-	-
Waste - upgrade to Thriplow/Whittlesey RCs	-	-	-	-	-	-	-	-
Waste - Thriplow RC Drainage	6	-	6	-	-	-	-	-
Waste - Upgrade to Wisbech Recycling Centre	1,976	-	28	327	144	1,383	94	-
Waste - Replacement of March RC	3,724	-	-	117	1,394	1,911	302	-
Waste - Witchford Recycling Centre	175	-	-	175	-	-	-	-
Waste - St.Neots Re-Use Centre	87	-	-	43	44	-	-	-
Waste - North Cambridge Recycling Centre	8,226	-	3	3,141	222	2,114	2,746	-
Waste - Cambridge East Recycling Centre	-	-	-	-	-	-	-	-
Waste - District Council Investment	1,160	-	-	-	580	580	-	-
Economic Development	535	400	135	-	-	-	-	-
Sub Total: Environment & Regulation	27,529	12,015	172	3,828	2,384	5,988	3,142	-
TOTAL NON LTP	36,047	14,015	4,064	6,454	2,384	5,988	3,142	-
TOTAL SCHEMES	233,626	175,952	21,771	23,289	-28,218	21,839	18,993	-

Technical Appendix D (iii): Environment Services Capital Table
Budget Period: 2011-12 to 2015-16

Environmental Services Capital Programme 2011-12 to 2015-16								
Schemes	Total Cost £000	Prev Years £000	2011 - 2012 £000	2012 - 2013 £000	2013- 2014 £000	2014- 2015 £000	2015- 2016 £000	Later Years £000
Programme Expenditure	233,626	175,952	21,771	23,289	-28,218	21,839	18,993	-
Supported capital expenditure			-	-	-	-	-	-
Supported capital expenditure (Grant)			14,517	14,754	14,860	15,851	15,851	-
Specific Grants			-	-	-	-	-	-
HGF / DfT			-	-	-	-	-	-
TOTAL			14,517	14,754	14,860	15,851	15,851	-
Locally Generated Funding								
Developer & other contributions			-	-	-	-	-	-
National Lottery			-	-	-	-	-	-
Capital Pot			-	-	-	-	-	-
Ring-Fenced Capital Receipts			-	-	-	-	-	-
Prudential Borrowing			3,688	4,969	3,101	-9,295	3,142	-
Other Contribution (Including S106)			3,566	3,566	2,283	15,283	-	-
TOTAL			7,254	8,535	5,384	5,988	3,142	-
Refund expected from Developer on Guided Bus (See note and project detail above)			-	-	-48,462	-	-	-
TOTAL			21,771	23,289	-28,218	21,839	18,993	-

Notes

Full LTP allocation will be passported to ES.

Carry forwards based on October Capital Monitoring report

Waste savings of £7.144m

Northstowe and Cambridge East Recycling Centres - deferred, while maintaining the existing network capacity and further expanding capacity in areas of forecast population growth

IBIS funding reinvested into Road & Footway improvement

Technical Appendix D (iv): Environment Services - Waste PFI Revenue Table
Budget Period: 2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
1	OPENING BUDGET		-	20,910	-	24,354	-	25,045	-	25,115	-	24,554			
1.1	Transfer of function		-	630	-	-	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		-	21,540	-	24,354	-	25,045	-	25,115	-	24,554			
2	INFLATION														
2.1	All inflation	National and Local Pay Policy 0% increase year 1, 2% increase thereafter, Government NI increase 1% year 1	-	545	-	642	-	657	-	626	-	648			
2.99	Sub Total Inflation		-	545	-	642	-	657	-	626	-	648			
3	DEMOGRAPHY AND DEMAND														
3.1	Waste PFI		-	449	-	469	-	473	-	473	-	473			
3.99	Sub Total Demography		-	449	-	469	-	473	-	473	-	473			
4	PRESSURES														
4.1	Waste PFI		-	2,400	-	-700	-	-400	-	-1,300	-	-			
4.99	Sub Total Pressures		-	2,400	-	-700	-	-400	-	-1,300	-	-			
5	INVESTMENTS														
5.1	Waste PFI		-	-580	-	280	-	-660	-	-360	-	130			
5.99	Sub Total Investments		-	-580	-	280	-	-660	-	-360	-	130			
6	DISINVESTMENTS AND SAVINGS														
6.99	Sub Total Disinvestments and Savings		-	-	-	-	-	-	-	-	-	-			
7	TOTAL BUDGET		-	24,354	-	25,045	-	25,115	-	24,554	-	25,805			
8	FUNDING														
8.1	Central Funding			-21,654		-22,345		-22,415		-21,854		-23,105			
8.2	External Income			-2,700		-2,700		-2,700		-2,700		-2,700			
8.3	Schools Income			-		-		-		-		-			
8.99	Total Funding			-24,354		-25,045		-25,115		-24,554		-25,805			

Headlines															
A	Inflation as % of adjusted base budget		2.5%		2.6%		2.6%		2.5%		2.6%				
B	Demand/ Demography as % of adjusted base budget		2.1%		1.9%		1.9%		1.9%		1.9%				
C	Investments / Pressures as % of adjusted base budget		8.4%		-1.7%		-4.2%		-6.6%		0.5%				
D	Disinvestments / Savings as % of adjusted base budget		0.0%		0.0%		0.0%		0.0%		0.0%				
E	Budget % change in year		13.1%		2.8%		0.3%		-2.2%		5.1%				
F	WTE % change in year	0.0%		0.0%		0.0%		0.0%		0.0%					

Technical Appendix E (i)

Corporate Directorate (Retained Corporate Services)

1. BRIEF DESCRIPTION OF PLANNED SERVICE

1.1 Services to be provided

The services provided by the Corporate Directorate include both customer-facing and internal support services.

The main emphasis is on providing services and functions to enable other Council services to fulfil their roles. The Corporate Directorate provides support to Councillors as they carry out their duties, and develops and maintains the Council Constitution. It ensures that we have a robust and appropriate Scrutiny function, which makes sure that we are continually improving across the Council and delivering value for money. It supports the rest of the organisation in transforming the way we work, so we deliver better services in a more efficient way.

The Corporate Directorate also includes services which are critical to people at key life events such as Registration and Coroners. It acts as the first point of contact for customers, enabling customers to get the information they need and do business with the Council, such as through the Contact Centre and the Council's website.

Some of the costs within these services are fixed, for example Council buildings and core IT infrastructure

and systems. Some costs may vary with the level of demand from internal and external customers.

The services include:

- Registration & Coroners
- Emergency Planning
- Contact Centre Services - the Contact Centre is the first point of customer contact for most of the Council's services
- Information Technology, including procurement of a new broadband network for public sector in the county
- Communications
- Business Support & Facilities Management
- Service Transformation including information management and web services
- Members' services and democratic services
- Scrutiny functions
- County Council elections

1.2 Key outcomes and priorities of the service

The key outcomes and priorities are:

- Transformed services across the Council, making sure we use the most cost-effective and customer-

Technical Appendix E (i)

Corporate Directorate (Retained Corporate Services)

centred ways of working, whilst retaining customer choice and satisfaction

- Effective and efficient provision of Council services through improved technology (e.g. mobile working, conferencing and self-service)
- Better use of office space through providing standard services, solutions and accommodation
- Increased sharing of services and facilities between public sector partners
- Easier customer access to services, ensuring our services are better targeted, through a choice of appropriate cost-effective channels
- Continued fulfillment of specified statutory duties
- Effective communications with external and internal audiences and protection of the Council's reputation
- Effective support to Councillors and democratic decision-making
- Appropriate challenge provided through the Scrutiny function

1.3 Key statutory duties of the service

The Corporate Directorate delivers through a wide range of legislative, statutory and guidance frameworks. The key areas are:

- Registration of births, deaths, marriages and civil partnerships
- Conduct of civil marriage and civil partnership ceremonies
- Coroner Services
- Civil Contingencies Act (we are a Category One responder).
 - Control of Major Accident Hazard Regulations
 - Flood and Water Management Act
- Freedom of Information, Data Protection and Subject Access requests – oversight, management and operation
- Disabled Parking Permits – management and administration
- Support to other services in carrying out their statutory duties, for customers accessing services electronically or by phone
- Conduct of elections, as necessary
- Effective Scrutiny function
- Development and maintenance of the Council Constitution
- Effective support to Councillors in the conduct of their duties

Technical Appendix E (i)

Corporate Directorate (Retained Corporate Services)

1.4 Authority's role in service delivery

A number of the services provided by the Corporate Directorate can only be delivered by the Council and its employees directly, unless primary legislation changes, for example, the Registration and Coroners Services. Other services have already been outsourced with a small client function retained, for example Facilities Management.

Services will be further reviewed to assess whether cost savings can be made or service levels improved through outsourcing and/or increased partnership working and shared services.

1.5 Economic value of services

Substantial economic value is provided through the different functions of the Corporate Directorate. The services involved play a crucial role as the customer face of the Council, and in enabling the rest of the organisation to function in an open, transparent, efficient and effective way. Without these enabling services, other Council services which directly deliver economic value would be unable to operate effectively or provide value for money.

1.6 Social value of services

Social value is delivered through the Contact Centre and Web services by making services and information available to all (at their choice of time and type of contact).

Registration and Coroner services support the community at key life events. The directorate also supports people to become British citizens.

In ensuring sound democratic processes, robust scrutiny, and fair, transparent elections, the Corporate Directorates make certain that the Council can demonstrate accountability to its citizens.

2. CHALLENGES AND OPPORTUNITIES

2.1 Funding challenges

Like all services, the Corporate Directorate faces an unprecedented financial challenge over the next five years. Savings of £10 million are required over the period. The level of savings required means real cuts have to be made.

The Corporate Directorate is key to the transformation of all services (internal and external), through Information and Communication Technologies (ICT),

Technical Appendix E (i)

Corporate Directorate (Retained Corporate Services)

business analysis and project management. As a result of the cuts, the capacity to deliver changed ways of working will be reduced.

Some further proposed changes, for example “free” use of Council properties by voluntary/community groups, will have a further financial impact. The loss of particular grants (such as the Harnessing Technology grant) affects provision of broadband network to schools. It is also likely that costs will increase with rising demand as a direct result of changes happening across the organisation.

2.2 Changing needs and demands

There are a number of different ways in which demand for services will change over the next few years.

Due to the significant changes that will happen across all services, especially over the first 2/3 years, it is vital that people can find out what services are available and how they access them. It is therefore likely that customer contacts will rise in the interim period, with increased use of the Contact Centre, the Council website, and other channels to make views known and seek information.

A key issue for Central and Local Government is enabling the public to exercise choice and control and to take greater personal responsibility. This will mean

ensuring that information is easy to access and up-to-date.

Population growth in the county will see demand increase for registration of births and deaths (and more Coroner referrals from deaths) and well as citizenship work.

We can also expect to see increased demand from internal customers as change happens, for example ensuring that employees have the Information Technology and accommodation necessary to meet their needs.

However, these challenges provide us with the opportunity to transform the way we work as a Council, and ensure that we are working more closely with communities and our partners to provide excellent value-for-money.

2.3 Being a genuinely local Council

Although there is a focus on supporting the rest of the organisation, the Corporate Directorate has an important contribution in supporting local communities.

For example, Information and Communications Technology has a significant role in supporting the capacity of funding in local communities and encouraging local people to get involved. During

Technical Appendix E (i)

Corporate Directorate (Retained Corporate Services)

emergencies, communities have used Twitter and other networking sites to rally and support each other, for example. It is vital that the Council finds ways to communicate with all sectors in the community via the media that suits their needs.

The Council also plays an essential role in gathering and holding information in ways that support people to make decisions. Our communications team will change their focus to reflect the need for local messages that are most appropriate to communities.

Community resilience is also essential and the Council has a responsibility (through the Civil Contingencies Act) to warn and inform, and to help businesses be prepared. We already work closely with the voluntary sector to support emergency management (for example rest centres).

2.4 Making sure the right services are provided, in the right way

The services provided by the Corporate Directorate are generally low cost compared with equivalent services in other councils, and we have already implemented actions to reduce costs that other authorities are now announcing.

Where services are benchmarked, the quality is generally high, for example our award winning Contact

Centre, our Information and Communications Technology, and our Registration Service.

We have reviewed and varied our contracts to reduce cost where possible and more will be done as current contract periods expire. Where possible, we have introduced and made use of corporate contracts which have yielded savings for all services across the organisation, for example in designing and printing.

The Corporate Directorate will be reviewing whether additional savings or service improvements can be made through sharing of services and/or further outsourcing. We will support services across the organisation as they explore commissioning, ensuring that business continuity is maintained, that complaints and other feedback are welcomed, and that IT links are safe, secure and robust.

We will be acting to reduce energy consumption by further reductions in our property portfolio and investment where necessary, for example, replacing inefficient boilers and high energy consuming lights.

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Corporate Directorate (Retained Corporate Services)

2.5 Working together

The Corporate Directorate already works in partnership in a number of areas, including the Contact Centre, Communications, Emergency Management, and procuring a new broadband network for the county. There are clear opportunities for more to be done.

Exploring how Information Technology can be shared both locally and within our Shared Service arrangement with Northamptonshire (see Technical Appendix F) will be a focus. The Council will also continue to work with local partner organisations to ensure that emergency management is coordinated and collaboratively planned.

There will also be opportunities presented as other services across the Council explore partnership working. For example, the Contact Centre could deal with all libraries services calls if our Library Partnership (SPINE) goes ahead (see 6.8 in CAS Overview Revenue Budget Table 1, Technical Appendix C(ii)).

Equally, our project with partners across the county to co-locate and use our properties and assets efficiently and effectively (Making Assets Count) will bring savings, although some investment may be necessary.

3. RESPONDING TO THE CHALLENGES AND OPPORTUNITIES

3.1 Savings and Transformation *(cross-references to particular lines in the Corporate Directorate Overview Revenue Budget Table, Technical Appendix E(ii) are provided in parentheses for reference)*

In order to respond to the challenges and opportunities above, the Council as a whole needs to work together across the organisation, to transform services, focus on outputs and outcomes, and understand their combined impact on individuals and communities. The Council also needs to reduce costs of its own internal ways of working.

The Corporate Directorate will be at the heart of this transformation. However, it is anticipated that the Service Transformation team will reduce considerably as the major projects come to an end. As a result, the capacity to deliver changed ways of working needs to be targeted and coordinated across the organisation and partners, in order to achieve significant benefits and savings, and manage the impact on employees.

There will be a focus on reducing costs, with an impact on a number of teams. A corporate review of Communications will result in revised arrangements that will save costs (see 6.7). Emergency Planning

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Corporate Directorate (Retained Corporate Services)

resources will reduce, with an emphasis on core activities and provision of professional advice (see 6.1). The Business Support Helpdesk will be absorbed into the Contact Centre. It is expected that the specialist property team will reduce as our property strategy becomes a partnership initiative (see 6.47). Effort will need to be directed to integrate the remaining (non-Education) ICT staff and resources still in Service Directorates (see 6.37).

There will also need to be more efficient and targeted use of resources. The IT service will focus on essential core services. This will result in slower responses to faults, less dedicated coaching resource for social care staff, and core ICT will be exploited to the full (see 6.31). Tight control on property decisions that also affect IT costs, including networks, will be maintained and there will be a stronger push to reduce the property portfolio (see 6.41, 6.50).

The procurement of a new broadband network will impact on this asset (property) strategy, taking account of reducing staff numbers, and will need to remain a cost-effective, swift and resilient network to support services and schools to carry out their duties (see 6.33). In order to make maximum use of property assets, the Council will manage these collectively and consistently, reducing energy consumption as well as IT costs (see 6.41, 6.50).

There will also be a shift in the way employees will work. The level of reductions required means the Council's capacity must be directed towards making its workforce mobile and more productive, bringing economies of scale and service improvement. The ambition is to create a workforce across the Council (and with partners) that is location independent, reducing travel time. Whilst this will require initial investment (mobile technology, WIFI etc), it will align with the model accepted across the Council and with partners.

At the same time, there will be a move towards greater self-sufficiency and uniformity. The Council will drive down high cost contacts and encourage more self service, reducing costs for both the Council and the customer. Whilst the Scrutiny function will remain in order to meet statutory requirements, reductions in Democratic, Members' and Scrutiny services will mean greater use of automation in internal processes (see 6.53).

The savings will mean some changes in services provided to the public. There will be an emphasis on developing transactions on the website as a means of ensuring a consistent response is given in a cost-effective way. The Contact Centre will reduce in size as call volumes reduce (relative to increased online services). Opening hours will be reduced by closing

Technical Appendix E (i)

Corporate Directorate (Retained Corporate Services)

earlier on Saturdays and call answering standards will also be reduced (see 6.16–6.19).

3.2 What will it look and feel like?

The emphasis will be on individuals having good information and advice, and being able to access services with the support they need. Ease of access, at times that suit people, will mean they can be more self-sufficient.

We will also focus on using the Contact Centre and web channels to help people and therefore filter them out at the earliest stage, so we can cut the costs of abortive work, and focus our resources on those who really need support.

We will prioritise helping members of the public to feel able to participate in democratic processes. For example, the introduction of e-petitioning will enable communities to voice issues and concerns that they have.

The County Council has often been seen as the “expert” by partners in certain subject areas. Going forward, that expertise may not be available. At the same time, there will be potentially greater synergy by having virtual teams that cut across organisations in specialist areas, such as Information Technology.

Overall, we will see the number of employees in the Corporate Directorate reduce. The proposed changes will mean that employees will need to be more self-sufficient, finding their own solutions. There will be a shift in skills required, with a greater need for expertise in procurement and contract management.

We will be moving towards using ICT to replace forms and manual processes (within our Shared Service arrangement with Northamptonshire) and for other transactions. This will mean less paper, slicker processes and greater uniformity across the organisation. Whilst this will increase efficiency, it will mean change for employees, alongside other changes occurring within the other Service areas.

We have undertaken more detailed Community Impact Assessments on specific service proposals, to understand the impact on individuals, communities and employees. These are available by clicking on the “Corporate Directorate” section at:

www.cambridgeshire.gov.uk/council/finance/spending/ip2011/impactassessments/

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Corporate Directorate (Retained Corporate Services)

4. MEASURES OF PROGRESS AND SUCCESS

4.1 Key milestones

We need to do more work to flesh out what outsourcing and other ways of service delivery will mean to gauge the real appetite amongst partners for work rather than talk.

4.2 Successful delivery

The list below shows the provisional key performance indicators for the Corporate Directorate for 2011/12. Performance indicators must be defined very carefully to balance the need to be proportionate in collecting information with the level of detail that is required in order to be operationally useful.

This list is not final and will change as government clarifies its requirements and priorities and service plans are refined. There will also be robust arrangements in place to identify and monitor benefits arising from service transformation.

This draft suite of indicators is being actively developed for management and monitoring effective from 1st April 2011, and will be revised further in June 2011.

Business Support Helpdesk

- Percentage of calls answered within 5 rings

- Average wait time
- Percentage of presented calls answered
- Percentage of IT incidents resolved within agreed timescales – definition under review

Facilities Management

- Total days of building closures with a detrimental effect on public service delivery
- Value of property portfolio (£) – definition under review
- Percentage of office space meeting desired specification – definition under review
- Reduction in energy and CO2 emissions from Council properties and schools – definition under review

Contact Centre

- CCC - percentage of Contact Centre calls answered within 20 seconds
- CCC - average wait time
- CCC - percentage of presented calls answered
- Percentage of stage 1 complaints escalated to stage 2 (whole Council) – definition under review
- Percentage of complaints meeting minimum response times (whole Council) – definition under review

Customer Service & Transformation Management Team

- Percentage complaints received in the Corporate Directorates answered within CCC guidelines
- Business Mileage

Technical Appendix E (i)

Corporate Directorate (Retained Corporate Services)

- Percentage of invoices paid on time – total
- Staff sickness per FTE - actual
- Staff sickness per FTE - 12-month rolling total

IT Services

- Percentage of PC equipment more than 7 years old
- Average availability of key systems (Business) – definition under review, to include web systems
- Average availability of key systems (Universal) – definition under review, to include web systems
- End to end service availability (core hours)
- End to end service availability (out of hours)
- Average availability of the network

Registration Service

- No. of formal complaints as a percentage of all registrations
- Events registered within statutory timeframe: Percentage births in 42 working days
- Percentage of certificate applications at the statutory fee turned around within 5 days
- Events registered within statutory timeframe: Percentage non-inquest deaths in 5 working days
- Percentage of customers seen within 10 minutes of appointment time
- Registration Service customer satisfaction

Democratic and Members' Services

- Percentage of agendas for formal member meetings published 6 working days before the meeting
- Percentage of minutes for formal member meetings published within 12 working days of the meeting

Service Transformation

- Progress with transformation projects – definition under review
- Satisfaction with website - difference between CCC and national average
- Percentage of visits to CCC website that are successful
- Number of website transactions – definition under review
- Response to FOI requests within specified timescales - pass rate (whole Council)

Communications

- Reputation tracker – definition under review

Technical Appendix E (ii): Corporate Directorate (Retained Corporate Services) Revenue Table
Budget Period: 2011-12 to 2015-16

			Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type	% of	Impact Assessment
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000	(N / E / EM)	Relevant Base	Investments / Pressures / Disinvestments / Savings
1	OPENING BUDGET		326.0	26,204	283.5	24,072	262.5	20,359	258.5	19,442	247.5	18,777			
1.1	Base Adjustments	For CCN PFI Grant. CCN Funding in line with reprofiled business case	-	944	-	-944	-	-	-	-	-	-			
1.2	Transfer of function		-	114	-	-1,103	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		326.0	27,262	283.5	22,025	262.5	20,359	258.5	19,442	247.5	18,777			
2	INFLATION														
2.1	Pay and non-pay	National and Local Pay Policy 0% increase year 1, 2% increase thereafter, Government NI increase 1% year 1. CPI expectation 2.5%.	-	348	-	439	-	378	-	451	-	418			
2.99	Sub Total Inflation		-	348	-	439	-	378	-	451	-	418			
3	DEMOGRAPHY AND DEMAND														
3.1	Coroners / Registration		-	11	-	19	-	21	-	19	-	21			
3.2	Contact Centre		-	16	-	16	-	16	-	16	-	16			
3.99	Sub Total Demography		-	27	-	35	-	37	-	35	-	37			
4	PRESSURES														
4.1	Coroners Officers Transfer of responsibility		-	110	-	110	-	-	-	-	-	-			
4.2	County Offices - new Fenland office		-	-	-	-	-	-	-	323	-	-			
4.3	Carbon Trading		-	46	-	-	-	-	-	-	-	-			
4.99	Sub Total Pressures		-	156	-	110	-	-	-	323	-	-			
5	INVESTMENTS														
5.1	Building refurbishment costs to support relocation of March Registration Office		-	-	-	15	-	-15	-	-	-	-			
5.2	ICT Resilience project costs		-	-50	-	-	-	-	-	-	-	-			
5.3	ICT Resilience ongoing costs		-	45	-	-	-	-	-	-	-	-			
5.4	EDRM		-	35	-	-	-	-	-	-	-	-			
5.5	Directorate Restructure		-	-50	-	-	-	-	-	-	-	-			
5.6	Print Management		-	-20	-	-	-	-	-	-	-	-			
5.7	Facilities Management		-	-60	-	-	-	-	-	-	-	-			
5.8	Communications consultancy support		-	-10	-	-	-	-	-	-	-	-			
5.9	Service Transformation		-	-50	-	-	-	-	-	-	-	-			
5.10	Contact Centre		-	-	-	-	-	-10	-	-	-	-			
5.99	Sub Total Investments		-	-160	-	15	-	-25	-	-	-	-			
6	DISINVESTMENTS AND SAVINGS														
	Emergency Management														
6.1	Emergency Management FTE Reduction		-3.0	-60	-2.0	-80	-	-	-	-	-	-	N	54.0%	District service can continue if agreement to service delivery model with associated shared funding. Transformation of CCC service.
6.2	Temporary Mortuary		-	-	-	-7	-	-	-	-	-	-	N	100.0%	Lease termination
	Corporate Communications														
6.3	Joint Communication Management and Delivery Arrangement		-1.0	-40	-	-	-	-	-	-	-	-	N	14.0%	Combination of management across a range of partners.
6.4	Corporate Communications reduction in FTE		-1.0	-40	-1.0	-40	-	-	-	-	-	-	EM	28.0%	Reduction in communications activity
6.5	Corporate Communication cease production of Your Cambs Magazine		-	-100	-	-	-	-	-	-	-	-	N	100.0%	Potential negative impact on community engagement

Technical Appendix E (ii): Corporate Directorate (Retained Corporate Services) Revenue Table
Budget Period: 2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.6	Corporate Communication Cease production of other publications		-	-	-	-30	-	-	-	-	-	-	N	100.0%	Potential negative impact on community engagement
6.7	Outcome of Communications Review Service Transformation		-	-100	-	-200	-	-	-	-	-	-	EM		Rationalisation and alignment with reshaped services
6.8	Transfer Info Governance Team to LGSS		-	-	-1.0	-36	-	-	-	-	-	-	N	16.0%	
6.9	Reduction by 2FTE in EDRM		-	-	-	-	-2.0	-70	-	-	-	-	N	28.0%	Assumes document management system completely implemented.
6.10	EDRM Efficiency		-	-60	-	-	-	-	-	-	-	-	N	24.0%	
6.11	Reduction of FTEs in Service Transformation		-	-	-	-	-2.0	-90	-3.0	-105	-	-	N	100.0%	Assumes a tight corporate hold on delivery of the Transformation agenda to ensure all major transformation projects are complete by end of 14/15.
6.12	Outsource Web Strategy		-	-	-1.0	-50	-	-	-	-	-	-	N	15.0%	Explore shared service options
6.13	Reduce 4FTE Portfolio/Programme/Project Management		-	-	-	-	-	-	-4.0	-180	-	-	N	68.0%	Assumes a tight corporate hold on delivery of the Transformation agenda to ensure all major transformation projects are complete by end of 14/15. Portfolio Manager retained to support wider development.
6.14	Service Transformation - projects & charging review Contact Centre		-	-120	-	-60	-	-	-	-	-	-	EM	18.0%	In line with portfolio management
6.15	New CRM Contract Saving		-	-	-	-150	-	-80	-	-	-	-	EM	45.0%	Retendering of service
6.16	Contact Centre reduced operating hours		-	-	-3.0	-70	-	-	-	-	-	-	N	7.0%	Reduces customer choice regarding making contact by telephone and response times for other channels.
6.17	Contact Centre delayed recruiting		-	-	-	-52	-	-	-	-	-	-	N	5.0%	Increases risk of impact from unplanned staff absence
6.18	Demography Saving		-	-16	-	-16	-	-16	-	-16	-	-	N	7.0%	
6.19	Contact Centre Service reduction		-12.0	-240	-	-	-	-	-	-	-	-	N	25.0%	Loss of some economies of scale, reduced resource to cope with anticipated increase in customer demand.
6.20	Contact Centre Shared Services Model Management Support		-	-	-	-	-	-	-	-70	-	-	N	7.0%	Further exploration of partnership opportunities to reduce management costs
6.21	Reduction in Management Support From 10/11 IPP General		-	-29	-	-	-	-	-	-	-	-	E	100.0%	
6.22	Savings in reduction of HoS		-3.0	-200	-	-	-	-	-1.0	-70	-	-	EM	62.0%	Significantly reduces management capacity; broad span of control for heads of service
6.23	Cross-Directorate Vacancy savings		-	-200	-	-	-	-	-	-	-	-	N	2.0%	Further temporary reductions in service
6.24	Directorate Restructure		-	-	-4.0	-100	-	-	-	-	-	-	EM	1.0%	Assumes standard processes are automated
6.25	General Efficiencies Registration & Coroners		-	-185	-	-	-	-	-	-	-	-	N	1.0%	Examination of all discretionary spend
6.26	R&C Revise Ser Management and Income Management		-	-33	-	-3	-	-40	-	-	-	-	N	9.0%	
6.27	Relocation of March and Ely Registration Offices		-	-10	-	-29	-	-	-	-	-	-	N	41.0%	
6.28	New SCS Service		-	-5	-	-2	-	-1	-	-	-	-	N	6.0%	
6.29	Coroner District Reform & reduced support		-	-4	-	-4	-	-45	-	-	-	-	N	8.0%	
6.30	Demography Saving IT Services		-	-11	-	-19	-	-21	-	-19	-	-	N	8.0%	
6.31	IT Services Restructure		-13.5	-659	-6.0	-219	-	-	-	-	-	-	N	35.0%	All the proposed changes in ICT dramatically reduce the capacity to deliver Service Directorates' transformation requirements. Share Services within LGSS and, potentially with partners, will release some savings. Outsourcing may not in itself produce savings but does mitigate risk as the organisation downsizes and capacity shrinks.
6.32	Rationalisation of Community Outlets		-	-25	-	-	-	-	-	-	-	-	E	1.0%	
6.33	CCN Budget Reductions		-	-	-	-500	-	-125	-	-	-	-	E	37.0%	
6.34	Further reduction in ICT Service Levels		-	-30	-	-30	-	-21	-	-30	-	-	EM	21.0%	
6.35	Telephony reduced usage		-	-60	-	-10	-	-10	-	-10	-	-	N	21.0%	Based on reducing CCC headcount
6.36	IT Resilience		-	-90	-	-	-	-	-	-	-	-	N	100.0%	Links with reduction in capital programme. Identified risks not mitigated.
6.37	Shared Services IT Service		-	-	-	-110	-	-	-	-	-	-	N	4.0%	Exploration of joint working with public sector partners

Technical Appendix E (ii): Corporate Directorate (Retained Corporate Services) Revenue Table
Budget Period: 2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
6.38	Managed Service ICT Infrastructure		-	-	-	-	-	-200	-	-209	-	-	N	14.0%	Assumes infrastructure management and support outsourced.
6.39	Cloud Computing Model		-	-	-	-	-	-	-	-100	-	-	N	5.0%	Depends on Central Government decisions
	Business Support & FM														
6.40	Reductions in Building Maintenance			-277		-		-100		-100		-	N	38.0%	Assumes reductions in property portfolio
6.41	Reduction in Facilities Management			-200		-152		-331		-200		-	EM	27.0%	Assumes a tight Corporate hold on property decisions
6.42	Business Support Helpdesk Reductions		-3.0	-90	-3.0	-95		-		-		-	EM	30.0%	Lower resource pool to provide support.
6.43	Energy Management		-1.0	-33		-		-		-		-	N	100.0%	
6.44	Clean Mail			-10		-		-		-		-	EM		
6.45	Reduction in Courier Service		-	-		-25		-		-		-	N	31.0%	Will require schools to start using electronic versions of info to circulate to schools.
6.46	Deletion of Courier Service		-	-		-		-55		-		-	N	69.0%	Will mean electronic transfer of white mail must be in place for all mail.
6.47	Property Projects Team		-2.0	-95		-		-		-		-	N	66.0%	Projects will need to finance management of moves
6.48	Dryden Car Park			-20		-		-		-		-	N	100.0%	Reduced parking for staff which may reduce business mileage
6.49	Building Project Team reduction		-	-		-		-	-3.0	-100		-	N	22.0%	Assumes reduction in building projects as part of maintenance no longer required due to reduction in property portfolio and reducing high maintenance properties.
6.50	Rationalisation of properties on Shire Hall campus		-	-		-		-		-150		-	N	100.0%	Explore disposal of either Castle Court or Babbage House
	PP&L Retained														
6.51	Redundancy, Pensions & Injury			-100		-		-		-		-	N	7.0%	
6.52	General Management Graduate Trainees		-3.0	-151		-		-		-		-	EM	100.0%	
6.53	Reorganisation of retained PP&L staffing structures			-268		-176		-102		-115		-	EM	38.0%	Diminished ability of the Council to respond to policy and legislative initiatives emerging from government and regulators. Policy resources across the Council and within partner organisations should work much more collaboratively. Regular review of democratic arrangements of the Council to ensure resources required to support local democracy, scrutiny and decision making are balanced against the need to make these as efficient as
6.54	To be identified		-	-		-		-		-		-			
6.99	Sub Total Disinvestments and Savings		-42.5	-3,561	-21.0	-2,265	-4.0	-1,307	-11.0	-1,474	-	-1,267			
7	TOTAL BUDGET		283.5	24,072	262.5	20,359	258.5	19,442	247.5	18,777	247.5	17,965			
8	FUNDING														
8.1	Central Funding			-20,234		-16,521		-15,064		-14,939		-14,127			
8.2	External Income			-3,838		-3,838		-3,838		-3,838		-3,838			
8.3	Schools Income			-		-		-		-		-			
8.99	Total Funding			-24,072		-20,359		-19,442		-18,777		-17,965			

Headlines											
A	Inflation as % of adjusted base budget		1.3%	2.0%	1.9%	2.3%	2.2%				
B	Demand/ Demography as % of adjusted base budget		0.1%	0.2%	0.2%	0.2%	0.2%				
C	Investments / Pressures as % of adjusted base budget		0.0%	0.6%	-0.1%	1.7%	0.0%				
D	Disinvestments / Savings as % of adjusted base budget		-13.1%	-10.3%	-6.4%	-7.6%	-6.7%				
E	Budget % change in year		-11.7%	-7.6%	-4.5%	-3.4%	-4.3%				
F	WTE % change in year	-13.0%		-7.4%	-1.5%	-4.3%	0.0%				

Technical Appendix E (iii): Corporate Directorate (Retained Corporate Services) Capital Table
Budget Period: 2011-12 to 2015-16
2011-2012 Starts

SCHEME	Total Cost £000	TOTAL PREV. Years £000	2011- 2,012 £000	2012- 2,013 £000	2013- 2,014 £000	2014- 2,015 £000	2015- 2,016 £000	Later Years £000
Cambridgeshire Community Network Refresh	5,500	-	4,500	1,000	-	-	-	-
TOTAL - SCHEMES TO START 2011-2012 (OUTTURN PRICES)	5,500	-	4,500	1,000	-	-	-	-

CAPITAL SPENDING AND FUNDING 2011-12 to 2015-2016

Corporate Directorates (Retained) Capital Programme 2011-16								
	Total Cost £000	TOTAL PREV. Years £000	2011- 2,012 £000	2012- 2,013 £000	2013- 2,014 £000	2014- 2,015 £000	2015- 2,016 £000	Later Years £000
Programme Expenditure	9,963	950	6,439	2,074	500	-	-	-
Government Approved Funding								
Supported capital expenditure			-	-	-	-	-	-
Total Government Approved Funding			-	-	-	-	-	-
Locally Generated Funding								
Capital Receipts (14-15 onwards into BUPA)			-	-	-	-	-	-
BUPA Ring-Fenced Capital Receipts			-	-	-	-	-	-
Other Contributions (BUPA)			-	-	-	-	-	-
Prudential Borrowing (BUPA)			-	-	-	-	-	-
Prudential Borrowing (other schemes)			6,439	2,074	500	-	-	-
Other contributions (South Cambs DC)			-	-	-	-	-	-
Total Locally Generated Funding			6,439	2,074	500	-	-	-
TOTAL FUNDING			6,439	2,074	500	-	-	-

Technical Appendix E (iii): Corporate Directorate (Retained Corporate Services) Capital Table
Budget Period: 2011-12 to 2015-16

SCHEMES	Total Cost £000	TOTAL PREV. Years £000	2011- 2,012 £000	2012- 2,013 £000	2013- 2,014 £000	2014- 2,015 £000	2015- 2,016 £000	Later Years £000
Committed schemes	4,463	950	1,939	1,074	500	-	-	-
2011-2012 Starts	5,500	-	4,500	1,000	-	-	-	-
2012-2013 Starts	-	-	-	-	-	-	-	-
2013-2014 Starts	-	-	-	-	-	-	-	-
2014-2015 Starts	-	-	-	-	-	-	-	-
2015-2016 Starts	-	-	-	-	-	-	-	-
TOTAL	9,963	950	6,439	2,074	500	-	-	-

Committed Schemes

SCHEME	Total Cost £000	TOTAL PREV. Years £000	2011- 2,012 £000	2012- 2,013 £000	2013- 2,014 £000	2014- 2,015 £000	2015- 2,016 £000	Later Years £000
Other Schemes:								
DDA works for Corporate Offices 2006-2007	184	134	50	-	-	-	-	-
General Scheme Protection	353	-	303	50	-	-	-	-
CCC Contribution to Carbon Reduction & Improved Efficiency	2,000	125	875	500	500	-	-	-
Electronic Record Management	300	143	150	7	-	-	-	-
Fire Compartment Surveys & Implementation	567	-	250	317	-	-	-	-
IT Infrastructure Refresh	719	281	238	200	-	-	-	-
Car Park Management	40	-	40	-	-	-	-	-
Capacity Enhancement to respond to Growth Agenda	300	267	33	-	-	-	-	-
TOTAL - COMMITTED SCHEMES	4,463	950	1,939	1,074	500	-	-	-

Technical Appendix F (i)

Corporate Services supplied by Local Government Shared Services, a partnership with Northamptonshire County Council

1. BRIEF DESCRIPTION OF PLANNED SERVICE

Local Government Shared Services (LGSS) is a partnership between Cambridgeshire County Council (CCC) and Northamptonshire County Council (NCC) to provide an extensive range of professional and transactional services to the two councils and other public bodies.

The aim of LGSS is to provide high quality services at low costs by:

- Sharing the cost of management and specialists
- Effective and efficient use of technology
- Simplifying and standardising processes
- Making economies of scale and generating income.

1.1 Services to be provided

In summary the services to be provided to the Authority and the individual services within the authority are as follows:

- Financial Strategy, Performance and Research
- Financial Management
- Audit, Insurance and Risk Management
- Estates Strategy (CCC only)
- Property Commissioning (CCC only)

- Procurement
- Human Resource Management
- Organisational Development
- Human Resources Transactional Services
- Finance Transactional Services
- Pension Management and Investments
- Legal Services
- Information Technology (NCC only)

All the above services are provided in close co-ordination with the corporate services that are not currently within the scope of LGSS.

All services are transforming and will continue to transform to meet the needs of the Council and reflect best practice. In particular all transactional services will be remodeled in conjunction with a planned software upgrade during 2011/12.

1.2 Key outcomes and priorities of the service

Details of the outcomes and priorities of LGSS provided corporate services are set out in the Business Case and LGSS Service Catalogue.

Technical Appendix F (i)

Corporate Services supplied by Local Government Shared Services, a partnership with Northamptonshire County Council

In summary the intent is to offer a full and comprehensive range of professional and transactional support services to the two partnering authorities and other organisations associated with the two authorities.

The aim is for the performance of the services in qualitative terms to be no less than the upper quartile for upper tier local authorities, at a cost that is no more than the lower quartile for upper tier authorities as measured by "industry standard" benchmarks.

LGSS services should, on a professional competence and cost basis, mean that the use of external business consultants in the designated areas of operation is minimal.

In the future, it is the intent of LGSS to develop to provide transactional and professional services by agreement to other local public bodies and not for profit organisations, building upon existing arrangements wherever practical.

Over time it is also expected that up to three other major partners of scale may wish to become part of the LGSS enterprise. At this scale, the optimum balance of efficiency and added value to partners and customers will be achieved.

1.3 Key statutory duties of the service

LGSS discharges certain statutory duties under the Local Government Act, particularly in respect of those that fall to the:

- Section 151 Officer (Director of Finance).
- Monitoring Officer (Director of Legal Services).

In addition to these duties LGSS is responsible for discharging specific duties in respect of employment law, procurement law, and pension administration and investments (this list is not exhaustive).

1.4 Authority's role in service delivery

LGSS directly and indirectly supports the commissioning and delivery aspects of the Council's role as well as supporting Members and Managers in forming decisions and discharging actions.

1.5 Economic value of services

The broader economic value of the services is significant and attention is drawn to two particular examples:

Technical Appendix F (i)

Corporate Services supplied by Local Government Shared Services, a partnership with Northamptonshire County Council

- LGSS is responsible for the prompt payment of invoices to local businesses with a 95% target of payment within due terms being set. LGSS consistently exceeds this target.
- LGSS is responsible for overall management of the estate including 14,000 hectares of tenanted farmland. In running the farm estate, LGSS ensure business opportunities are maximised and environmental objectives are met.

1.6 Social value of services

There is no direct "social" value of the services in respect of delivering the Council's priorities. LGSS provides support to operational services and the Council's managers and members, including Cabinet. However, the professional and operational support provided to other Services is vital, allowing them to contribute to social value.

2. CHALLENGES AND OPPORTUNITIES

LGSS is about delivering added value and efficiency. Over a five-year period the costs of the service in cash terms will reduce significantly.

2.1 Funding challenges

LGSS services do not receive any extra demographic investment over the planning period and only minimal levels of inflation funding. Together with the impact of previous savings targets set for the Service, this means that resources correctly "flow" from LGSS to priority front line services.

LGSS has some vulnerability in respect of income gained from external partners, particularly schools and other local authorities e.g. partner contributions to the costs of joint research.

There are, however, other income opportunities as partner bodies seek cost effective solutions to the provision of professional and transactional services and/or may not be of sufficient scale to warrant the direct employment of specialist professional staff.

2.2 Changing needs and demands

As the Council enters a period of rapid service transformation, the professional and operational support of LGSS will be vital to other services especially during 2011/12 and 2012/13.

Technical Appendix F (i)

Corporate Services supplied by Local Government Shared Services, a partnership with Northamptonshire County Council

- Provision of technical advice in terms of organisational change and alternate business models
- Advice on the implications of changes in respect of tax and VAT

2.5 Working Together

LGSS is an innovative and exemplar partnership. There is no such extensive sharing of professional and transactional services of this scale in England.

The current partnership will be used as a springboard for further local and national partnership working.

3. RESPONDING TO THE CHALLENGES AND OPPORTUNITIES

3.1 Savings and Transformation *(cross-references to particular lines in the Local Government Shared Services Overview Revenue Budget Table 1, Technical Appendix F(ii) are provided in parentheses for reference)*

LGSS will work to support the Council in general and services, in particular deliver agreed priorities to target and within budget.

The aim of LGSS is deliver significant savings with little or no impact on service quality. Savings will arise from:

- Reduced senior management costs (see 6.35).
- Sharing professional expertise and merging teams (see 6.5, 6.14).
- Improved use of technology (see 6.28, 6.29).
- Future income and further saving opportunities (see 6.34).

3.2 What will this look and feel like?

Individuals and communities will be aware of an efficient and effective service in terms of invoice payment, debt collection, the publication and explanation of the business affairs of the Council, sustainable and well managed estate, and other such indicators.

Direct contact with partners and customers in relation to LGSS's activities will further improve. In addition LGSS, mainly through its Financial Strategy, Research and Project activities will encourage and support information sharing between partners.

The LGSS concept provides additional opportunities for staff to learn from partner and customer organisations as well as develop and hone professional skills. The

Technical Appendix F (i)

Corporate Services supplied by Local Government Shared Services, a partnership with Northamptonshire County Council

commitment to the Finance Graduate Trainee scheme will continue.

4. MEASURES OF PROGRESS AND SUCCESS

The details of LGSS's progress and success are set out in the Business Case. Key milestones that deliver cost and quality improvements over the next twelve months are set out below.

4.1 Key milestones

- LGGS fully operational, 1st October 2010 (achieved)
- Tier 0 and 1 management restructuring and savings, 1st October 2010 (achieved)
- IT hosting contract renewed with saving, 1st November 2010 (achieved)
- Tier 2 and 3 management restructuring and savings, 30th September 2011
- Refresh of E-business system and transactional improvements secured, 31st March 2012

4.2 Successful delivery

A range of operational indicators and benchmarks is currently being agreed.

Technical Appendix F (ii): Local Government Shared Services Revenue Table
Budget Period: 2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
1	OPENING BUDGET		415.0	18,096	406.0	16,952	398.0	16,282	398.0	15,546	398.0	14,436			
1.1	Transfer of function		-	-	-	-	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		415.0	18,096	406.0	16,952	398.0	16,282	395.0	15,546	395.0	14,436			
2	INFLATION														
2.1	Pay and non-pay	National and Local Pay Policy 0% increase year 1, 2% increase thereafter, Government NI increase 1% year 1. CPI expectation 2.5%.	-	135	-	223	-	205	-	187	-	167			
2.99	Sub Total Inflation		-	135	-	223	-	205	-	187	-	167			
3	DEMOGRAPHY AND DEMAND														
3.99	Sub Total Demography		-	-	-	-	-	-	-	-	-	-			
4	PRESSURES														
4.1	Workwise		-	714	-	-	-	-	-	-	-	-			
4.99	Sub Total Pressures		-	714	-	-	-	-	-	-	-	-			
5	INVESTMENTS														
5.1	Corporate funding for treasury management		-	-100	-	-	-	-	-	-	-	-			
5.99	Sub Total Investments		-	-100	-	-	-	-	-	-	-	-			
6	DISINVESTMENTS AND SAVINGS														
	Finance & Procurement														
6.1	Finance Professional: managed reduction confirmed	2009/10 Integrated Plan	-	-121	-	-	-	-	-	-	-	-		-0.7%	
6.2	Research: managed reduction confirmed	2009/10 Integrated Plan	-	-24	-	-	-	-	-	-	-	-		-0.1%	
6.3	Property, Estate & Performance: managed reduction confirmed	2009/10 Integrated Plan	-	-10	-	-30	-	-30	-	-	-	-		-0.6%	
6.4	Audit, Insurance and Risk Management: managed reduction confirmed	2009/10 Integrated Plan	-	-10	-	-	-	-	-	-	-	-		-0.1%	
6.5	Professional Finance	LGSS Detailed Business Case	-1.0	-45	-1.5	-69	-	-	-	-	-	-		-0.6%	
6.6	Procurement Management Savings	LGSS Detailed Business Case	-0.5	-25	-0.5	-25	-	-	-	-	-	-		-0.3%	
6.7	Audit & Risk Management increase in income generation	LGSS Detailed Business Case	-1.0	-45	-	-	-	-	-	-	-	-		-0.2%	
6.8	Professional Finance - stretch target	LGSS Detailed Business Case	-	-	-	-	-	-104	-	-	-	-		-0.6%	
6.9	Audit & Risk Management - stretch saving	LGSS Detailed Business Case	-	-	-	-	-	-42	-	-	-	-		-0.2%	
6.10	Procurement Management - stretch saving	LGSS Detailed Business Case	-	-	-	-	-	-23	-	-	-	-		-0.1%	
6.11	Further Procurement Opportunities	LGSS Detailed Business Case	-	-140	-	-100	-	-50	-	-	-	-		-1.6%	
6.12	External Audit	LGSS Detailed Business Case	-	-75	-	-	-	-	-	-	-	-		-0.4%	
6.13	Future sharing, trading, and procurement opportunities	Service Transformation, Organisational Design and Commercial workstreams including by-in to the Fujitsu contract	-	-	-	-	-	-	-	-	-	-		0.0%	
	Human Resources & Organisational Development														
6.14	Single OD & HR	LGSS Detailed Business Case	-0.5	-30	-	-	-	-	-	-	-	-		-0.2%	
6.14.1	Strategy & Policy - Pay & Reward	LGSS Detailed Business Case	-0.5	-25	-	-	-	-	-	-	-	-		-0.1%	
6.15	OD & HR (Professional & Transactional) - stretch target	LGSS Detailed Business Case	-	-	-	-	-	-180	-	-	-	-		-1.0%	
6.16	HR and OD function	2009/10 Integrated Plan	-	-107	-	-232	-	-220	-	-	-	-		-3.1%	

Technical Appendix F (ii): Local Government Shared Services Revenue Table
Budget Period: 2011-12 to 2015-16

			Detailed Plans				Outline Plans				N = New, E = Existing & EM = Existing Modified				
Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
Operations															
6.17	E-business Suite Support Contract - Procurement	LGSS Detailed Business Case	-	-420	-	-59	-	-8	-	-1	-	-7		-2.8%	
6.18	Self Service Finance	LGSS Detailed Business Case	-	-	-1.5	-36	-	-	-	-	-	-		-0.2%	
6.19	Scanning	LGSS Detailed Business Case	-1.0	-20	-1.0	-16	-	-	-	-	-	-		-0.2%	
6.20	AP Interface Development	LGSS Detailed Business Case	-	-	-1.0	-26	-	-	-	-	-	-		-0.1%	
6.21	FABA personal budget reduction	LGSS Detailed Business Case	-	-15	-	-	-	-	-	-	-	-		-0.1%	
6.22	Reorganisation of e-Business Systems Admin, Development & Testing Functions	LGSS Detailed Business Case	-0.5	-17	-	-	-1.5	-46	-	-	-	-		-0.3%	
6.23	Reorganisation GL & Admin Support	LGSS Detailed Business Case	-0.5	-15	-	-	-	-	-	-	-	-		-0.1%	
6.24	Automate Testing	LGSS Detailed Business Case	-	-	-0.5	-13	-	-	-	-	-	-		-0.1%	
6.25	Financial Systems reductions following new hosting agreement	LGSS Detailed Business Case	-	-	-1.5	-51	-0.5	-22	-	-	-	-		-0.4%	
6.26	Single Transactional Services	LGSS Detailed Business Case	-0.5	-30	-	-	-	-	-	-	-	-		-0.2%	
6.27	i-Expenses	LGSS Detailed Business Case	-	-	-0.5	-10	-	-	-	-	-	-		-0.1%	
6.28	L&D – self service, online enrolment, waiting lists, reduction of paperwork – etc.	LGSS Detailed Business Case	-	-	-0.5	-20	-	-	-	-	-	-		-0.1%	
6.29	E-recruitment system	LGSS Detailed Business Case	-	-	-	-10	-	-	-	-	-	-		-0.1%	
6.30	Reduced NCC team following implementation	LGSS Detailed Business Case	-4.0	-125	-	-	-	-	-	-	-	-		-0.7%	
6.31	Integrated HR/payroll solution (reduce handoffs; inaccuracy, paperwork, overpayments). NCC only	LGSS Detailed Business Case	-0.5	-13	-0.5	-13	-1.0	-25	-	-25	-	-44		-0.7%	
6.32	Finance Transactional - stretch saving	LGSS Detailed Business Case	-	-	-	-	-	-87	-	-	-	-		-0.5%	
6.33	Payroll - stretch saving	LGSS Detailed Business Case	-	-	-	-	-	-22	-	-	-	-		-0.1%	
6.34	Legal trading income	LGSS Detailed Business Case	-	-100	-	-	-	-7	-	-	-	-		-0.6%	
Central Management															
6.35	Top tier management savings as per the detailed business case	LGSS Detailed Business Case	-	-120	-	-	-	-28	-	-	-	-		-1.0%	
6.36	Future sharing, trading, and procurement opportunities		-	-361	-	-183	-	-47	-	-1,271	-	-480		-9.9%	
6.99	Sub Total Disinvestments and Savings		-10.5	-1,893	-9.0	-893	-3.0	-941	-	-1,297	-	-531			
7	TOTAL BUDGET		406.0	16,952	398.0	16,282	395.0	15,546	395.0	14,436	395.0	14,072			
8	FUNDING														
8.1	Central Funding			-9,679		-9,009		-8,273		-7,163		-6,799			
8.2	External Income			-6,691		-6,691		-6,691		-6,691		-6,691			
8.3	Schools Income			-582		-582		-582		-582		-582			
8.99	Total Funding			-16,952		-16,282		-15,546		-14,436		-14,072			
Headlines															
A	Inflation as % of adjusted base budget			0.7%		1.3%		1.3%		1.2%		1.2%			
B	Demand/ Demography as % of adjusted base budget			0.0%		0.0%		0.0%		0.0%		0.0%			
C	Investments / Pressures as % of adjusted base budget			3.4%		0.0%		0.0%		0.0%		0.0%			
D	Disinvestments / Savings as % of adjusted base budget			-10.5%		-5.3%		-5.8%		-8.3%		-3.7%			
E	Budget % change in year			-6.3%		-4.0%		-4.5%		-7.1%		-2.5%			
F	WTE % change in year		-2.2%		-2.0%		-0.8%		0.0%		0.0%				

N = New, E = Existing & EM = Existing Modified

Technical Appendix F (iii): Local Government Shared Services Capital Table
Budget Period: 2011-12 to 2015-16

SCHEMES	Total	TOTAL	2011-	2012-	2013-	2014-	2015-	Later
	Cost	PREV.	2,012	2,013	2,014	2,015	2,016	Years
	£000	Years	£000	£000	£000	£000	£000	£000
		£000						
Committed schemes	29,152	3,510	8,926	4,811	5,526	2,142	1,317	2,920
2011-2012 Starts	-	-	-	-	-	-	-	-
2012-2013 Starts	-	-	-	-	-	-	-	-
2013-2014 Starts	-	-	-	-	-	-	-	-
2014-2015 Starts	-	-	-	-	-	-	-	-
2015-2016 Starts	-	-	-	-	-	-	-	-
TOTAL	29,152	3,510	8,926	4,811	5,526	2,142	1,317	2,920

Committed Schemes

SCHEME	Total	TOTAL	2011-	2012-	2013-	2014-	2015-	Later
	Cost	PREV.	2,012	2,013	2,014	2,015	2,016	Years
	£000	Years	£000	£000	£000	£000	£000	£000
		£000						
Better Utilisation of Property Assets:								
BUPA - Shire Hall Campus	6,174	806	1,100	-	608	610	610	2,440
BUPA - Fenland	6,597	56	50	3,101	3,390	-	-	-
BUPA - COWA	5,000	-	5,000	-	-	-	-	-
BUPA - Outdoor Education Facilities	631	631	-	-	-	-	-	-
BUPA - LDF Reps / Strategic Tree Planting	834	142	190	193	35	39	37	198
BUPA - County Farms Viability	4,295	635	822	822	822	822	372	-
BUPA - Building Maintenance	3,000	373	600	600	600	600	227	-
BUPA - Other Projects	683	460	223	-	-	-	-	-
BUPA - General Programme Activity	801	164	71	71	71	71	71	282
Other Schemes:								
Model Primary School	243	193	50	-	-	-	-	-
Blackwell Travellers Site	894	50	820	24	-	-	-	-
TOTAL - COMMITTED SCHEMES	29,152	3,510	8,926	4,811	5,526	2,142	1,317	2,920

Technical Appendix F (iii): Local Government Shared Services Capital Table
Budget Period: 2011-12 to 2015-16
CAPITAL SPENDING AND FUNDING 2011-12 to 2015-2016

Local Government Shared Services Capital Programme 2011-16								
	Total Cost £000	TOTAL PREV. Years £000	2011- 2,012 £000	2012- 2,013 £000	2013- 2,014 £000	2014- 2,015 £000	2015- 2,016 £000	Later Years £000
Programme Expenditure	29,152	3,510	8,926	4,811	5,526	2,142	1,317	2,920
Government Approved Funding								
Supported capital expenditure			-	-	-	-	-	-
Total Government Approved Funding			-	-	-	-	-	-
Locally Generated Funding								
Capital Receipts (14-15 onwards into BUPA)			-	-	-	2,344	2,070	8,001
BUPA Ring-Fenced Capital Receipts			-	-	3,104	-	4,376	3,848
Other Contributions (BUPA)			5	5	5	-	-	150
Prudential Borrowing (BUPA)			6,051	4,782	2,417	-202	-5,129	-9,079
Prudential Borrowing (other schemes)			2,050	-	-	-	-	-
Other contributions (South Cambs DC)			820	24	-	-	-	-
Total Locally Generated Funding			8,926	4,811	5,526	2,142	1,317	2,920
TOTAL FUNDING			8,926	4,811	5,526	2,142	1,317	2,920

Technical Appendix F (iv): Local Government Shared Services - Financing Debt Charges Revenue Table
Budget Period: 2011-12 to 2015-16

Detailed Plans	Outline Plans
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N = New, E = Existing & EM = Existing Modified

Ref	Description	Key Policy Driver / Working Assumption	2011/12		2012/13		2013/14		2014/15		2015/16		Type (N / E / EM)	% of Relevant Base	Impact Assessment Investments / Pressures / Disinvestments / Savings
			WTE	£000	WTE	£000	WTE	£000	WTE	£000	WTE	£000			
1	OPENING BUDGET		-	27,883	-	33,761	-	37,197	-	36,127	-	33,119			
1.1	Base Adjustments		-	1,233	-	-	-	-	-	-	-	-			
1.99	ADJUSTED OPENING BUDGET		-	29,116	-	33,761	-	37,197	-	36,127	-	33,119			
2	Revenue Impact of Capital decisions		-	3,645	-	4,436	-	-70	-	-3,008	-	-1,833			
2.99	Sub Total		-	3,645	-	4,436	-	-70	-	-3,008	-	-1,833			
3	PRESSURES														
3.1	Redundancy costs		-	1,000	-	-1,000	-	-1,000	-	-	-	-			
4.99	Sub Total Pressures		-	1,000	-	-1,000	-	-1,000	-	-	-	-			
7	TOTAL BUDGET		-	33,761	-	37,197	-	36,127	-	33,119	-	31,286			
8	FUNDING														
8.1	Central Funding			-33,761		-37,197		-36,127		-33,119		-31,286			
8.2	External Income			-		-		-		-		-			
8.3	Schools Income			-		-		-		-		-			
8.99	Total Funding			-33,761		-37,197		-36,127		-33,119		-31,286			
Headlines															
A	Inflation as % of adjusted base budget			12.5%		13.1%		-0.2%		-8.3%		-5.5%			
C	Investments / Pressures as % of adjusted base budget			16.0%		10.2%		-2.9%		-8.3%		-5.5%			
E	Budget % change in year			16.0%		10.2%		-2.9%		-8.3%		-5.5%			

INTEGRATED PLAN 2011-2012

TECHNICAL APPENDIX G: Glossary

Adjustment for Academies

An adjustment made to base Formula Grant amounts each year in relation to the Local Authority Central Spend Equivalent Grant (LACSEG).

Balance Sheet

A summary of the financial balances of the Authority as at a specific date.

Better Utilisation of Property Assets

A programme that manages the sale of property holdings and reinvestment of the Authority's non-schools property assets over a period of 10 years.

Budget Requirement

Equivalent to the Council's net budget. The amount the Council estimates as its planned spending, after deducting any funding from reserves and any income it expects to raise (other than from Council Tax and Formula Grant).

Building Schools for the Future

A national project that aimed to see all secondary schools in England rebuilt or substantially refurbished over a 15 year period. Cancelled by the Coalition Government, except for those projects where contracts have already been awarded.

Capital Contributions

Funding amounts provided by developers and others to support specific schemes.

Capital Financing Requirement

An indicator which generally represents the underlying need to borrow for capital expenditure.

Capital Grants

Funding provided by Central Government to support specific capital schemes.

Central Allocation

An amount per head of population for each authority, calculated according to the type of authority (Metropolitan, District, Unitary, County, Police).

Comprehensive Spending Review (CSR)

A Treasury-led process to allocate resources across all government departments, according to the Government's priorities.

Creditors

Entities that the Authority owe money to.

TECHNICAL APPENDIX G: Glossary

Debtors

Entities that owe money to the Authority.

Debt Portfolio

A schedule of loans used to fund capital expenditure undertaken by the Authority.

Dedicated Schools Grant

A ring-fenced grant from the Department for Education to fund expenditure by Schools. This is allocated to the Council, and then passed directly on to schools.

Demography

Includes all demand changes arising from: increased numbers (e.g. clients served, road kilometres), increased complexity (e.g. more intensive packages of care as clients age) and any full-year catch up from previous activity baselines.

Earmarked Capital Receipts

Capital receipts that are 'ring fenced' to related capital schemes.

Earmarked Reserves

Set aside to meet known or predicted liabilities e.g. insurance claims, or are set aside for specific and designated purposes.

Financing Costs

The cost of servicing the Council's borrowing. This will include interest incurred on loans and other charges in respect of borrowing.

Fixed Assets

Assets which can not easily be converted into cash e.g. land, buildings, plant and equipment.

Floor Damping

Ministerial discretion applied to Formula Grant allocations to decide a minimum grant increase for all authorities.

Authorities with an increase above the 'floor' will have their grant reduced to pay for the guaranteed minimum increase in other authorities – therefore, across the whole Settlement it is a neutral adjustment.

Formula Grant

Comprised of Revenue Support Grant (RSG) and income from redistributed business rates – see National Non-Domestic Rates (NNDR).

Formula Grant Consultation

Dialogue between Central Government and local authorities to discuss the methodology behind the Four Block Model used to distribute Formula Grant.

Four Block Model

The complex method by which Central Government determines Formula Grant allocations to local authorities, introduced from 2006-07. The four blocks are: Relative Needs; Relative Resources; Central Allocation; and Floor Damping.

General Capital Receipts

The proceeds of asset sales, net of sales expenses.

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General Reserve

A working balance to cushion the impact of uneven cash flows. In addition the reserve also acts as a contingency that can be used in year in the event of unexpected emergencies or unforeseen spending.

Gross Budget

The Council's total budget related to all central and local funding streams.

Inflation

A rise in the general level of prices of goods and services.

Investments

Initiatives funded from additional savings.

Invest to Transform Fund

A particular reserve that is set aside to allow the Authority to invest in projects that make future savings, facilitate service transformation and deliver measurable improvements in service performance.

Local Area Business Growth Incentive scheme (LABGI)

A Government programme to give local authorities an incentive to maximise business creation in their areas. Cancelled as part of the Emergency Budget in June 2010.

Local Authority Central Spend Equivalent Grant (LACSEG).

Paid to academies in recognition of the fact that, as publically-funded independent schools, they no longer receive a number of services from local authorities and must instead make

appropriate provision for themselves. Funded through an 'Academies' adjustment to Formula Grant.

Local Government Finance Settlement (LGFS)

The distribution of Formula Grant from Central Government to local authorities. Details of other revenue and capital grants are often released at the same time as the LGFS.

National Non-Domestic Rates (NNDR)

Local business rates that are collected nationally, added to RSG and then allocated by Central Government to local authorities via the Formula Grant Four Block Model.

Net Budget

The Council's budget after the deduction of any funding streams (excluding Council Tax and Formula Grant). This figure is also called the Budget Requirement and is reported to Central Government.

Other Balances

Unusable reserves that are required for technical accounting purposes.

Other Reserves

Usable reserves e.g. Pressures and Development Reserves, Earmarked Reserves and School Reserves.

Precept

The income which the Authority requires a District Council to raise on its behalf from Council Tax.

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Pressures

Unavoidable costs to the Authority.

Pressures and Developments Reserve

Used to set aside monies for future uncertain developments and pressures, where the exact timing and value is not yet known and/or is not in the control of the Authority.

Prudential Borrowing

Approved amounts borrowed for the purposes of funding capital schemes.

Relative Need

An amount calculated according to the level of need of an authority. Authorities with higher needs will receive a greater allocation.

Relative Needs Formulas (RNFs)

Mathematical formulae used in the Four Block Model that include information on the population, social structure and other characteristics of each authority.

Relative Resource

Takes account of authorities' ability to raise council tax and is a negative allocation (therefore authorities with higher taxbase receive larger deductions in this block).

Resource Review

To be launched by Central Government in January 2011. Will review the method by which Central Government allocates funding to local authorities, including reviewing arrangements for collecting and distributing business rates.

Revenue Support Grant (RSG)

Un-ringfenced Central Government grant to Local Authorities. Combined with NNDR makes up the total Formula Grant pot.

School Reserves

Schools are encouraged to hold general contingency reserves within advisory limits.

Star Chamber process

A series of challenge sessions for each Service, chaired by the Chief Executive of the Council. Service Directors are challenged by the Leader, Deputy Leader and Chief Executive of the Council, relevant Cabinet Members and relevant Executive and Corporate Directors, supported by senior finance officers, as to how they can deliver their savings targets.

Stock

Goods and materials held available in stock by the Authority.

Supported Capital Expenditure (SCE)

Borrowing for capital expenditure where the interest payments are in part supported through Formula Grant funding. All SCE cancelled as part of the LGFS 2010; funding is instead being provided through Capital Grants.

Tailored Distribution

Certain Specific Grants were due to be added to Formula Grant as part of LGFS 2010, however their existing specific grant distribution was significantly different to that of the RNF for the service that it would have been added to. Therefore, these grants have instead been rolled into Formula Grant

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using a specific Tailored Distribution Methodology. This is still subject to damping as per the existing three blocks within the model.

Taxbase

The number of dwellings within the County that are subject to payment of Council Tax at Band D rate.

Treasury Management Strategy

The Authority's practices, procedures and reporting requirements in dealing with the management of investments and borrowing.

Contacts for further information

This Plan provides a summary of the County Council's long-term vision, our strategic priorities for 2011-12, and our planned activity across the organisation for the next five years.

If you would like further information about any of our services, please visit our website at www.cambridgeshire.gov.uk.

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Cambridgeshire County Council is committed to achieving equality and celebrating diversity. Diversity contributes to vibrant and creative communities and a productive workplace. The County Council is committed to promoting fairness and equality of opportunity, and celebrating diversity for all people, particularly in respect of;

- ♦ Accessing the Council's services;
- ♦ Employment opportunities within the Council or its contractors who supply goods and services to the Council
- ♦ Those who work or seek to work in a voluntary capacity supported by the Council
- ♦ The way in which the Council develops policies that impact upon individuals and communities

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