



Leicester  
City Council

**CHILDREN & YOUNG PEOPLE'S SERVICES**

**DEPARTMENTAL REVENUE  
BUDGET STRATEGY**

**2007/08 TO 2009/10**

**PROPOSALS OF THE  
CORPORATE DIRECTOR**

**05 February 2007**

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## SECTION 1

### Background to Departmental Revenue Strategies

#### 1.1 Corporate Background

1.1.1 Departmental Revenue Strategies are prepared in the context of the corporate strategy. They detail specific budget proposals to balance departmental budgets to agreed planning targets and respond to the wider objectives of the corporate strategy. They provide the means of delivering the Council's overall financial strategy which sits within the over arching corporate strategy.

#### 1.2 Children & Young People's Services

1.2.1 This document sets out the C&YPS Revenue Strategy and describes the service context within which the budget strategy is set. It also provides details of existing budget allocations, the Department's services, issues relating to existing spending and historic funding and contains proposals with regard to the budget for the three year period 2007/08 to 2009/10.

1.2.2 The Children & Young People's Services Department was created in April 2006 as a response to the Every Child Matters agenda. This is the first integrated budget that has been constructed from the perspective of all the services that impact upon the lives of children and young people from birth to the age of 19. The aim is for every child, whatever their background or circumstances, to have the support they need to:-

- Be healthy.
- Stay safe.
- Enjoy and achieve.
- Make a positive contribution.
- Achieve economic well-being.

1.2.3 The Department is concerned to ensure that the City Council and its partner agencies deliver effective and efficient services to the children and young people in the city. This includes an ethos of strengthening universal provision, promoting effective and efficient early intervention to prevent the onset of more complex needs, and ensuring that those children whose needs are complex receive flexible and personalised packages to meet those needs.

1.2.4 Learning services must be accessible, of high quality and deliver the appropriate level of provision for the child or young person's needs. Strong universal provision that supports young people to achieve, attain and reach their potential prevents the onset of later difficulties and promotes economic and social sustainability at a community level. In addition to schools, there is a clear focus on incorporating early year's teaching, learning, achievement and quality.

1.2.5 A strategic and managerial focus on early intervention is being forged by bringing together a range of services that are currently delivered in different parts of the organisation. Services to support Access, Inclusion and Participation (AIP) are being developed as part of a coherent multi-agency strategy for prevention and

early intervention at a locality and city level. The AIP Division is working closely with Learning Services to develop a similar approach for 13-19 year olds, linked to the 13-19 collaborative strategies, and ultimately encompassing the local management of Connexions and the Youth Service.

1.2.6 Social Care services lead the Department's response to children in need and to safeguarding. These services respond to those families with complex and acute needs that are associated with high levels of risk, working closely with Access, Inclusion and Participation to support and inform the development and strengthening of provision at universal and targeted prevention levels. It is recognised that in order to achieve this, there is a need for some repositioning of services to facilitate a 'holistic' response to children in need and to promote a social, rather than a medical, model of disability.

### 1.3 Service rating

1.3.1 The Children and Young People's service has been externally assessed as being "good". This rating was achieved as a result of the clear vision and strong strategic leadership that the inspectors felt was in place in the Department. The inspectors recognised the many challenges that still lay ahead for the Department and it is noteworthy that it faces its first Joint Area Review (JAR) in January 2008: this will involve significant preparation and resource implications.

### 1.4 Budget proposals

1.4.1 In developing the budget proposals the Directorate has been anxious to ensure that the proposals do not reduce the ability of the Department to achieve the changes required if it is to reach its stated goal of "excellence in all of our services for children and young people". The proposals in this budget begin the process of redeploying resources to align them closely and effectively with the Department's and Council's overall stated priorities.

1.4.2 When developing the 2007/08 – 2009/10 DRS there has been a full discussion within the Directorate and the proposals put forward are owned by the Senior Management Team. The proposals that have been developed match the three key areas that have been highlighted as priorities for development in the next 12 months viz

- Admissions and school place planning.
- SEN/inclusion.
- School improvement.

1.4.3 These three priorities are interlinked and all of the service areas in the Department have some direct or indirect impact on their performance.

## SECTION 2

### Structural, Service and Financial Information

#### 2.1 Structure and Services of the Department

2.1.1 The Children & Young People's Services Directorate encompasses most of the services previously provided by Education & Lifelong Learning and the Children's Services of the former Social Care and Health Directorate. It was established in April 2006 and is currently undergoing an Organisation Review.

2.1.2 The principles underlying the restructuring are:-

- To ensure that any changes improve outcomes for the city's children.
- To establish a unified Children's Services Directorate which meets statutory duties.
- To ensure all changes improve efficiency and effectiveness.
- To future proof the new structure so that it is adaptable to changes in circumstances.
- To ensure integration of services.
- To ensure a unified approach to access services and assessment.
- To enable services to be delivered locally wherever practicable.
- To ensure that services meeting needs of low incidence are available on a city wide basis, e.g. safeguarding services, specialist curriculum support.
- To ensure that specialist knowledge and expertise is nurtured and developed effectively.

2.1.3 The overall organisational framework is that of four service Divisions viz:-

- Learning Services.
- Access, Inclusion and Participation.
- Safeguarding and Family Support.
- Strategic Planning, Commissioning and Performance.

2.1.4 The Learning Services Division has a wide remit including teaching, learning and performance in schools and early years settings, including performance monitoring and quality assurance.

2.1.5 The Access, Inclusion and Participation Division takes lead responsibility for prevention, early intervention and family outreach services alongside promoting inclusion and active involvement for all children and young people.

2.1.6 Safeguarding and Family Support focuses upon the Department's response to safeguarding and the Council's wider response to parenting. The Division has a prime function of responding to those families with complex and acute needs that are associated with high levels of risk.

2.1.7 The Strategic Planning, Commissioning and Performance Division provides the support services for the Department focussing upon service planning, finance,

performance management, human resources, health and safety, policy and communications, ICT and property matters.

## 2.2 Current (2006/07) Financial Position

- 2.2.1 The 2006/07 budget is the starting point for the 2007/08 budget process. It is anticipated that spending in 2006/07 will be contained within available resources, including the use of limited Departmental reserves.
- 2.2.2 The budget is subject to very close monitoring throughout the year with comprehensive reports being submitted on a monthly basis to each of the Divisions outlining their spend to date and year end forecast. To the extent that under and over spends are forecast these are positively managed with the aim of each Division operating within its aggregate agreed budget. An overview is taken by the Directorate Management Team upon a monthly basis and quarterly the Team consider financial and performance information in tandem. It is at the DMT that trans-divisional issues are addressed and decisions taken to ensure that the Department's budget as a whole comes within its cash limit.
- 2.2.3 The 2006/07 budget currently stands at approx £55m before the final disaggregation adjustments in respect of the Directorate Management costs and those of the Strategic, Planning, Commissioning and Performance Division.
- 2.2.4 Whilst expenditure upon General Fund items is forecast to come within budget there are significant overspending pressures upon the Schools Budget where, after the application of the Schools Budget contingency, there is the possibility of an overspend of approaching £300,000. This, if not contained, will have to be carried forward as a first claim upon the 2007/08 Dedicated Schools Grant. However, the final aggregate position upon the Schools Budget is heavily dependent upon the level of claims from schools for extra financial support consequent upon their experiencing budget and exceptional cost pressures

## 2.3 Reserves

- 2.3.1 At 31<sup>st</sup> March 2006 the former Education and Lifelong Learning Department had a general reserve of approaching £3m and the 2006/07 budget was underpinned by the application of £279,000 of that reserve. The transformation costs, capped at £500,000 at this stage, associated with the reconfiguration of the Adult Learning Services are to be charged against this reserve. Also £1.25m is being set aside as a contribution to the additional costs in respect of Taylor Road Primary School consequent upon the need to make this school a 3 form entry school compared with the initial plan of a 2 form entry. Once these earmarked elements have been allocated it has been agreed that the remainder of the general reserve will be shared between A&CS and C&YPS. The overall effect is that C&YPS could enter the 2007/08 financial year with a level of non-earmarked reserves of less than £0.5m which, relative to the size of the budget and its inherent risks, is a very low figure.
- 2.3.2 In addition there was a reserve of approximately £1.1m being the balance of a one-off growth approval in 2005/06 when funds were made available to support

under achieving Key Stage 2 pupils. This reserve is being applied during 2006/07 academic year in order to secure improvements in particular Key Stage 2 results.

- 2.3.3 The third reserve to mention is that in respect of BSF, at 31<sup>st</sup> March 2006 there was a balance of £0.6m to part fund clientside costs, other funding being available within the Department's mainstream budget.
- 2.3.4 The final former ELL reserve is that in relation to teachers premature retirement costs where at 31<sup>st</sup> March 2006 a sum of £142,300 was held. It is not anticipated that there will be a call upon this reserve during 2006/07 and its position will be reviewed during 2007/08.
- 2.3.5 The former Social Care and Health Department at 31<sup>st</sup> March 2006 held various earmarked reserves including government grants. As with the general reserves held by the former ELL Department, it has been agreed that some of them will be transferred to C&YPS and earmarked for deployment upon specific children's services improvements. They are estimated to be in excess of £1.2m.

## SECTION 3

### Plans & partnerships

#### 3.1 Links with National and Local Plans and Agreements

3.1.1 The Council's key objectives and priorities are set out in the Corporate Plan. The Department makes a significant contribution to the following Corporate Plan priorities viz:-

- To raise educational standards in schools irreversibly so that all schools are good schools and individuals are committed to learning throughout life.
- To improve quality and equality in teaching and learning.
- To support children and parents especially protecting the most vulnerable children.

3.1.2 The Department also supports the priority to invest in continuous improvement in a well managed organisation and the values expressed in the Plan to build trust, value staff, cultivate leadership and deliver quality.

3.1.3 The style of the Department reflects the City Council's corporate approach of

- Finding solutions.
- Making decisions and getting things done excellently at all levels.
- Working with organisations and people across Leicester and beyond to bring about a shared Community Plan for a better city.
- Listening to individuals, stakeholders and staff to improve equality and opportunities.
- Using our influence to look after the interests of Leicester and its people.
- Encouraging and supporting people to improve their own lives and that of their neighbours.

3.1.4 The Council's Corporate Plan key priorities are reflected in other plans and agreements which set out specific actions and outcomes to which the Department is committed. These include:-

- Leicester Community Plan - with its theme of improving the health and well-being of the people of Leicester, reducing health inequalities and providing help and support to people where it is needed.
- Local Public Service Agreement – where Leicester has now signed its second generation LPSA covering the period from 2005 to 2008. The Department contributes to the achievement of a number of the priorities for improvement.
- Best Value Performance Plan - through which the Council drives up its performance standards continuously improving the cost benefit equation.
- Local Area Agreement and Floor Targets - where various C&YPS budgets are pooled/aligned to assist with trans-organisational working and to focus resources upon the more needy/deprived sectors of the community. To maximise the benefits from the LAA the Department is pursuing an “enabling measure” which will allow for certain funds to be expended over the academic year.



## 3.2 Partnerships

- 3.2.1 The Department is extensively engaged in partnership working and enthusiastically embraces the concept having in place both statutory and non-statutory partnerships.
- 3.2.2 The Children Act 2004 requires the local authority and relevant partner agencies to produce a single strategic plan covering all relevant services, showing how they contribute to meeting the Every Child Matters outcomes for children and young people in their area. To this end, partnership working is fundamental to the new Children and Young People's Department, and as such is embedded in the Department's service delivery strategy.
- 3.2.3 The key strategic partnership is the Leicester Children and Young People's Strategic Partnership which operates within the context of the Children & Young People's Plan 2006-2009. This partnership includes chief officer representation from the main commissioning bodies for children and young people's services in the City (LCC, PCT, Connexions, LSC, Children's Fund & SureStart, Voluntary Sector). Within LCC, the Director and Lead Member for Children's Services have the lead roles in establishing and maintaining inter-agency governance arrangements (sec 10 of Children Act 2004).
- 3.2.4 One of the key components of the Children and Young Peoples Plan is the progressive development of locality based networks of services, making full use of resources including schools and extended provision, children's centres, sport and leisure facilities.
- 3.2.5 Wherever the C&YPS engages in strategic partnerships there is usually voluntary sector involvement; and sometimes parents are involved. The Department also has close ties with the NHS, and has representation on the Boards of key health partnerships as well as on the Board of Connexions.
- 3.2.6 In terms of education services, the Department works in partnership with schools, the DfES and the LSC. The partnership with schools and their governors is managed through the Schools Forum.
- 3.2.7 A particularly interesting development in 2006/2007 has been the introduction of the Youth Opportunity Fund and Capital Fund which became available following the Green Paper "Youth Matters" and through which the funds available are allocated and administered by the young people themselves.
- 3.2.8 Children's social service work is permeated with partnership working, especially with Leicestershire and Rutland County Councils. This includes:
- Local Safeguarding Children Board which does planning work related to Child Protection.
  - Child and Adolescent Mental Health Service (CAMHS).
  - Drug and Alcohol Action Team (DAAT).
  - Children's Fund (preventative 5-13 year olds).
  - The Health led Children's Model of Care Board.

- The Bridges Information Sharing and Assessment Trailblazer.
- Issues to address Teenage Pregnancy.
- The Disabled Children's Programme Board.

3.2.9 Children's Centres are provided throughout the City utilising SureStart grant funding and are operated by a partnership of the City Council and various voluntary associations, including NCH.

3.2.10 The Leicester Integrated Service Trial (LIST) is currently operating in New Parks. This is extending multi-agency working on the ground along the lines of the model currently used in the Children's Centres and extending the age range upwards.

3.2.11 The most significant (emerging) partnership for the Department – and perhaps even for the Authority – is that of the Building Schools for the Future programme. Via this programme there is planned a £235m investment in the secondary school estate and ICT infrastructure with work across secondary schools including substantial areas of new build and high quality refurbishment. The partnership consists of the preferred bidder and its consortium of service suppliers, Partnership for Schools (DfES representative) and the City Council, and is given formal expression in the Local Education Partnership, a limited company.

3.2.12 The Authority is currently engaged upon an extensive work programme working towards Financial Close of the contract.

3.2.13 In summary, partnership working is a key tool in the delivery of Children and Young People's Services in Leicester City. It is already fully implemented in strategic planning, and is increasingly being embraced in service delivery as evidenced in the Local Area Agreement where Children and Young People is one of the four blocks. Key thrusts in the coming years are to further integrate services at a locality level and to help develop some organisations and groups of young people to better engage in partnership working.

## SECTION 4

### Performance Management and Efficiency Planning

#### 4.1 Performance Management

- 4.1.1 A wide range of performance measures and indicators is used to assess the department's management and services. Comprehensive returns covering all services are sent annually to government departments and some indicators form part of the Council's Best Value Performance Plan and some have a direct impact upon the Comprehensive Performance Assessment.
- 4.1.2 Services are assessed by external inspectors e.g. OFSTED, Commission for Social Care Inspection, and by the Audit Commission.
- 4.1.3 The Directorate Management Team receives on a regular basis a comprehensive performance report advising of performance relative to key targets and performance indicators. In addition each Division produces a business plan in line with the corporate requirements and standards. Such plans include information on performance targets, finances, human resources, short term and long term objectives and are used as working documents forming the basis for setting the objectives of managers and their teams.
- 4.1.4 The Department was recently subject to its Annual Performance Assessment conducted by the Commission for Social Care Inspection and OFSTED where it was awarded a grade 3 – a service that consistently delivers above minimum requirements for users – over the three areas of judgement viz:-
- The contribution of the local authority's children's services in maintaining and improving outcomes for children and young people.
  - The Council's overall capacity to improve its services for children and young people.
  - The contribution of the local authority's social care services in maintaining and improving outcomes for children and young people.
- 4.1.5 The inspectors reviewed the services relative to the various outcomes and the key strengths and areas for improvement identified by the inspectors are given in the table below:-

<b>Key strengths</b>	<b>Key areas for improvement</b>
<b>Being healthy:</b> <ul style="list-style-type: none"> <li>• There is effective promotion of healthy lifestyles in schools</li> <li>• There has been improvement in many of the key indicators over the last year</li> <li>• The health needs of looked after children are assessed and met.</li> </ul>	<b>Being healthy:</b> <ul style="list-style-type: none"> <li>• Reduce health inequalities between different neighbourhoods and communities.</li> </ul>
<b>Staying safe:</b> <ul style="list-style-type: none"> <li>• There are robust safeguarding</li> </ul>	<b>Staying safe:</b> <ul style="list-style-type: none"> <li>• Strengthen the early years</li> </ul>

<p>procedures and practices in place to ensure that children and young people are safe</p> <ul style="list-style-type: none"> <li>• Key performance indicators relating to staying safe show good or improved performance.</li> </ul>	<p>advice, guidance and support service to improve outcomes</p> <ul style="list-style-type: none"> <li>• Improve performance in relation to core assessments.</li> </ul>
<p><b>Enjoying and achieving:</b></p> <ul style="list-style-type: none"> <li>• Targeted intervention and support is effective in bringing about improvement in the quality of provision and in standards of attainment</li> <li>• There has been sustained improvement in raising standards and improving achievement.</li> </ul>	<p><b>Enjoying and achieving:</b></p> <ul style="list-style-type: none"> <li>• Raise standards of attainment particularly at Key Stages 2 &amp; 4, to bring them in line with similar areas</li> <li>• Sustain improvements in attendance by further reducing levels of unauthorised absence</li> <li>• Reduce absence levels of looked after children</li> <li>• Reduce rates of exclusions, both fixed term and permanent exclusion.</li> </ul>
<p><b>Making a positive contribution:</b></p> <ul style="list-style-type: none"> <li>• Consultation builds upon successful models of active involvement of children and young people</li> <li>• The Council has been effective in engaging the traditionally hard to reach groups.</li> </ul>	<p><b>Making a positive contribution:</b></p> <ul style="list-style-type: none"> <li>• Implement plans to further engage children and young people in all aspects of planning and in the evaluation of services to more fully empower different groups and communities to support themselves.</li> </ul>
<p><b>Achieving economic well-being:</b></p> <ul style="list-style-type: none"> <li>• Co-ordinated planning and delivery of good quality 14-19 education makes a good contribution to the economic well-being of children and young people</li> <li>• Partnership working includes voluntary and private providers and has led to some measurable improvement.</li> </ul>	<p><b>Achieving economic well-being:</b></p> <ul style="list-style-type: none"> <li>• Raise standards of attainment and reduce the number of young people not in education, employment or training so that outcomes are more securely in line with similar areas.</li> </ul>

<p><b>Management of children's services:</b></p> <ul style="list-style-type: none"> <li>• The council and its partners, across all sectors, provide effective leadership for children's services</li> <li>• The services have been developed through a strong tradition of partnership across all sectors and with an active focus on the involvement of service users, including parents and carers.</li> </ul>	<p><b>Management of children's services:</b></p> <ul style="list-style-type: none"> <li>• Improve the outcomes and effectiveness of the Youth Offending Team, particularly in relation to education, training and employment targets.</li> </ul>
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4.1.6 The areas for improvement are being addressed as part of the service developmental work being undertaken in the Department.

#### 4.2 Efficiency Planning

4.2.1 An efficiency plan for the Department is in place in accordance with corporate guidelines to demonstrate how the Department's services are responding to the local and national efficiency agenda. Where applicable, cashable efficiencies are included as reductions in the budget strategy and early in the financial year 2007/08 the department will identify any non-cashable efficiency gains it wishes to pursue.

4.2.2 The twelve DRS reduction proposals for 2007/08 have been measured against the principles for Gershon efficiency savings. At least six of the proposals appear to have potential, in part or in whole, to fall within the criteria set out by Gershon by reducing inputs without a commensurate reduction in outputs. These are:-

<b>Service Affected &amp; DRS Ref</b>	<b>Nature of Reduction</b>	<b>2007/08 Value £k</b>
Departmental Wide (CR3-0)	Staff turnover factor introduced into salary budgets across the department	182
Departmental training and staff development (CR4-0)	Development of a more economic and effective approach to employee development	52
Service wide admin and support budgets (CR5-0)	The achievement of economies of scale and more informed procurement decisions	135
Learning Services (CR6-0)	City Schools Learning and teaching support – delete a number of vacant posts from establishment	250
Family Support & Safeguarding Services (CR7-0)	A review of the service's infrastructure	150
Learning Services (CR8-0)	Reabsorb into department the access and inclusion work currently carried out by a contractor	45
	<b>Total</b>	<b>814</b>

4.2.3 In each case the savings will need to be auditable by reference to the change in budget base and subsequent financial monitoring of actual spend. As the proposals involve the removal of cash from budgets, the requirement for 50% of the savings to be cashable would be met. Quality cross checks will be clarified with the budget managers drawing upon measures of inputs which are available from the budget working papers and in year monthly financial monitoring, and measures of outputs which will compare service performance statistics both before and after the reductions to confirm that service outputs have not been adversely affected.

4.2.4 By 30 April 2007 the Department will have a cumulative, integrated efficiency plan, as defined for Gershon purposes, for C&YPServices. That plan will bring together:-

- Efficiency gains commenced and achieved in 2005/06 and which have an impact upon 2007/08.
- The estimated efficiency gains being made in 2006/07 which are awaiting validation and which, when validated, will have an impact upon 2007/08.
- New gains being pursued in 2007/08.

4.2.5 In addition this budget includes significant economies e.g. reductions in the project support budget and PRC budget but which do not fall within the Gershon definition of efficiency gains notwithstanding that reductions in this area effectively release resources to address other service priorities.

### 4.3 Comparisons with neighbouring authorities

4.3.1 In August 2006 the Value for Money profile for the Authority prepared by the Audit Commission became available. Drawing upon 2005/06 budget information the profile compares Leicester's performance with that of its Nearest Neighbours grouping which includes for example Derby, Newcastle, Nottingham, Bradford, Middlesbrough and Wolverhampton.

4.3.2 The Audit Commission profile report focuses on general comparisons with lower, median and upper quartiles and obvious questions posed by any analysis of such data are:-

- Is the difference in the Councils' spending associated with differences in the level of service provided?
- Is the Council's spending consistent with that of other councils providing services in a similar way or quality?
- Has the Council's spending changed compared to others in the last three years?
- Is the scale of service large enough to justify making distinctions between councils?

4.3.3 Care needs to be exercised when drawing conclusions from the reported data as the spending estimates do not necessarily relate to the same period as the contextual and performance information used in the report e.g. the population estimates are prepared in arrears whereas the spending plans are formulated in

advance. However the information is gathered on the same basis for each authority and as such may be regarded as reasonably indicative of relative performance.

4.3.4 Standardised spending indicators relate gross spend on service areas to the relevant populations. These may show cost per head population or in the case of Education cost per pupil aged 3-19 years. Context and performance data provides a statistical context for service provision e.g. age band analysis, percentage achievements for Government Best Value indicators, absence rates etc.

4.3.5 An exercise has been undertaken within the Department drawing upon data within the profile and particularly focussing on those areas where there is an apparent mismatch between the Authority's standardised spending indicator and context and performance measures. Relative to the 16 authorities that fall within the neighbourhood grouping there would appear to be issues associated with:-

- Special educational needs.
- School improvement services.
- School access.

4.3.6 These areas have been determined as critical areas by the Directorate Management Team and various improvement plans and actions are in place and being effected to raise the performance of the Authority in these areas.

## SECTION 5

### Overview of budget proposals for 2007/08 to 2009/10

#### 5.1 Resources available

5.1.1 In summary the Council's medium term financial strategy allows for growth of £760,000 in 2007/08, £164,000 in 2008/09 and a reduction of £132,000 in 2009/10.

5.1.2 The growth and reduction proposals amount to

	<b>2007/08</b> <b>£'000s</b>	<b>2008/09</b> <b>£'000s</b>	<b>2009/10</b> <b>£'000s</b>
Growth	2,421	2,396	2,371
Reduction	1,661	2,232	2,503
Net	760	164	(132)

and generate the following planning targets

Opening cash target	55,527	55,527	55,527
Net DRS	760	164	(132)
Planning target	56,287	55,691	55,395

5.1.3 All figures are expressed at 2007/08 estimated outturn prices.

#### 5.2 The proposals

5.2.1 In developing proposals within the financial envelopes the Corporate Director and Cabinet Lead have sought to:-

- Respond to the service pressures facing C&YPS by allocating additional funds to critical service areas such as foster care.
- Strengthen arrangements which have a focus upon safeguarding the interests of young people directly and indirectly.
- Recognise the expenditure pressures within existing budgets and for which it is important to make appropriate budget provision.
- Accommodate growth requirements by reducing managerial and administrative overheads and critically reviewing existing budgets in non-frontline areas.

5.2.2 The detailed proposals are given in the attached growth and reduction proformas.



## SECTION 6

### 6.1 Risk Analysis

6.1.1 A number of risks are inherent in the budget proposals, some of which are mentioned in other sections of this report and others in the proposal pro formas.

These include:-

- Severe pressure on the budget occurring during the year due to increasing demand for services and the need to comply with statutory service requirements.
- Corporate initiatives such as job evaluation for which there is no specific funding within the Department's budget strategy.
- The Department's ability to recruit, retain or afford sufficient staff with required skills and experience. This is of particular concern for specialist roles in children's and educational services and a range of support professions e.g. finance and information technology.
- Significant pressures upon the BSF clientside costs where the current budget provision of £450,000 in 2007/08 may prove to be inadequate.
- The potential for disruption to usual management arrangements as services and staff continue to move into the new departmental structure and that structure is subject to an Organisational Review.
- Significant upfront transformational costs flowing from the Organisational Review for which there is no specific provision.
- Management attention being focused upon managing the change processes themselves to the detriment of managing the service.
- Service user transport costs continuing to be difficult to control and manage.
- Significant overspends upon the Central Expenditure Limit of the Schools Budget in respect of special educational needs which it proves difficult to fund from within Dedicated Schools Grant.
- A level of non-earmarked reserves and a reduced special projects budget such that there is very little capacity to respond to unforeseen circumstances.
- The increases for fostering allowances being inadequate to meet rising costs and demand.
- The reconfiguration of the Family Support & Safeguarding infrastructure progressing more slowly than that anticipated.
- The general reduction in staffing costs, by introducing an allowance for staff turnover and the removal of a number of posts from the Learning Services Division, may combine to create capacity shortfalls within the Department.
- A shortfall in the increased income (£783,000) planned to be generated by trading services with schools.
- Significant preparation and support requirements in respect of the Joint Area Review (JAR) for which there is no specific budget provision.

6.1.2 Financial restrictions can always impact upon service delivery and expose the Department to the risk of adverse external inspection reports, to the detriment of the Department's star rating and consequently the Corporate Performance Assessment. This risk is of particular significance to C&YPS in 2007/08 for in that year it will be subject to its first Joint Area Review assessment for which it is imperative that it receives a good rating.

## **SECTION 7**

### **Equalities**

#### **7.1 Background**

7.1.1 The Council has a general duty under the Race Relations (Amendment) Act 2000 to promote race equality. This means the Council must have due regard for the need to eliminate unlawful racial discrimination, promote equality of opportunity and promote good relations between people of different racial groups. The Council has a policy of fully integrating equalities into all aspects of its business and services. It also has a commitment towards the Equality Standard for Local Government which requires that new and reviewed policies undergo an Equality Impact Assessment at all key stages in the decision making process.

#### **7.2 Equalities Assessment of this Budget Strategy**

7.2.1 This budget strategy has been subject to an Initial Screening for its equalities implications and the initial assessment is that there will be no detrimental effect upon equality issues. As each proposal moves through to implementation it will be subject to a full Equalities Impact Assessment.

## **SECTION 8**

### **Schools Budget**

#### **8.1 Background**

8.1.1 The Schools Budget is funded from Dedicated School Grant (DSG) which can only be spent upon the Individual Schools Budget (ISB), i.e. the aggregate sum of the budget shares allocated to each school, and certain central services within a specified limit (termed the Central Expenditure Limit CEL).

#### **8.2 General Fund implications**

8.2.1 So far as the impact upon the Council's budget and the Council Tax is concerned the Schools Budget has no net effect for the School Budget and Dedicated Schools Grant have to be self-balancing and to the extent there are over or underspends in year these are carried forward to the subsequent year. DSG is currently estimated at £181,570,000 in 2007/08 but this figure will be subject to revision.

8.2.2 There are a number of pressures and risks in the Schools Budget which fall to the ISB or CEL the most material of which are:

- Special education needs where significant growth pressure is being felt in respect of independent school placements and the number of pupils having their special education needs addressed within the mainstream setting.
- The potential costs of job evaluation and equal pay.
- The Building Schools for the Future programme.
- The number of schools finding themselves in financial difficulty or facing exceptional cost pressures such that they require additional financial support.
- A significant change in the take up of nursery places where in 2006/07 the shortfall in take up is fortuitously part funding additional costs upon special educational needs.

8.2.3 The Schools Forum is charged with agreeing how to meet these pressures and risks within the overall DSG. Budgets for individual schools have to be issued by 31<sup>st</sup> March 2007.

8.2.4 A number of the growth and reduction proposals impact upon schools and as part of the Council's consultation process these proposals were presented for comment to the Schools Forum.

#### **8.3 Schools Budget reserves**

8.3.1 As at 31 March 2006 there were Schools Budget reserves of approximately £6.1m which have accumulated over the years. These reserves can only be spent for school purposes. In 2006/07 £836,000 has been used to compensate for the in year downward adjustment in DSG and a significant sum has been earmarked to cover any equal pay claim.

8.3.2 During 2007/08 a plan is to be developed for the deployment of this reserve in parallel with a transformation agenda addressing issues of school organisation and admissions.

#### 8.4 School Balances

8.4.1 At 31<sup>st</sup> March 2006 individual School Balances stood at £12.1m, which after adjustments for commitments and other potential liabilities, fall within the financial limits allowed with the Section 48 Scheme for Financing Schools.

8.4.2 New regulations in respect of school balances come into effect on April 2007 and during 2007/08 the Council's scheme is to be reviewed.

Children and Young People's Department  
Departmental Revenue Strategy 2007/08 to 2009/10

Summary of Growth and Savings Proposals

**Children's & Young Peoples Services**  
**Growth & Savings Proposals DRS 07/08-09/10**

<b>Proforma</b>		<b>07/08</b>	<b>08/09</b>	<b>09/10</b>
		<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Ref.</b>	<b>Growth Pressures</b>			
CG1-0	Transport (SEN)	503	478	453
CG2-0	Transport (LAC)	528	528	528
CG3-0	Fostering allowances increase	457	457	457
CG4-0	Soulbury pay scale award	100	100	100
CG5-0	External agency placements	100	100	100
CG6-0	Mainstream New Parks SureStart social care input	35	35	35
CG7-0	Improved safeguarding infrastructure	65	65	65
CG8-0	Improved CRB infrastructure	183	183	183
CG9-0	ISP savings target	450	450	450
	<b>Total Growth Pressures</b>	<b>2421</b>	<b>2396</b>	<b>2371</b>
	<b>Savings / Efficiencies</b>			
CR1-0	Community Services management recharges	(122)	(122)	(122)
CR2-0	Grants – recharges of overheads	(200)	(200)	(200)
CR3-0	Staff turnover	(182)	(182)	(182)
CR4-0	Employee development	(52)	(52)	(52)
CR5-0	Review of departmental administrative budgets and infrastructure	(135)	(135)	(135)
CR6-0	Learning Services deletion of vacant posts	(250)	(250)	(250)
CR7-0	Review of Family Support & Safeguarding budgets & infrastructure	(150)	(150)	(150)
CR8-0	Review of extended schools service management infrastructure	(45)	(45)	(45)
CR9-0	Review of car parking	(15)	(15)	(15)
CR10-0	Review of project support budget	(115)	(115)	(115)
CR11-0	Review of Early Years contingency budget	(120)	(120)	(120)
CR12-0	Review of PRC budget	(125)	(125)	(125)
CR13-0	ISP savings	(150)	(450)	(450)
	2008/09 and 2009/10 efficiency plan		(271)	(542)
	<b>Total Savings</b>	<b>(1,661)</b>	<b>(2,232)</b>	<b>(2,503)</b>
	<b>Net Growth (Reduction)</b>	<b>760</b>	<b>164</b>	<b>(132)</b>

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT  
BASE BUDGET GROWTH PROPOSAL 2007- 08**

<b>Service Area:</b>	Access, Inclusions and Participation (HST)	<b>Proposal Number:</b>	CG1-0
<b>Details of Proposed Project(s) Growth:</b>			
Growth bid to balance Home to School Transport budget. Budgeted savings upon post-16 SEN travel entitlements will not now materialise in 2006/07. Added to which there are continuing demand and cost pressures upon this budget			
<b>Type of Growth:</b> Other			
<b>Justification for Proposal</b> (including service implications)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference) :			
2006/07 Budget is overspending, notwithstanding a £600K increase in last year's budget, and costs are expected to rise in 2007/08. The bid includes provision to cover the SEN shortfall and additional costs chargeable to CYPS. Reduced growth bids for 2008/09 and 2009/10 reflect reduced need for transport arising from a revised approach to statementing.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/07	

<b>Financial Implications of Proposal</b>				
	2006-07 £000s	2007-08 £000s	2008-09 £000s	2009/10 £000s
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff		0	0	0
Non Staff Costs		503	478	453
Income		0	0	0
<b>Net Total</b>		503	478	453
<b>Staffing Implications</b>				
Current Service Staffing (FTE)		N/A	N/A	N/A
Extra Post (s) (FTE)		N/A	N/A	N/A

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT  
BASE BUDGET GROWTH PROPOSAL 2007- 08**

<b>Service Area:</b>	Family Safeguarding and Support	<b>Proposal Number:</b>	CG2-0
<b>Details of Proposed Project(s) Growth:</b>			
Growth bid to balance Home to School Transport budget. Budgeted savings upon post-16 SEN travel entitlements will not now materialise in 2006/07. Added to which there are continuing demand and cost pressures upon this budget.			
<b>Type of Growth:</b> Other			
<b>Justification for Proposal</b> (including service implications)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference) :			
2006/07 Budget is overspending, notwithstanding a £600K increase in last year's budget, and costs are expected to rise in 2007/08. The bid includes provision to cover the SEN shortfall and additional costs chargeable to CYPS. Reduced growth bids for 2008/09 and 2009/10 reflect reduced need for transport arising from a revised approach to statementing			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/07	

<b>Financial Implications of Proposal</b>				
	2006-07 £000s	2007-08 £000s	2008-09 £000s	2009/10 £000s
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff		0	0	0
Non Staff Costs		503	478	453
Income		0	0	0
<b>Net Total</b>		503	478	453
<b>Staffing Implications</b>				
Current Service Staffing (FTE)				
Extra Post (s) (FTE)				



**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT  
BASE BUDGET GROWTH PROPOSAL 2007- 08**

<b>Service Area:</b>	Family Safeguarding and Support	<b>Proposal Number:</b>	CG3-0
<b>Details of Proposed Project(s) Growth:</b>			
Foster Care - The Government has introduced guidance on a minimum rate for foster care. The 2006/07 budget enabled the first phase of moving towards this rate to be achieved and earmarked funds towards further phases; however, further investment is critical to bring Leicester's rates into line with the national figure, and to develop enhanced placements and fostering schemes.			
<b>Type of Growth:</b> Other			
<b>Justification for Proposal</b> (including service implications)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference) :			
The Council needs to pay foster carers a competitive rate, otherwise they may move to other councils or Independent Fostering Agencies. Such moves would reduce the quality of the service and increase overall costs, as foster care would then have to be purchased from those Independent Fostering Agencies.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/07	

<b>Financial Implications of Proposal</b>				
	2006-07 £000s	2007-08 £000s	2008-09 £000s	2009/10 £000s
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	0	0	0	0
Non Staff Costs	3,032	457	457	457
Income	0	0	0	0
<b>Net Total</b>	<b>3,032</b>	<b>457</b>	<b>457</b>	<b>457</b>
<b>Staffing Implications</b>				
Current Service Staffing (FTE)	N/A	N/A	N/A	
Extra Post (s) (FTE)	N/A	N/A	N/A	

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT  
BASE BUDGET GROWTH PROPOSAL 2007- 08**

<b>Service Area:</b>	Department Wide	<b>Proposal Number:</b>	CG4-0
<b>Details of Proposed Project(s) Growth:</b>			
Changes in the National Soulbury Pay and Conditions resulted in a new Structured Professional Assessment point (SPA3), introduced September 2006, for Soulbury Officers. This bid is for the financial impact on the department's salary budgets of this change.			
<b>Type of Growth:</b> Other			
<b>Justification for Proposal</b> (including service implications)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference) :			
This change, although nominally coming into effect in September 2006, was only announced a couple of months before then, and the detailed mechanics of how it will be implemented and therefore the cost implications are still being confirmed.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/07	

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	N/A	100	100	100
Non Staff Costs	N/A	0	0	0
Income	N/A	0	0	0
<b>Net Total</b>	N/A	100	100	100
<b>Staffing Implications</b>				
Current Service Staffing (FTE)	N/A	N/A	N/A	
Extra Post (s) (FTE)	N/A	N/A	N/A	

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT  
BASE BUDGET GROWTH PROPOSAL 2007- 08**

<b>Service Area:</b>	Family Safeguarding and Support	<b>Proposal Number:</b>	CG5-0
<b>Details of Proposed Project(s) Growth:</b>			
External Agency Residential Placements - This budget continues to be under pressure, with a small number of expensive placements. The costs and prices in this sector regularly outstrip the running costs inflation added to the budget by the Council, and additional funding is therefore required.			
<b>Type of Growth:</b> Decisions already taken/Service Improvement/Other			
<b>Justification for Proposal</b> (including service implications)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference) :			
Agency residential placements are needed to address the specific needs of certain young people. The placements are managed very carefully, and Leicester has the lowest placement rate in the Midlands.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/07	

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	0	0	0	0
Non Staff Costs	2,992	100	100	100
Income	0	0	0	0
<b>Net Total</b>	<b>2,992</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Staffing Implications</b>				
Current Service Staffing (FTE)	N/A	N/A	N/A	
Extra Post (s) (FTE)	N/A	N/A	N/A	

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT  
BASE BUDGET GROWTH PROPOSAL 2007- 08**

<b>Service Area:</b>	Family Safeguarding and Support	<b>Proposal Number:</b>	CG6-0
<b>Details of Proposed Project(s) Growth:</b>			
New Parks Sure Start - Commitment to provide mainstream funding for social care post as the Sure Start funding tapers off.			
<b>Type of Growth:</b> Other			
<b>Justification for Proposal</b> (including service implications)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference) :			
The provision of effective social care services at local level.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/07	

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	35	0	0	0
Non Staff Costs	0	0	0	0
Income	(35)	35	35	35
<b>Net Total</b>	0	35	35	35
<b>Staffing Implications</b>				
Current Service Staffing (FTE)		1.5	1.5	1.5
Extra Post (s) (FTE)		0	0	0

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT  
BASE BUDGET GROWTH PROPOSAL 2007- 08**

<b>Service Area:</b>	Family Safeguarding and Support	<b>Proposal Number:</b>	CG7-0
<b>Details of Proposed Project(s) Growth:</b>			
<b>Children's Safeguarding</b> In order to deliver consistent advice and guidance to schools, other Local Authority education settings and former LEA central services staff enhanced safeguarding arrangements need to be in place across C&YPS. This approach will, in addition, help to provide performance monitoring of the key safeguarding data across C&YPS and advice and support in relation to allegations against all those within C&YPS who work			
<b>Type of Growth:</b> Service Improvement			
<b>Justification for Proposal</b> (including service implications)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference) :			
The proposal requires additional finances to develop the capacity to provide essential services in line with statutory requirements and DfES guidance.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/07	

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	970.0	0	0	0
Non Staff Costs	107.4	65	65	65
Income	0	0	0	0
<b>Net Total</b>	<b>1077.4</b>	<b>65</b>	<b>65</b>	<b>65</b>
<b>Staffing Implications</b>				
Current Service Staffing (FTE)		N/A	N/A	N/A
Extra Post (s) (FTE)		N/A	N/A	N/A

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT  
BASE BUDGET GROWTH PROPOSAL 2007- 08**

<b>Service Area:</b>	Strategic Planning, Commissioning and Performance (Human Resources)	<b>Proposal Number:</b>	CG8-0
<b>Details of Proposed Project(s) Growth:</b>			
To support increase in applications for CRB disclosure forms from schools due to changes to CRB/DFES regulations and guidance for school based staff.			
<b>Type of Growth:</b> Service Improvement/Other			
<b>Justification for Proposal</b> (including service implications)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference) :			
Funding necessary to ensure increased safeguarding requirements placed on the LA are met. This growth bid will address the current 06/07 overspend, standardise processes across the former Education department and the ex Social Care Children's Services and meet pressures imposed by new legislation. Costs are provisional and will be impacted by the phased introduction of the new requirement.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/07	

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	0	89.2	89.2	89.2
Non Staff Costs	64.0	93.8	93.8	93.8
Income	0	0	0	0
<b>Net Total</b>	<b>64.0</b>	<b>183.0</b>	<b>183.0</b>	<b>183.0</b>
<b>Staffing Implications</b>				
Current Service Staffing (FTE)		0	0	0
Extra Post (s) (FTE)		4	4	4

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT  
BASE BUDGET GROWTH PROPOSAL 2007- 08**

<b>Service Area:</b>	Department Wide	<b>Proposal Number:</b>	CG9-0
<b>Details of Proposed Project(s) Growth:</b>			
Growth to defer the ISP Savings Target for one year.			
<b>Type of Growth:</b> Other			
<b>Justification for Proposal</b> (including service implications)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference) :			
The ISP savings target recognises the required savings from the restructuring of the Children and Young People's Department. This is shown as both a budget pressure and as a reduction. It is shown as a pressure for 2007/08, 2008/09 and 2009/10 to show its budgetary pressure on the Department. It shown as a reduction in 2008/09 and 2009/10 as it is proposed to achieve the reduction in those years, and at a lower amount in 2007/08, where the full reduction will not be achieved. There is therefore net growth of £300K in 2007/08.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/07	

<b>Financial Implications of Proposal</b>				
	2006-07 £000s	2007-08 £000s	2008-09 £000s	2009/10 £000s
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	48,777.2	300		
Non Staff Costs	226,318.1			
Income	(219,985.9)			
<b>Net Total</b>	55,109.4	300		
<b>Staffing Implications</b>				
Current Service Staffing (FTE)	N/A	N/A	N/A	
Extra Post (s) (FTE)	N/A	N/A	N/A	

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT**  
**BASE BUDGET REDUCTION PROPOSAL 2007- 08**

<b>Service Area:</b>	Access, Inclusion and Participation	<b>Proposal Number:</b>	CR1-0
<b>Purpose of Service:</b> Youth and Early Years Services			
<b>Details of Proposed Reduction:</b>			
Cease contribution to Community Services for Management Fee Recharge. This involved the provision of services to support business systems such as data management, inward investment, communication and consultation, voluntary sector support. Confirmed with Community Services management that this charge is no longer relevant. This will result in a loss of income for Community Services.			
<b>Type of Reduction:</b> Service Reduction			
<b>Service Implications:</b> (including delivery of service plan)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference)			
This should free up more service budget for potential front line service provision by removing a charge that is no longer relevant.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/2007	

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	0	0	0	0
Non Staff Costs	122	(122)	(122)	(122)
Income	0	0	0	0
<b>Net Total</b>	122	(122)	(122)	(122)
<b>Staffing Implications</b>				
Current Service Staffing (FTE)	0	0	0	0
Post(s) Deleted (FTE)	0	0	0	0
Current Vacancies (FTE)	0	0	0	0
Individuals at Risk (FTE)	0	0	0	0



**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT  
BASE BUDGET REDUCTION PROPOSAL 2007- 08**

<b>Service Area:</b>	Department Wide	<b>Proposal Number:</b>	CR2-0
<b>Purpose of Service:</b> To provide services to the children and young people of the city.			
<b>Details of Proposed Reduction:</b>			
To ensure that all relevant administration and service costs are allocated to grants. This is currently estimated at £200k.			
<b>Type of Reduction:</b> Other			
<b>Service Implications:</b> (including delivery of service plan)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference)			
The figure is an estimate and is currently being refined by identifying the eligible amount that can be allocated less that which is already allocated. In addition CYPS are examining the extent to which currently mainstreamed costs can be appropriately charged to grant aided services, in a consistent and equitable manner			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/2007	

<b>Financial Implications of Proposal</b>				
	2006-07 £000s	2007-08 £000s	2008-09 £000s	2009/10 £000s
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	N/A	0	0	0
Non Staff Costs	N/A	(200)	(200)	(200)
Income	N/A	0	0	0
<b>Net Total</b>	N/A	(200)	(200)	(200)
<b>Staffing Implications</b>				
Current Service Staffing (FTE)				
Post(s) Deleted (FTE)				
Current Vacancies (FTE)				
Individuals at Risk (FTE)				

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT**  
**BASE BUDGET REDUCTION PROPOSAL 2007- 08**

<b>Service Area:</b>	Department Wide	<b>Proposal Number:</b>	CR3-
<b>Purpose of Service:</b>			
<b>Details of Proposed Reduction:</b>			
To recognise the savings that are accrued due to the length of time it takes to recruit to most vacancies that occur in the department.			
<b>Type of Reduction:</b> Efficiency / Restructuring			
<b>Service Implications:</b> (including delivery of service plan)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference)			
Most, if not all, budgets recognise that savings will inevitably accrue from vacancies when staff leave. This savings item recognises this issue and a sum net of short term additional costs will be top sliced from salary budgets.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/2007	

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	48,777.2	0	0	0
Non Staff Costs	226,318.1	(182)	(182)	(182)
Income	(219,985.9)	0	0	0
<b>Net Total</b>	55,109.4	(182)	(182)	(182)
<b>Staffing Implications</b>				
Current Service Staffing (FTE)				
Post(s) Deleted (FTE)				
Current Vacancies (FTE)				
Individuals at Risk (FTE)				

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT**  
**BASE BUDGET REDUCTION PROPOSAL 2007- 08**

<b>Service Area:</b>	Department Wide	<b>Proposal Number:</b>	CR4-0
<b>Purpose of Service:</b> To fund departmental training and development across the			
<b>Details of Proposed Reduction:</b>			
Efficiency savings expected from a more strategic approach to the planning and management of employee development activities.			
<b>Type of Reduction:</b> Other			
<b>Service Implications:</b> (including delivery of service plan)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference)			
This efficiency saving recognises the impact of a more strategic and co-ordinated approach to staff development that is being introduced in the Department			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/2007	

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	95	(52)	(52)	(52)
Non Staff Costs	0	0	0	0
Income	0	0	0	0
<b>Net Total</b>	95	(52)	(52)	(52)
<b>Staffing Implications</b>				
Current Service Staffing (FTE)				
Post(s) Deleted (FTE)				
Current Vacancies (FTE)				
Individuals at Risk (FTE)				

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT  
BASE BUDGET REDUCTION PROPOSAL 2007- 08**

<b>Service Area:</b>	Department Wide	<b>Proposal Number:</b>	CR5-0
<b>Purpose of Service:</b>			
<b>Details of Proposed Reduction:</b>			
To provide a more strategic and co-ordinated approach to the management of a number of administrative and support service budgets and thereby achieve economies of scale, and better value for money from resources.			
<b>Type of Reduction:</b> Efficiency / Restructuring			
<b>Service Implications:</b> (including delivery of service plan)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference)			
The detailed proposal, and processes to achieve these savings are still being confirmed and therefore this is viewed as an estimate of potential savings at this stage.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/2007	

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	0	0	0	0
Non Staff Costs	4,000	(135)	(135)	(135)
Income	0	0	0	0
<b>Net Total</b>	<b>4,000</b>	<b>(135)</b>	<b>(135)</b>	<b>(135)</b>
<b>Staffing Implications</b>				
Current Service Staffing (FTE)				
Post(s) Deleted (FTE)				
Current Vacancies (FTE)				
Individuals at Risk (FTE)				

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT**  
**BASE BUDGET REDUCTION PROPOSAL 2007- 08**

<b>Service Area:</b>	Learning Services	<b>Proposal Number:</b>	CR6-0
<b>Purpose of Service:</b> To provide learning and teaching support to City Schools			
<b>Details of Proposed Reduction:</b>			
Deletion of a number of currently vacant posts from the establishment with the view to achieving reductions in the order of £250k.			
<b>Type of Reduction:</b> Efficiency/Restructuring			
<b>Service Implications:</b> (including delivery of service plan)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference) Cost Reduction			
Removing posts that have been held vacant for some time.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/2007	

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	1,839.9	(250)	(250)	(250)
Non Staff Costs	172.2	0	0	0
Income	(102.9)	0	0	0
<b>Net Total</b>	<b>1,909.2</b>	<b>(250)</b>	<b>(250)</b>	<b>(250)</b>
<b>Staffing Implications</b>				
Current Service Staffing (FTE)		<b>37.68</b>	<b>37.68</b>	<b>37.68</b>
Post(s) Deleted (FTE)		4.88	4.88	4.88
Current Vacancies (FTE)		7.68	7.68	7.68
Individuals at Risk (FTE)		0	0	0

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT  
BASE BUDGET REDUCTION PROPOSAL 2007- 08**

<b>Service Area:</b>	Family Safeguarding and Support	<b>Proposal Number:</b>	CR7-0
<b>Purpose of Service:</b>			
<b>Details of Proposed Reduction:</b>			
<b><u>Review of Family Support &amp; Safeguarding Budgets &amp; Infrastructure</u></b>			
As a result of a review of Family Support & Safeguarding Services infrastructure budgets it is planned to realign infrastructure budgets across the Service. These efficiency measures should release 150k in a full financial year.			
<b>Type of Reduction:</b> Efficiency/Restructuring			
<b>Service Implications:</b> (including delivery of service plan)			
<b>Related Service Plan &amp; Reference:</b>	Children's Services		
<b>Objective</b> (inc. Reference)			
Efficiency saving across Family Support & Safeguarding Services.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/2007	

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	16,557.7	0	0	0
Non Staff Costs	13,889.4	(150)	(150)	(150)
Income	(2,552)	0	0	0
<b>Net Total</b>	<b>27,895.1</b>	<b>(150)</b>	<b>(150)</b>	<b>(150)</b>
<b>Staffing Implications</b>				
Current Service Staffing (FTE)				
Post(s) Deleted (FTE)				
Current Vacancies (FTE)				
Individuals at Risk (FTE)				

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT**  
**BASE BUDGET REDUCTION PROPOSAL 2007- 08**

<b>Service Area:</b>	Learning Services (Extended Schools)	<b>Proposal Number:</b>	CR8-0
<b>Purpose of Service:</b>			
<b>Details of Proposed Reduction:</b>			
Contractor currently undertaking grant aided work will cease working for the Authority at the end of March 2007. The work will be absorbed within the Learning Services Team, working with Access and Inclusion to integrate services.			
<b>Type of Reduction:</b> Efficiency/Restructuring			
<b>Service Implications:</b> (including delivery of service plan)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference)			
To reduce costs with no loss of service provision, and to improve service delivery as a result of integration.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/2007	

<b>Financial Implications of Proposal</b>				
	2006-07 £000s	2007-08 £000s	2008-09 £000s	2009/10 £000s
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	N/A	(45)	(45)	(45)
Non Staff Costs	N/A	0	0	0
Income	N/A	0	0	0
<b>Net Total</b>	N/A	(45)	(45)	(45)
<b>Staffing Implications</b>				
Current Service Staffing (FTE)		1	1	1
Post(s) Deleted (FTE)		1	1	1
Current Vacancies (FTE)		1	1	1
Individuals at Risk (FTE)		0	0	0

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT**  
**BASE BUDGET REDUCTION PROPOSAL 2007- 08**

<b>Service Area:</b>	Department Wide	<b>Proposal Number:</b>	CR9-0
<b>Purpose of Service:</b> Provide contracted Car Parking to entitled Staff Members			
<b>Details of Proposed Reduction:</b>			
Reduce central car parking fees. Reduce parking charges paid for by service areas through a review of entitlement and other economies.			
<b>Type of Reduction:</b> Efficiency/Restructuring			
<b>Service Implications:</b> (including delivery of service plan)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference)			
Analyse current entitlement to centrally funded contracted car parking spaces and reduce entitlement to reflect new service structure and consider other efficiency gains in respect of parking fees.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>	01/04/2007	

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	0	0	0	0
Non Staff Costs	50.4	(15)	(15)	(15)
Income	0	0	0	0
<b>Net Total</b>	<b>50.4</b>	<b>(15)</b>	<b>(15)</b>	<b>(15)</b>
<b>Staffing Implications</b>				
Current Service Staffing (FTE)		0	0	0
Post(s) Deleted (FTE)		0	0	0
Current Vacancies (FTE)		0	0	0
Individuals at Risk (FTE)		0	0	0



**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT**  
**BASE BUDGET REDUCTION PROPOSAL 2007- 08**

<b>Service Area:</b>	Department Wide	<b>Proposal Number:</b>	CR10-0
<b>Purpose of Service:</b>			
<b>Details of Proposed Reduction:</b>			
Reduction of project support budget			
<b>Type of Reduction:</b> Other			
<b>Service Implications:</b> (including delivery of service plan)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference)			
The existing project support budget provides capacity to implement change in the Department. This reduction will reduce that capacity somewhat but is considered achievable at this stage.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>		

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff				
Non Staff Costs	438.8	(115)	(115)	(115)
Income				
<b>Net Total</b>	438.8	(115)	(115)	(115)
<b>Staffing Implications</b>				
Current Service Staffing (FTE)		0	0	0
Post(s) Deleted (FTE)		0	0	0
Current Vacancies (FTE)		0	0	0
Individuals at Risk (FTE)				

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT**  
**BASE BUDGET REDUCTION PROPOSAL 2007- 08**

<b>Service Area:</b>	Access, Inclusion and Participation (Early Years Service)	<b>Proposal Number:</b>	CR11-0
<b>Purpose of Service:</b>			
<b>Details of Proposed Reduction:</b>			
Remove the Early Years contingency budget.			
<b>Type of Reduction:</b> Other			
<b>Service Implications:</b> (including delivery of service plan)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference)			
In 2006/07 a contingency was set-up to guard against slippage in achieving new income targets. As the service in aggregate is currently underspending this is not needed and it is proposed that this contingency be removed.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>		

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	0	0	0	0
Non Staff Costs	120	(120)	(120)	(120)
Income	0	0	0	0
<b>Net Total</b>	120	(120)	(120)	(120)
<b>Staffing Implications</b>				
Current Service Staffing (FTE)		0	0	0
Post(s) Deleted (FTE)		0	0	0
Current Vacancies (FTE)		0	0	0
Individuals at Risk (FTE)				

**CHILDREN AND YOUNG PEOPLE'S DEPARTMENT**  
**BASE BUDGET REDUCTION PROPOSAL 2007- 08**

<b>Service Area:</b>	Department Wide	<b>Proposal Number:</b>	CR12-0
<b>Purpose of Service:</b>			
<b>Details of Proposed Reduction:</b>			
Reduce the budget for Premature Retirement Costs to bring into line with commitments.			
<b>Type of Reduction:</b> Other			
<b>Service Implications:</b> (including delivery of service plan)			
<b>Related Service Plan &amp; Reference:</b>			
<b>Objective</b> (inc. Reference)			
Following changes in the funding of PRC and the fact that no new liabilities will be falling on the general fund in this respect, this budget can now be revised.			
<b>Date of earliest implication/date of proposed</b>	<b>Date:</b>		

<b>Financial Implications of Proposal</b>				
	<b>2006-07 £000s</b>	<b>2007-08 £000s</b>	<b>2008-09 £000s</b>	<b>2009/10 £000s</b>
<b>One-Off Costs of Change</b>				
Staff				
Non Staff Costs				
Income				
<b>Effects of Changes on Budget</b>	Existing Budget			
Staff	1229.5	(125)	(125)	(125)
Non Staff Costs	0	0	0	0
Income	0	0	0	0
<b>Net Total</b>	1229.5	(125)	(125)	(125)
<b>Staffing Implications</b>				
Current Service Staffing (FTE)		0	0	0
Post(s) Deleted (FTE)		0	0	0
Current Vacancies (FTE)		0	0	0
Individuals at Risk (FTE)				

