

Leicester
City Council

Leicester City Council

Social Services Department

Departmental Revenue Strategy

2002/03 to 2004/05

15 February 2002

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Abbreviations

SSA	Standard Spending Assessment
SSD	Social Services Department
SSI	Social Services Inspectorate

SECTION 1 - INTRODUCTION

Background to Departmental Revenue Strategies

In April 2000, the Council agreed to adopt a three-year general fund revenue strategy for the years 2000/01 to 2002/03. The strategy was intended to complement the Community Plan and is an integral part of the Council's Best Value performance cycle. It was the first time the Council had adopted such a strategy, and it is now being rolled forward to 2004/05. The development of a revenue strategy is an integral part of the Council's Performance Management Framework, and is one of the four key resource strategies. It offers significant benefits including: -

- Providing more stability than single year budgeting, thus enabling services to be planned with more certainty.
- Increasing transparency and openness in the decision making process.
- Enabling the Council to plan its spending to support overall corporate priorities; it is a policy led strategy.
- Changes to individual budgets can be seen in the context of an overall strategy, rather than being seen piecemeal.

The corporate revenue strategy identifies four priorities:

- a) Raising educational standards
- b) Promoting health and social care
- c) Community Safety
- d) Neighbourhood Renewal

The second of these clearly relates to the main statutory functions carried out by the Social Services Department.

The strategy is policy led, supported by a financial framework. With the exception of savings needed to fund the Leicester Pledge for Education, Best Value savings follow service reviews rather than giving rise to reviews, and provision of new monies for priority services is partially dependent on the outcome of reviews.

The overarching strategy requires the general fund budget to be set in the context of Departmental Revenue Strategies, which help deliver the overall corporate revenue strategy.

Social Services

This document sets out the second Social Services DRS and describes the context in which the budget strategy is set. It provides details of existing budget allocations and the Department's services and structures, identifies issues relating to existing spending and historic funding, and contains proposals with regard to the budget for the three year period 2002/03 to 2004/05.

SECTION 2 - DEPARTMENTAL STRUCTURE AND BASE BUDGET 2001/02

The Department is responsible for exercising the Council's legal duty to support and protect the most vulnerable and disadvantaged people within the community of Leicester, including disabled people, children and families and older persons. Care services are provided directly, purchased from the independent and voluntary sectors, or supplied by the Commercial Services Department (Transport and Meals).

The Department restructured during 2001 into five Divisions, the Performance Management Unit (PMU) and the Service Standards Unit (SSU). Overall, more than 2,000 staff are employed. This new structure is shown at Figure 1. The SSU will cease to exist after March 2002, following the transfer of its responsibilities to OSFTED and the National Care Standards Commission. The new Divisional responsibilities are as follows:

Community Care - Adults

Responsible for managing Community Care statutory responsibilities for adults (aged under 65), working with Health and other partners. The Division manages adult fieldwork and assessment services, and community services for adults with mental health needs, and also those with physical, sensory and learning disabilities. Services are commissioned from a range of providers, including in-house units and the voluntary and independent sectors.

Community Care - Older Persons

Responsible for managing Community Care statutory responsibilities for older people (aged 65 and over), working with Health and other partners. The Division provides residential, day care and domiciliary services, using the Department's own in-house services and through working with the independent and voluntary sectors.

Children and Family Assessment & Strategy

Responsible for the assessment of children, child protection and short and long-term support to families, as well as strategic planning for all children and family services.

Children and Family Services

Responsible for children's homes, fostering, adoption, family centres and family aides for children in need and children looked after. The Division provides management support to the Youth Offending Team.

Resources

Responsible for operational and strategic business support to the Department, including accountancy and financial operations, information systems, personnel, staff development, health and safety, and accommodation. The Service Contracting and Procurement Unit manages contracts with the private, voluntary and independent sectors on behalf of commissioning staff in other Divisions.

The 2001/02 Budget

The original 2001/2002 direct controllable budget for Social Services was £62.22m. A summary analysis based on the new structure is presented at Figure 2. The Youth Offending Team was £0.62m.

Leicester City Council
Social Services Department
 Senior Management Structure

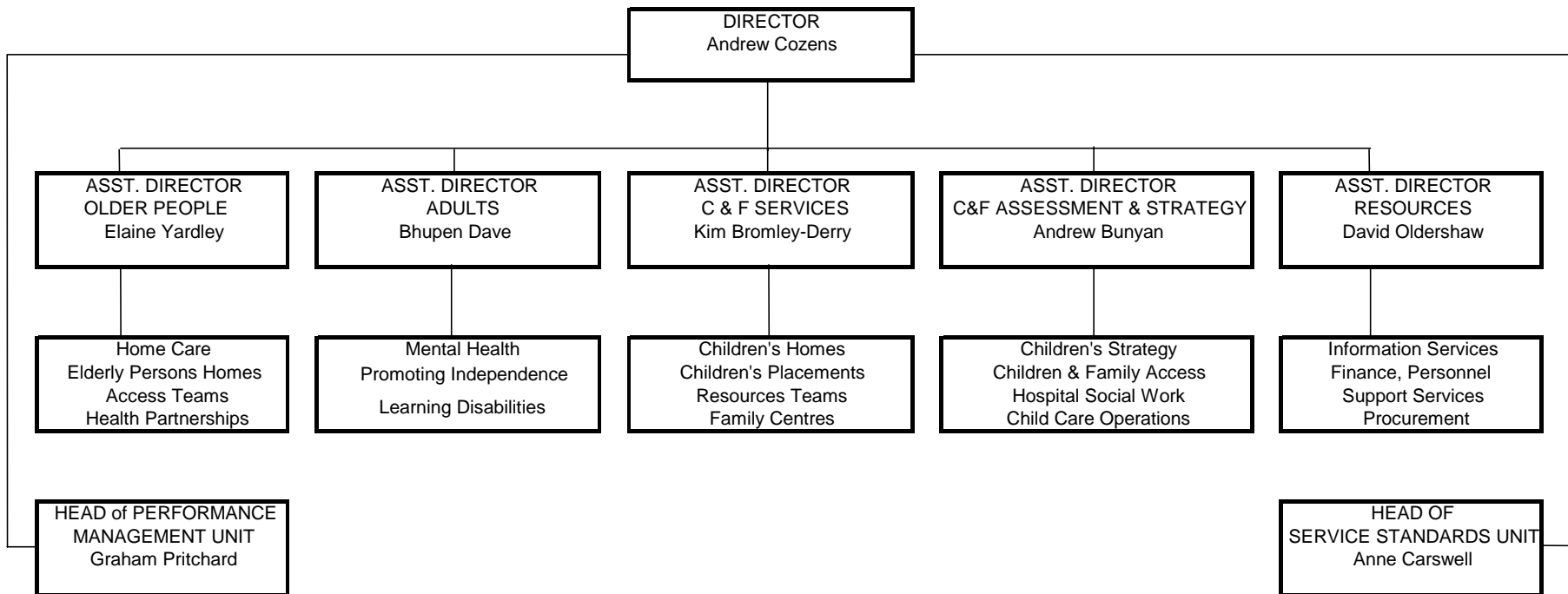


Figure 1

Social Services : Budget Summary 2001/02

Service Area	Employee Costs £000's	Running Costs £000's	Income £000's	Total Budget £000's
<u>Community Care - Adults and Older People</u>				
Directly Managed Home Care and Laundry	3,311.8	289.9	(24.5)	3,577.2
Directly Managed Elderly Persons' Homes	4,073.1	823.6	(27.0)	4,869.7
Adult Resources	3,477.6	1,131.2	(623.9)	3,984.9
Service Planning and Development	430.8	52.6	(26.2)	457.2
Fieldwork	7,021.5	1,167.4	(1,800.0)	6,388.9
Voluntary Sector Services	4.3	5,351.5	(217.7)	5,138.1
Community Care	58.8	25,322.0	(13,275.6)	12,105.2
Total Adults and Older People	18,377.9	34,138.2	(15,994.9)	36,521.2
<u>Children & Families</u>				
Directly Managed Children's Residential Homes	3,653.9	397.5	(0.6)	4,050.8
Directly Managed Family Centres	2,309.7	345.1	(62.7)	2,592.1
Child Placements and Agency Residential	987.8	2,832.5	(217.2)	3,603.1
C&F Resources and Emergency Duty Team	1,037.0	146.9	(114.9)	1,069.0
Children and Family Assessment & Strategy	5,261.9	728.4	(28.2)	5,962.1
Total Children and Families	13,250.3	4,450.4	(423.6)	17,277.1
<u>Management and Support</u>				
Directorate	397.8	36.7	0.0	434.5
Service Standards Unit	419.0	57.7	(116.8)	359.9
Performance Management Unit	315.3	44.5	0.0	359.8
Resources Division	4,098.4	3,589.5	(418.4)	7,269.5
Total Management & Support	5,230.5	3,728.4	(535.2)	8,423.7
TOTAL SOCIAL SERVICES (Controllable Budget)	36,858.7	42,317.0	(16,953.7)	62,222.0

SECTION 3 - NATIONAL AND LOCAL CONTEXT

(a) Progress of the Department

Leicester Social Services Department continues to perform well above its status as an averagely funded authority. Despite being in an area of marked social need, the formula for funding social services nationally works against the City, and Leicester continues to receive increases in its SSA for social services below the national average. Leicester City's total expenditure per head is on a par with other comparator authorities, but is higher for children's services and lower for older persons over 65 years.

The Department's Mental Health Services were reviewed by the Social Services Inspectorate (SSI) in January 2001. The report, published in July, concluded that most people were well served, and the prospects for further improvement are promising. That would equate to a two star Best Value Inspection rating.

John Bolton, the national director of Joint Reviews, revisited Leicester in April to check progress since the Joint Review in 1999. His overall assessment was that we were maintaining our position as a top 25% social services authority and continued to progress.

The Joint Review commended the Department for bringing the budget within 1% of the cash limit every year, the best that can be expected where Directors are not allowed to exceed their cash limits. This was achieved again in 2000/01 although with an overspend of £400,000 or 0.6%. This performance was achieved despite significant budget pressures in children's services and community care (where the combined overspend was in excess of £2 million), and a number of unfunded commitments highlighted in the Departmental Revenue Strategy for 2001/02.

The Social Services Performance Indicators for 2000/2001 were published in October 2001. Out of the total of 46 indicators, Leicester performs better than average on 23, and worse on 23, indicating that the Department is now in the middle quartile of Social Services departments. A rating of Band 3 or better was achieved on 63% of the indicators, compared to 84% the previous year. This change is largely because our improvements had not kept pace with upward revisions to the targets, and many councils were similarly affected.

(b) Our Position in Relation to the Standard Spending Assessment (SSA)

The Department's position in relation to its SSA has been of considerable interest to the Scrutiny Committee, particularly in comparison with Education. It is now widely accepted that the Personal Social Services SSA is seriously flawed and bears no relation to the reality of demand or expenditure. Leicester, although some 6% above SSA on its 2000/01 out-turn, is still well behind comparative national expenditure at out-turn (13% above SSA) or our family group (11.9%).

The Personal Social Services SSA for England for 2000/01 was £8.69 billion. Local authorities planned to spend £9.46 billion, an additional £771 million, or 8.9% over SSA. The eventual outturn figures suggest expenditure was nearer £1 billion over SSA, a difference of some 13%.

We surveyed 11 of the 13 Councils in our Audit Commission family group in June on their 2000/01 budget. All had planned to spend above SSA, on average by 9%. The largest difference was 18.2% (Wolverhampton), the smallest 2% (both Sandwell and Middlesbrough). Leicester's figures include the Youth Offending Team and full recharges from central departments in accordance with the Best Value Accounting Code of Practice; this was not necessarily the case with the other Councils.

Authority	SSA (2000/01)	Budget £m	Budget over SSA
Bolton	49.33	50.97	3.3%
Bradford	87.69	96.86	10.5%
Coventry	57.37	60.13	4.8%
Derby	41.74	48.32	15.8%
Kingston-upon-Hull	57.43	66.14	15.2%
Leicester	59.98	62.8	4.8%
Middlesbrough	29.17	29.78	2.1%
Newcastle-upon-Tyne	61.72	66.76	8.2%
Oldham	41.3	45.97	11.3%
Rochdale	39.8	42.36	6.4%
Sandwell	65.56	66.84	2.0%
Wolverhampton	51.33	60.68	18.2%
Family Group Average	52.95	57.71	9.0%

It is understandable, therefore, that the Department is struggling to maintain the funding of its statutory responsibilities, and that the proposals for savings with this DRS hit the Department harder than in previous years.

The Government has continued the freeze on SSA methodology changes into 2002/03. The Department of Transport, Local Government and the Regions (DTLR) is considering changes to all SSA formulae for 2003/04. The recent DTLR consultation paper makes the following points:

- Formulae should not be treated as an infallible guide to how much local authorities should spend;
- The Department of Health is considering whether external research needs to be commissioned to inform a review of the children's formula, although the comment is also made that the perceived problems with the formula may stem more from the overall level of funding. The research could specifically take a further look at whether there are higher costs associated with ethnicity;
- Some of the data used needs to be updated, for example the 1994 General Household Survey and income from charges based on the early 1990's.

(c) National Influences

As last year, the national context for social services is set by a combination of legislation and regulations:

- (i). *A drive for quality and improved performance* through the new performance assessment arrangements. This requires Directors to estimate their progress towards achieving national performance targets in consultation with the SSI. These assessments are supported by Performance Assessment Framework indicators grouped around Best Value domains, including national priorities, cost and efficiency, effectiveness of service delivery and outcomes, quality of services for users and carers, and fair access. The SSI also carries out regular inspections of Social Services Departments, and those with identified poor performance are subject to special measures.
- (ii). *National priorities for the development of services* are reinforced by ringfenced grants, usually requiring a Plan to be approved, and evidence of additional spending or services in these priority areas:
 - Quality Protects: to improve the life chances of children in need, and particularly those looked after by the Council, working closely with Education and Health.
 - Promoting Independence: helping people to maintain their independence after and during illness, psychiatric care, or disability.
 - Capacity planning/Winter pressures: concerted efforts across health and social care to develop new and more appropriate services to prevent unnecessary admissions to hospital and reduce delays in discharges.
 - Efficiency targets: 2% efficiency gains (over and above any savings targets set by the Council).
- (iii). *A heavy emphasis on partnership, particularly with the NHS, was reinforced* by the Health Act 1999. SSDs must develop a strategy for closer integration of care management arrangements with Primary Care Trusts, using the flexibilities of the new Act to the maximum. Particular emphasis is required on services for children with disabilities, older people, and people with mental health problems and those with learning disabilities. A number of the budget reduction options in the DRS rely on alternative sources of funds being identified, in particular from Health through partnership approaches and the re-focussing of services.
- (iv). *Transfer of Mental Health Services to the new Partnership Trust, which will provide services for Leicester, Leicestershire and Rutland.* This is scheduled for April 2002, subject to Cabinet approval, and will see integrated service provision, with secondment of staff to the Trust and lead commissioning by the Trust. It is ultimately expected to lead to the transfer of resources into a pooled budget with the NHS. The scope for in-year savings will be considerably reduced from this service, due to the greater advance funding certainty required of all partners.

(v). *Significant Rise in Numbers of Looked After Children:* The Lord Chancellor's Office reported a national 50% rise in the number of care orders in 2000/01. This is reflected in the significant increase in:

- The numbers of children looked after (up by 50 in Leicester)
- The length of stay (which is increasing)
- The age profile (older generally, but with very troubled young children unable to manage in foster care).

In Leicester, this has placed enormous pressure on our residential and foster care services, which are operating at maximum capacity (indeed over capacity). The budget overspent by £1 million last year (2000/01), and is proving to be further under-resourced in the current financial year (2001/02).

(vi). *New Funding Streams at the Margins:* We welcome the development of more Sure Start schemes, the Children's Fund, Neighbourhood Renewal Fund and initiatives flowing from the Drugs Action Team, Crime and Disorder Partnership and the Youth Offending Team. Servicing these creates substantial additional work for managers and raises obvious concerns about exit strategies. We will seek to negotiate for recovery of these overheads and infrastructure costs as part of current and future developments.

(vii). *The impact of new legislation:*

- **Changes to the funding of long term care:** this will have major implications for the Department through:
 - ◆ **More generous capital disregards** for those entering care, meaning loss of income estimated at £250,000 per year (for which we are not directly compensated). This took effect in April 2001.
 - ◆ **Transfer of funding responsibility from the Department for Work and Pensions in April 2002, for approximately 400 people with preserved rights from pre-1993.** Leicester will receive a grant of £4.4m. There is very serious concern nationally that the transfer underestimates the actual costs likely to be incurred by councils by up to 20%. This is a risk factor approaching £1m for Leicester.
 - ◆ **Free nursing care,** meaning transfer of funding from our budget to the NHS and changes to our income projections. The flaws in the SSA formula could result in a funding shortfall approaching £1 million by 2006. Originally scheduled for April 2002, it has now been deferred to April 2003.
- **Loss of Income relating to after care of mental health patients:** As reported last year, a national court ruling means the Department can no longer charge those former mental health patients detained in hospital and subject to an after care service under Section 117 of the Mental Health Act 1983. This applies retrospectively to the date of the judgement. Costs originally projected for 2001/02 (£250,000) were an underestimate, and upwards of £500,000 is proving to be more realistic giving the numbers identified as having an entitlement to refund and/or free care for the period Section 117 applies to them.

- **Care Standards Act 2000:** This comes into full force on 1 April 2002, and will take inspection and regulation responsibilities away from Social Services. The National Care Standards Commission and OFSTED will have regulatory powers over provision in the public and independent sectors, including registration and inspection against national standards. This will include the power to close down services that do not comply.

The Social Services SSA for 2002/03 has been reduced to reflect the transfer of responsibilities. With the exception of Education, such changes are not automatically “passported” to Departments’ budgets, but are considered on a case by case basis.

The Department’s existing service buildings (including elderly persons’ residential homes and children’s homes) are being assessed against the new standards, leading to an evaluation of work required and timescales for completion. Some buildings will require capital investment, but for others the scale of change may be considered uneconomic, thus leading to major decisions about the future shape of service provision.

These changes will lead to fees being payable for the Department’s own services that are formally regulated for the first time, including home care, fostering and adoption services. As the same factors for inspection and building improvements also apply to the private and voluntary sectors, their representatives are seeking higher residential placement fees from the Department to offset the costs. This will be a significant budgetary pressure in 2002/03 and beyond.

- **Children (Leaving Care) Act 2000:** This came into force from October 2001, and places new responsibilities on the Department in respect of young people leaving care. Provision in the 2001/02 budget was inadequate following an SSA related budget reduction. Full funding is needed for these new responsibilities, which include paying the equivalent of income support and housing benefit for 16-18 year olds and continuing professional support into adulthood. It has recently been announced that some young people leaving remand in the criminal justice system will also be covered, adding to the pressures.
- **Carers and Disabled Children Act 2000:** This introduces new responsibilities for assessing and meeting carers’ needs, and direct payments for 16-18 year olds with disabilities.
- **Valuing People: The White Paper on Services for People with Learning Disabilities:** This requires Social Services to review and modernise existing provision in line with the principles of empowerment and independence. For the City, this requires a thorough review of day services and the role of our residential provision. Making these changes will require a degree of “double running” of services with short-term additional costs, as well as ring-fencing of capital and revenue funds.

- **Direct Payments – Extension of Scheme:** This scheme enables service users to receive regular payments from the Department, which they use to purchase care services direct. An extension of the scheme to older people aged over 65 and people with learning disabilities would require additional administrative support and advice / information services.

(d) Further Local Factors

In addition to new legislative requirements, the Department has to take account of the following factors:

- **Maintaining the social care market** (a local and national issue): There is a combination of external factors, including:
 - ◆ new national registration and inspection requirements, as above
 - ◆ recent national minimum wage increases (adding around 5% to the cost of running some independent sector homes)
 - ◆ free nursing care and the reduction in full fee payers who generally pay higher fees in homes
 - ◆ the cumulative effect of low fee rates increases over recent years, estimated by providers to be in excess of 15%.

The combined effect of these is causing considerable anxiety and instability in the market. Businesses could collapse and homes close, as experienced elsewhere in the UK. This is leading to strong pressure to raise fee levels significantly above inflation in the residential sector, and for the need for different approaches to contracting for home care based on volume contracts over a longer term.

Early in 2001/02, a second tranche of Promoting Independence Grant of £601,000 was received, to enable social care measures put in place with the previous winter pressures funding to be maintained. This grant has not been specifically continued into 2002/03, and therefore on-going commitments have to be funded from elsewhere.

In Autumn 2001, the Government announced a national package of additional funding for Building Care Capacity, with £100m in 2001/02 and £200m in 2002/03. The money is linked to closer co-operation between Social Services, Health and private and voluntary care providers. All SSDs receive a grant based on the SSA formula, and those in areas with relatively high levels of hospital bed blocking receive a further payment. Leicester was allocated £450,000 in 2001/02 based on SSA, and will receive £931,000 in 2002/03. Whilst this may go some way towards alleviating the problems explained above, it will not resolve the more fundamental difficulties with either the budget or fee levels. The potential short-term nature of the funding also presents difficulties in entering into longer term commitments.

- **Rethinking the funding of the voluntary sector:** In response to growing concerns about the consequences of repeated banding of inflation, the Department wishes to rethink its approach to funding the voluntary sector. This is based on the principles of:

- ◆ Fairer funding for services provided on an agency basis
- ◆ Longer term funding for priority services
- ◆ Re-evaluation of how we offer support to services that complement ours but are lower priority.

The approach for 2002/03 and beyond will seek to implement the new corporate strategy endorsed by Directors' Board in November.

- **Recruitment and Retention:** Our staff turnover (at approximately 20% in key roles) is above average for similar authorities. We need to reconsider our approach to how we recruit, retain and develop staff in an increasingly competitive and shrinking market. This will require further investment, and is addressed to some extent in the growth proposals.

- **Health and Safety:** Following inspections by the Health and Safety Executive and serious incidents in the Department, we have invested in new posts, equipment and training this year. This is essential growth for the 2002/03 budget.

- **Persons from Abroad:** We expect to incur up to £300,000 unplanned expenditure linked to the unexpectedly large number of families from elsewhere in the European Union arriving in Leicester, who cannot otherwise support themselves. These families are not asylum seekers, and the Council has to make emergency payments under Section 17 of the Children's Act 1989, until UK residence is established and responsibility passes to the Benefits Agency. There is also an initial and on-going need for social work assessment and support. The Council is seeking additional Government funding, as it is not reflected in the local government funding arrangements. Actual levels of spending will depend heavily on the number of new arrivals, which cannot be predicted with accuracy.

SECTION 4 – DIRECTOR’S REVIEW OF SPENDING AND RESOURCE ISSUES

In last year’s Departmental Revenue Strategy, I stressed my view that it was essential to address fundamental problems of budget instability over the next two or three years. This can be achieved in part by recycling within the budget, through a reallocation away from its historical basis towards more realistic targets for managers based on the demand for our statutory services. But that would still leave a hole caused by a number of previously identified, but unfunded, commitments.

The proposals in last year’s DRS started this process and I would seek Council’s approval to continue this. This adds to any requirement to make savings to deliver the Council’s overall revenue strategy.

Analysis of the Issues

These problems fall into several categories and have had a cumulative, year on year impact of around £3 million. As a reminder, these were:

- Problems inherited from Leicestershire County Council
- Problems unresolved from the Local Government Review
- Decisions not fully funded
- The consequences of Committee decisions in relation to saving proposals
- In year pressures
- Inescapable commitments

The 2001/02 budget strategy sought to address approximately £1.5 million of these. Together with new in-year pressures, the target figure for the remainder of the three year budget strategy is some £2 million. Until these pressures have been addressed in the base budget, there are no plans to establish any Departmental reserves.

In addition to these service issues, I remain concerned about a number of anticipated corporate issues with a potential to have a disproportionate impact on the Department:

- **Job Evaluation Scheme:** most of the additional costs of the proposed scheme will fall on the Social Services Department where most staff stand to benefit. No provision has been made.
- **Car Allowances Review:** this is a key issue for the Department in relation to service delivery and recruitment, particularly if competing authorities adopt a more generous stance. No provision has been made.
- **Best Value:** the Department is affected by five of the current reviews. Ringfencing the savings required from these reviews for corporate use severely restricts the Department’s options for meeting overall savings requirements in the revenue strategy.
- **Office relocation from Grey Friars:** will lead to further pressures unless additional costs are fully funded.

Neighbourhood Renewal

The Department's services are key to the achievement of the Council's neighbourhood renewal objectives. Services are heavily focussed on vulnerable and disadvantaged people, and are delivered across the City. By working with people in deprived areas, the Department will assist the Council to achieve key Public Service Agreement floor targets, including crime reduction, life expectancy, teenage pregnancy and employment rates. The Department will particularly work with looked after children, for which funding from the Neighbourhood Renewal Fund (NRF) was obtained for the post-16 age group in 2001/02.

The Department will seek to enhance and re-focus services to target inequality, by developing its work in deprived areas and with deprived and vulnerable people in 2002/03 and beyond. Discussions will take place with the Council's partners on the Local Strategic Partnership regarding the potential availability of the Neighbourhood Renewal Fund to support this process.

Andrew Cozens
Director of Social Services

SECTION 5 - CASH TARGET 2002 / 03

	Social Services £ 000	Youth Offend Team £ 000	Total £ 000
Net Controllable Budget for 2001/02	62,222.0	623.2	62,845.2
Add Virements:			
Audit of External Grant Claims from Town Clerk	21.5		21.5
Leicester Domestic Violence Helpline from Chief Executive	27.5		27.5
Senior Citizen Forum from Chief Executive	4.4		4.4
Pre-Registration Childcare Support to Education	(30.9)		(30.9)
Land and Property Gazetteer to E&D	(7.0)		(7.0)
Sub-Total	62,237.5	623.2	62,860.7
Full Year Effects:			
Reductions (£440k - £420k) (New arrangement for the Semi-Independent Living Project)	(20.0)		(20.0)
Efficiency savings (£1,481k - £788k) (Review balance of in-house and purchased Home Care £100k, Review Children's Services and Community Care skills mix £200k, Review the delivery of the Family Support Service £225k, New technology £150k, Procurement £18k)	(693.0)		(693.0)
Decisions already taken (£2,753k - £1,269k) (Fall out of Promoting Independence Grant 2002/03)	1,484.0		1,484.0
Net other (£1,021k - 521k) (Children's Fostering £240k, Adoption £200k, Residence Orders £80k, Mobile Meals and Day Centre Meals Charges -£20k)	500.0		500.0
Growth (£56k - £37k) (Health and Safety Innoculations -£6k, Vulnerable Adults Officers £25k)	19.0		19.0
Sub-Total	63,527.5	623.2	64,150.7
Pensions:			0.0
Sub-Total	63,527.5	623.2	64,150.7
Other:			
Under provision for 2001 pay award in 2001/02 budget	289.4	4.5	293.9
National Insurance Reduction	(101.8)		(101.8)
Traded Services Support	43.0		43.0
Care Leavers' Grant transferred from SSA	(882.0)		(882.0)
Sub-Total	62,876.1	627.7	63,503.8
Inflation:			
Pay	1,166.9	17.8	1,184.7
Price/Income @ 1.8%	486.1	1.4	487.5
Grant-aid	49.8		49.8
CASH TARGET FOR 2002/03	64,578.9	646.9	65,225.8
Shortfall in 2002/03 in 2001/02 DRS	(609.0)		(609.0)
Savings Target 2002/03	(567.6)		(567.6)
Best Value Savings	(279.5)		(279.5)
Growth : One-Off in 2002/03	1,110.0		1,110.0
Growth : Anti-Social Behaviour Orders Legal Costs	5.0		5.0
Growth : Multi-Agency Public Protection Panel	1.0		1.0
Growth : Youth Offending Team		40.0	40.0
Planning Total (2002/03 Price Base)	64,238.8	686.9	64,925.7

SECTION 6a - REVENUE BUDGET 2002/03 to 2004/05 – Spending & Resource Forecast

Ref No.	Social Services	2002/03	2003/04	2004/05
		£ 000	£ 000	£ 000
	2002/03 Cash Target	64,579	64,579	64,579
SS1	Health and Safety – Officers and Equipment	80	80	80
SS2	LCPP 0.5 FTE Planning Officer (reduction in external funding)	18	18	18
SS3	CareFirst Implementation – Licences and leasing	50	200	200
SS4	Crime and Disorder – Behaviour Orders and Protection Panel	6	6	6
	Add Total Service Enhancements	154	304	304
	Add Total Decisions already taken	0	0	0
	<i>Legislative/judicial changes:</i>			
SS5	Registration – National Care Standards Commission & OFSTED	30	30	30
SS6	Persons from Abroad – Emergency S17 payments and social work support	300	200	0
	<i>Budget shortfalls:</i>			
SS7	New Technology – One year deferral of planned saving in 2001/02 DRS	150	0	0
SS8	Transport of Service Users	200	400	400
SS9	Legal Services	200	300	300
SS10	Children (Leaving Care) Act – Leaving Care Initiatives	400	400	400
SS11	Children’s Contract Foster Care Scheme	500	250	250
SS12	Community Care – Minimise bed blocking	610	250	250
	Add Total Other	2,390	1,830	1,630
	Sub Total – Growth	2,544	2,134	1,934
SS13	Laundry Service – Review method of Provision (linked to Best Value Review of Services to Older People)	(30)	(60)	(60)
	Less Total Service Reductions	(30)	(60)	(60)
	Less Total of Decisions already taken	0	0	0
SS14	Best Value Review savings (balance for which no provision in budget)	(104)	(104)	(104)
SS15	Intermediate Care Strategy	0	(340)	(440)
SS16	County Learning Disability Day Care places - Review of use	(30)	(60)	(60)
SS17	Annualised salaries for four-weekly paid staff	(10)	(10)	(10)
SS18	Supporting People – Re-badging of expenditure to attract new funding	(30)	(100)	(100)
SS19	Home Care - Value for money (linked to B V Review of Older People)	(100)	(200)	(200)
SS20	Adult Day Services – Efficiency gain from meals & transport arrangements	(50)	(50)	(50)
SS21	Looked After Children’s Service – Review of delivery	(200)	(200)	(200)
SS22	Family Support Service – Modernisation and External Funding Streams	(150)	(150)	(150)
SS23	Voluntary / Independent Sector funding – New corporate approach	(105)	(150)	(150)
SS24	Non-pay budgets – Reduce by average 0.5%	(50)	(50)	(50)
SS25	Directorate, Resources Division and Performance Mgt. Unit – Efficiencies	(30)	(60)	(60)
SS26	Realignment of Community Care expenditure in light of external funding	(805)	(460)	(360)
SS27	Income from infrastructure costs charged to external funding	(200)	(200)	(200)
	Less Total Efficiency / Restructuring Savings	(1,864)	(2,134)	(2,134)
SS28a	Transfer of GALRO to Children & Families Court Advisory Service	(190)	(190)	(190)
SS28b	Transfer of Regulation and Inspection to National Care Standards Commission & OFSTED	(500)	(500)	(500)
	Less Total Other	(690)	(690)	(690)
	Sub Total – Reductions	(2,584)	(2,884)	(2,884)
	Net Expenditure Total (2002/03 Price Base)	64,539	63,829	63,629
	Planning Total (2002/03 Price Base) (Assuming re-investment of Corporate Savings Requirement)	64,239	63,629	63,629
	Shortfall	300	200	0

Note : The shortfall is included for illustrative purposes, based on an assumed cost of Persons from Abroad, for which alternative funding is being sought.

SECTION 6b- REVENUE BUDGET 2002/03 to 2004/05 – Spending & Resource Forecast

Ref No.	Youth Offending Team	2002/03	2003/04	2004/05
		£ 000	£ 000	£ 000
	2002/03 Cash Target	647	647	647
	Add Total Service Enhancements	0	0	0
	Add Total Decisions already taken	0	0	0
	<i>Legislative/judicial changes</i>			
	<i>Budget shortfalls</i>			
YOT1	Pay Costs (incremental progression, salary reviews etc)	40	40	40
	Add Total Other	40	40	40
	Sub Total – Growth	40	40	40
	Less Total Service Reductions	0	0	0
	Less Total of Decisions already taken	0	0	0
	Less Total Efficiency / Restructuring Savings	0	0	0
	Less Total Other	0	0	0
	Sub Total – Reductions	0	0	0
	Net Expenditure Total (2002/03 Price Base)	687	687	687
	Planning Total (2002/03 Price Base)	687	687	687

Shortfall 0 0 0

**SECTION 7 – REVENUE BUDGET Social Services Shortfall / Growth
not included in Spending and Resource Forecast**

These items are either not prioritised, or are to be grant funded if possible

	2002/03	2003/04	2004/05
	£ 000	£ 000	£ 000
<u>Unfunded current budget shortfall</u>			
Legal services recharges	100	0	0
Loss of Income from after care of Mental Health patients (S117)	250	250	250
Transport – budget shortfall	200	0	0
Staff Recruitment and Retention	250	250	250
Staff increments following achievement of new statutory NVQs	170	170	170
Loss of Income from Long Term Care legislative changes	250	250	250
Looked After Children Contract Care Placements	500	500	500
Insurance - Increase in Premiums 2002/03	250	250	250
Total	1,970	1,670	1,670
<u>Unfunded service pressures</u>			
Direct Payments – extension of scheme	75	100	100
Fees paid to Independent Care Providers – 2% above inflation	500	500	500
Fees paid to Independent Care Providers – further increase	?	?	?
CareFirst Licensing and Leasing	85	0	0
Total	660	600	600
<u>Unfunded Voluntary Sector growth bids</u>			
<i>Growth Bids are being collated and assessed, in line with the new corporate strategy</i>			
Total unfunded voluntary sector growth	<i>To be assessed</i>		
<u>Other new statutory requirements</u>			
Free Nursing Care	0	?	?
Preserved Rights Transfer	?	?	?
Total	?	?	?

SECTION 8 - REVENUE BUDGET - Social Services Budget Growth Summary

	2002/03	2003/04	2004/05
	£ 000	£ 000	£ 000
<u>Service Enhancements</u>			
Health & Safety: Officers and Equipment	80	80	80
LCPP 0.5FTE Planning Officer (reduction in external funding)	18	18	18
CareFirst - Licensing and Leasing	50	200	200
Crime and Disorder – Anti Social Behaviour Orders Legal Costs	5	5	5
Crime and Disorder – Multi-Agency Public Protection Panel	1	1	1
Total Service Enhancements	154	304	304
<u>Decisions already taken</u>			
Total Decisions already taken	0	0	0
<u>Other</u>			
<i>Legislative/judicial changes</i>			
Registration Payments – National Care Standards Commission & OFSTED	30	30	30
Persons from Abroad	300	200	0
<i>Budget shortfalls</i>			
New Technology – One year deferral of planned saving	150	0	0
Transport of Service Users	200	400	400
Legal Services	200	300	300
Children (Leaving Care) Act – Leaving Care Initiatives	400	400	400
Children’s Contract Foster Care Scheme	500	250	250
Community Care – Minimise Bed Blocking	610	610	610
Total Other	2,390	1,830	1,630
Total – Growth	2,544	2,134	1,934

SECTION 9 - REVENUE BUDGET - Social Services Budget Reduction Summary

	2002/03	2003/04	2004/05
	£ 000	£ 000	£ 000
<u>Service Reductions</u>			
Laundry Service – discontinue / increase charges to economic cost / review eligibility criteria / externalise / not-for-profit business. (linked to Best Value Review of Services to Older People)	(30)	(60)	(60)
Total Service Reductions	(30)	(60)	(60)
<u>Decisions already taken</u>			
Total of Decisions already taken	0	0	0
<u>Efficiency / Restructuring Savings & Additional Income</u>			
Best Value Review Savings (balance for which no provision in budget)	(104)	(104)	(104)
Intermediate Care Strategy	0	(340)	(440)
County Learning Disability Day Care places - review of use	(30)	(60)	(60)
Annualised salaries for 4 weekly paid staff	(10)	(10)	(10)
Supporting People – re-badging of expenditure to attract new funding	(30)	(100)	(100)
Home Care - value for money initiatives (linked to Best Value Review)	(100)	(200)	(200)
Adult Day Services – Efficiency gain from meals and transport	(50)	(50)	(50)
Looked After Children's Service – review of delivery	(200)	(200)	(200)
Family Support Service – Modernisation and external funding streams	(150)	(150)	(150)
Voluntary / Independent Sector funding - new approach	(105)	(150)	(150)
Non-pay budgets – reduce by average 0.5%	(50)	(50)	(50)
Directorate, Resources Div & Performance Management Unit – Efficiencies	(30)	(60)	(60)
Realignment of Community Care expenditure in light of external funding	(805)	(460)	(360)
Income from infrastructure costs charged to external funding	(200)	(200)	(200)
Total Efficiency / Restructuring Savings & Additional Income	(1,864)	(2,134)	(2,134)
<u>Other</u>			
Transfer of GALRO to Children & Families Court Advisory Service (CAFCAS)	(190)	(190)	(190)
Transfer of Regulation and Inspection to National Care Standards Commission & OFSTED	(500)	(500)	(500)
Total Other	(690)	(690)	(690)
Total – Reductions	(2,584)	(2,884)	(2,884)

SECTION 10 – GOVERNMENT SPECIFIC GRANTS

Government grants are made available to fund particular initiatives or develop new service areas. They are generally referred to as “specific grants”, because of the restrictions and conditions attached to them. They are introduced either to ensure that national policies are implemented, or because distribution of funds via the mainstream Standard Spending Assessment mechanism would not reflect the need to spend. The overall amount of grants increases year on year, and a new development for 2002/03 is the relaxation of some restrictions where the Council’s performance is deemed to be of a sufficiently high standard.

Specific grants and mainstream funding increasingly need to be viewed together, comprising the Department’s overall budget, with each bearing a share of the Department’s infrastructure costs. This is a progression from the time when grants were a relatively minor part of the Department’s overall funding, and could be directed entirely to funding new, front line activity.

Grant funding announced for 2002/03 is summarised in the table below and the notes on the following page. As some allocations are still awaited, a comparison with 2001/02 is given only where the final allocation for 2002/03 is known.

Grant	2002/03 £ 000	2001/02 £ 000	Increase (Reduction) £ 000	Note
<u>Children</u>				
Children’s Services Quality Protects Main	1,257	1,356	(99)	
Children’s Services Quality Protects Disabled	137	137	0	
Children Leaving Care	2,222	984	1,238	1
Young People’s Substance Misuse	36	36	0	
Child & Adolescent Mental Health Services (100%)	139	97	42	
Child & Adolescent Mental Health Innovation(70%)	169	182	(13)	2
Teenage Pregnancy Local Implementation	69	0	69	3
Carers’ Grant	113	94	19	
<u>Elderly and Adults</u>				
Residential Allowance	577	0	577	4
Preserved Rights	4,443	0	4,443	5
Promoting Independence	979	1,852	(873)	6
Carers’ Grant	453	375	78	
Deferred Payments	142	71	71	1
Performance Fund (<i>Intermediate Care</i>)	292	0	292	7
Building Care Capacity	931	450	481	8
Mental Health Adults (100% funding)	825	378	6	
Mental Health Adults (70% funding)	----	441	----	
AIDS Support	<i>Tba</i>	96	<i>N/a</i>	2
<u>Departmental</u>				
Asylum Seekers (<i>reimburses actual costs</i>)	1,400	1,800	(400)	
Training Support Programme	265	416	(151)	2, 9
Total Grants Allocated	14,449	8,765	5,684	

Notes

1. These grants were introduced in 2001/02, the increase is for a full year grant.
2. The grant contribution towards total spend is expected to fall year on year.
3. The Teenage Pregnancy grant is paid to health authorities in 2001/02, and therefore the amount available in each area will not change significantly.
4. The Residential Allowance grant is to compensate councils for changes to the allowances that can be claimed by service users. It is difficult to assess to what extent it will reflect the actual loss of income.
5. The Preserved Rights grant is to reflect the transfer of 400 long-term residents with pre-1993 preserved rights from the Department for Work and Pensions. The amount appears to be inadequate, and the risk factor could be up to 20%, approaching £1m.
6. The Promoting Independence grant was expected to reduce year on year, which is reflected in the increase in the Department's revenue budget cash target and planning total.
7. The Performance Fund is a new grant aimed at intermediate care. Councils judged to be good performers will be able to use the grant as they see fit, and therefore this could be applied to existing intermediate care services.
8. The Building Care Capacity grant is aimed at developing residential and nursing care capacity, thereby ensuring timely discharge from hospital into community care. It is intended to use the grant to increase the fees paid to the independent sector above the inflation provision included in the budget, and to fund activity above current budget levels.
9. The formula for distributing Training Support Grant is to be queried, therefore the amount of grant may change.

Capital Grants

Two capital grants will be received in 2002/03. Although not included in the revenue budget, they are included here for information:

Information Management - £160,000 will be received, compared to £16,700 in 2001/02. This will be used to continue the development of information systems, including CareFirst.

Information Technology for Looked After Children - £86,000 will be received from this new grant, to be spent on computers and associated equipment for children and young people in the Department's care. Although this grant is welcome, it has been funded by a reduction in the main Quality Protects revenue grant.

Social Services

2002/03 – 2004/05 Growth Proposals

**SOCIAL SERVICES DEPARTMENT
GROWTH PROPOSAL 2002/2003**

SERVICE AREA Health & Safety : Officers and Equipment **Proposal No:** SS1

Details of Proposal:

The Health and Safety Inspectorate audited the Department in November 2000. Their findings identified weakness in the Department's management of Health and Safety, resulting in specific formal improvement notices and a range of recommendations. This proposal will fund the additional staffing and equipment needed to meet the recommendations, and thus improve overall Health and Safety Management.

Type of Growth

Service Enhancement

Justification for Proposal:

Following its audit in November 2000, the Health & Safety Inspectorate served the Department with both Probation and Improvement notices, along with a comprehensive list of recommendations for improvement. Additional resources are required to fund measures to meet the recommendations. Failure to do so could result in serious legal and financial implications for the Department and the Council.

Departmental Priorities Addressed

Health & Safety

Date to be implemented from: April 2002

Financial Implications of Proposals

216% of budget represented

	<u>2002/03</u> <u>£000s</u>	<u>2003/04</u> <u>£000s</u>	<u>2004/05</u> <u>£000s</u>
Amount	80	80	80

Service Budget

	<u>2000/01</u> <u>Outturn</u> <u>£000s</u>	<u>2001/02</u> <u>Budget</u> <u>£000s</u>
Staff	25	24
Supplies & Services	3	13
Income	0	0
TOTAL	28	37

Staffing Implications

	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	1	1	1
Extra post(s) (FTE)	3	3	3

Geographical Implications City Wide

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

Failure to meet Health and Safety Inspectorate requirements could have a serious impact on continued service delivery.

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
GROWTH PROPOSAL 2002/2003**

SERVICE AREA LCPP 0.5 FTE Planning and Policy Officer **Proposal No:** SS2

Details of Proposal:

Pick up of discontinued external funding for 0.5 of a Leicester Children's Planning Partnership Planning and Policy Officer. Remaining 0.5 will continue to be funded externally.

Type of Growth

Service Enhancement

Justification for Proposal:

Essential for joint planning with Health

Departmental Priorities Addressed Community Care

Date to be implemented from: April 2002

<u>Financial Implications of Proposals</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
N/A % of budget represented	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Amount	18	18	18

<u>Service Budget</u>	<u>2000/01</u>	<u>2001/02</u>
	<u>Outturn</u>	<u>Budget</u>
	<u>£000s</u>	<u>£000s</u>
Staff	0	0
Supplies & Services	0	0
Income	0	0
TOTAL	<u>0</u>	<u>0</u>

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	0	0	0
Extra post(s) (FTE)	0.5	0.5	0.5

Geographical Implications

City Wide

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

Will improve the quality of services made available to this client group

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
GROWTH PROPOSAL 2002/2003**

SERVICE AREA CareFirst Licensing and Leasing

Proposal No: SS3

Details of Proposal:

Revenue consequences of the implementation of CareFirst system to replace SSIS. Software licences, leasing and maintenance of the computer hardware requires an annual budget.

Type of Growth

Service Enhancement

Justification for Proposal:

The Department has well-developed plans to replace the existing Social Services Information System with the OLM 'CareFirst' system, and has made a significant budgetary investment over three financial years to allow this to be introduced in January 2002. The base budget does not include ongoing funding for leasing charges and additional licensing costs associated with the enhanced infrastructure, including the new Unix database server, or any consequential revenue costs associated with increased numbers of PCs and printers.

Departmental Priorities Addressed

To improve the efficiency and effectiveness of operational systems and to provide essential management information, highlighted as a current weakness in the Joint Review.

Date to be implemented from: April 2002

Financial Implications of Proposals

N/A % of budget represented

	<u>2002/03</u> £000s	<u>2003/04</u> £000s	<u>2004/05</u> £000s
Amount	50	200	200

Service Budget

	<u>2000/01</u> <u>Outturn</u> £000s	<u>2001/02</u> <u>Budget</u> £000s
Staff	0	0
Supplies & Services	0	0
Income	0	0
TOTAL	0	0

Staffing Implications

	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	0	0	0
Extra post(s) (FTE)	0	0	0

Geographical Implications

City Wide

Effect on other departments and corporate priorities

CareFirst will enable management information to be accessed on a geographical basis, thereby assisting in supporting corporate priorities associated with Revitalising Neighbourhoods.

Benchmarking Information

Other Service Implications

The Department is seeking, in conjunction with partnership agencies, to improve its services for vulnerable people and their carers. If services are to meet the needs and expectations of service users, and are to be delivered in a timely and cost effective way, it is vital that appropriate information is available and accessible to the range of partners with an interest in social services. This will clearly include the general public and service users, care workers, care providers, senior managers and elected members.

Signature:.....R.W.Drake.....

Date: 9th October 2001

**SOCIAL SERVICES DEPARTMENT
GROWTH PROPOSAL 2002/2003**

SERVICE AREA Crime and Disorder

Proposal No: SS4

Details of Proposal:

To fund legal costs for Anti-Social Behaviour Orders (£5,000) and an increase in the contribution to the multi-agency Public Protection Panel (£1,000)

Type of Growth

Other – Legislative / Judicial Changes

Justification for Proposal:

Statutory requirement

Departmental Priorities Addressed

Vulnerable children and young people, crime and disorder

Date to be implemented from: April 2002

Financial Implications of Proposals

N/A % of budget represented

Amount

2002/03
£000s

2003/04
£000s

2004/05
£000s

6

6

6

Service Budget

2000/01
Outturn
£000s

2001/02
Budget
£000s

Staff

0

0

Supplies & Services

0

0

Income

0

0

TOTAL

0

0

Staffing Implications

2002/03

2003/04

2004/05

Current service staffing (FTE)

0

0

0

Extra post(s) (FTE)

0

0

0

Geographical Implications

City Wide

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

None

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
GROWTH PROPOSAL 2002/2003**

SERVICE AREA Registration Payments – National Care Standards Commission and OFSTED

Proposal No: SS5

Details of Proposal:

The new national arrangements for inspection of services will require annual payment to the National Care Standards Commission and OFSTED for the Department's in-house elderly persons' homes, home care service, fostering service, children's homes, family centres, etc.

Type of Growth

Other – Legislative / Judicial Changes

Justification for Proposal:

Statutory requirement

Departmental Priorities Addressed

All

Date to be implemented from: April 2002

<u>Financial Implications of Proposals</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
N/A % of budget represented	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Amount	30	30	30

<u>Service Budget</u>	<u>2000/01</u>	<u>2001/02</u>
	<u>Outturn</u>	<u>Budget</u>
	<u>£000s</u>	<u>£000s</u>
Staff	0	0
Supplies & Services	0	0
Income	0	0
TOTAL	<u>0</u>	<u>0</u>

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	0	0	0
Extra post(s) (FTE)	0	0	0

Geographical Implications

City Wide

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

These payments will be essential for the services to continue.

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
GROWTH PROPOSAL 2002/2003**

SERVICE AREA Persons from Abroad

Proposal No: SS6

Details of Proposal:

Following legal judgements, the Department is required to make emergency support available to persons from abroad who are not registered as asylum seekers. This takes two forms – emergency maintenance payments under S17 of the Children Act 1989, and professional social work support. Maintenance payments are usually for a limited period until UK residency requirements are met, when responsibility for maintenance passes to the Benefits Agency. However, social work services can continue to be required by this vulnerable group.

Type of Growth

Other – Legislative / Judicial Changes

Justification for Proposal:

Legal requirement

Departmental Priorities Addressed

Vulnerable children and families

Date to be implemented from: April 2002

Financial Implications of Proposals

N/A % of budget represented

	<u>2002/03</u> <u>£000s</u>	<u>2003/04</u> <u>£000s</u>	<u>2004/05</u> <u>£000s</u>
Amount	300	200	0

Service Budget

	<u>2000/01</u> <u>Outturn</u> <u>£000s</u>	<u>2001/02</u> <u>Budget</u> <u>£000s</u>
Staff	0	0
Supplies & Services	0	0
Income	0	0
TOTAL	0	0

Staffing Implications

	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	0	0	0
Extra post(s) (FTE)	4	4	4

Geographical Implications

City Wide

Effect on other departments and corporate priorities

A co-ordinated approach is needed across the Council, particularly with Education and Housing.

Benchmarking Information

N/A

Other Service Implications

This funding is essential to assist the integration of this group into the City's community, which will also be a priority for other departments and services.

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
GROWTH PROPOSAL 2002/2003**

SERVICE AREA New Technology – Deferral for one year of planned saving in 2001/02 DRS	Proposal No: SS7
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Details of Proposal:

The 2001/02 DRS included a planned annual saving of £150,000 from 2002/03 onwards from the introduction of new technology. Work is progressing, but is unlikely to realise any significant overall savings in 2002/03. The saving is therefore deferred for a year, until 2003/04.

Type of Growth

Other – Budget Shortfalls

Justification for Proposal:

A budget shortfall would otherwise be created

Departmental Priorities Addressed

All

Date to be implemented from: April 2002

<u>Financial Implications of Proposals</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
N/A of budget represented	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Amount	150	0	0

<u>Service Budget</u>	<u>2000/01</u>	<u>2001/02</u>
	<u>Outturn</u>	<u>Budget</u>
	<u>£000s</u>	<u>£000s</u>
Staff	N/A	N/A
Supplies & Services	N/A	N/A
Income	N/A	N/A
TOTAL		

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	0	0	0
Extra post(s) (FTE)	<u>0</u>	<u>0</u>	<u>0</u>

Geographical Implications

City Wide

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

N/A

Signature:.....
Date:

**SOCIAL SERVICES DEPARTMENT
GROWTH PROPOSAL 2002/2003**

SERVICE AREA Transport of Service Users

Proposal No: SS8

Details of Proposal:

Transport costs are running substantially ahead of the budget, due to previous unachieved budget reductions, less than full inflation increases, and increased levels of demand and activity. The proposal assumes that £150,000 efficiency savings will be achieved within Commercial Services. There will, however, remain an unfunded commitment of £200,000 in 2002/03.

Type of Growth

Other – Budget Shortfall

Justification for Proposal:

Required to meet existing commitments

Departmental Priorities Addressed

All

Date to be implemented from: April 2002

Financial Implications of Proposals

15% of budget represented

Amount

2002/03
£000s

200

2003/04
£000s

400

2004/05
£000s

400

Service Budget

Staff

Supplies & Services

Income

TOTAL

2000/01
Outturn
£000s

N/A

1,850

N/A

1,850

2001/02
Budget
£000s

N/A

1,300

N/A

1,300

Staffing Implications

Current service staffing (FTE)

Extra post(s) (FTE)

2002/03

N/A

0

2003/04

N/A

0

2004/05

N/A

0

Geographical Implications

City Wide

Effect on other departments and corporate priorities

Efficiency saving required from Commercial Services

Benchmarking Information

N/A

Other Service Implications

Transport is essential to enable service users to access many of the Department's services.

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
GROWTH PROPOSAL 2002/2003**

SERVICE AREA Legal Services

Proposal No: SS9

Details of Proposal:

The budget for in-house Legal Services has been under-funded since 1997, and overspends every year. The Department is now working closely with Legal Services to manage the demand for legal work, and budgetary benefits will be achieved. However, it is clear that the budget is seriously inadequate to meet the Department's needs.

Type of Growth

Other – Budget Shortfall

Justification for Proposal:

Legal support is essential, particularly in child care

Departmental Priorities Addressed

All, but in particular children at risk and looked after

Date to be implemented from: April 2002

Financial Implications of Proposals

77% of budget represented

	<u>2002/03</u> <u>£000s</u>	<u>2003/04</u> <u>£000s</u>	<u>2004/05</u> <u>£000s</u>
Amount	200	300	300

Service Budget

	<u>2000/01</u> <u>Outturn</u> <u>£000s</u>	<u>2001/02</u> <u>Budget</u> <u>£000s</u>
Staff	-----	-----
Supplies & Services	600	260
Income	-----	-----
TOTAL	600	260

Staffing Implications

	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	N/A	N/A	N/A
Extra post(s) (FTE)	<u>0</u>	<u>0</u>	<u>0</u>

Geographical Implications

City Wide

Effect on other departments and corporate priorities

A realistic budget would assist effective working with Legal Services.

Benchmarking Information

N/A

Other Service Implications

Prompt and effective legal advice and support is needed to underpin many of the Department's services.

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
GROWTH PROPOSAL 2002/2003**

SERVICE AREA Children (Leaving Care) Act – Leaving Care Initiatives	Proposal No: SS10
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Details of Proposal:

The Leaving Care Act has placed new responsibilities on the Council in respect of young people aged 16 plus who leave care. Recent directives have widened the range of young people covered, to include those leaving remand placements. New responsibilities include maintenance payments, other financial assistance where necessary, and professional support. The Care Leavers Grant is insufficient to offset the SSA led budget reductions in 2001/02 and 2002/03 and meet the costs of the additional responsibilities.

Type of Growth

Other – Budget Shortfall

Justification for Proposal:

Statutory responsibility

Departmental Priorities Addressed

Vulnerable children, care leavers

Date to be implemented from: October 2001

<u>Financial Implications of Proposals</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
N/A % of budget represented	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Amount	400	400	400

<u>Service Budget</u>	<u>2000/01</u>	<u>2001/02</u>
	<u>Outturn</u>	<u>Budget</u>
	<u>£000s</u>	<u>£000s</u>
Staff	N/A	
Supplies & Services	N/A	984
Income	N/A	(984)
TOTAL	N/A	0

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	N/A	N/A	N/A
Extra post(s) (FTE)			

Geographical Implications

N/A

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

N/A

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
GROWTH PROPOSAL 2002/2003**

SERVICE AREA Children's Contract Foster Care Scheme	Proposal No: SS11
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Details of Proposal:

The contract foster care scheme has been successful in minimising the need to use expensive agency placements for children and young people who cannot be accommodated in a more traditional foster care setting. However, there is no separate allocation within the current children's services budget, which does not meet all of the costs overall.

Type of Growth

Other – Budget Shortfall

Justification for Proposal:

Statutory responsibility

Departmental Priorities Addressed

Vulnerable children and young people

Date to be implemented from: April 2002

Financial Implications of Proposals	2002/03	2003/04	2004/05
N/A % of budget represented	£000s	£000s	£000s
Amount	500	250	250

Service Budget	2000/01	2001/02
	Outturn	Budget
	£000s	£000s
Staff	N/A	N/A
Supplies & Services	397	0
Income	N/A	N/A
TOTAL	397	0

Staffing Implications	2002/03	2003/04	2004/05
Current service staffing (FTE)	N/A	N/A	N/A
Extra post(s) (FTE)			

Geographical Implications

N/A

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

N/A

Signature:.....
Date:

**SOCIAL SERVICES DEPARTMENT
GROWTH PROPOSAL 2002/2003**

SERVICE AREA Community Care – Minimise Bed Blocking	Proposal No: SS12
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Details of Proposal:

The existing level of community care activity is significantly above the budget, resulting in unfunded pressures. This will help to more closely align the budget with demand, thereby minimising the risk of bed blocking through delayed discharges from hospital into community care.

Type of Growth

Other – Budget Shortfall

Justification for Proposal:

Statutory responsibility

Departmental Priorities Addressed

Adults and Older People

Date to be implemented from: April 2002

<u>Financial Implications of Proposals</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
4.7% of budget represented	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Amount	610	250	250
<u>Service Budget</u>		<u>2000/01</u>	<u>2001/02</u>
		<u>Outturn</u>	<u>Budget</u>
		<u>£000s</u>	<u>£000s</u>
Staff		76	59
Supplies & Services		26,278	25,322
Income		(13,459)	(13,276)
TOTAL		12,895	12,105
<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	N/A	N/A	N/A
Extra post(s) (FTE)	<u>0</u>	<u>0</u>	<u>0</u>

Geographical Implications

N/A

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

This addresses a major national priority.

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
– YOUTH OFFENDING TEAM
GROWTH PROPOSAL 2002/2003**

SERVICE AREA Youth Offending Team – Pay Costs	Proposal No: YOT1
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Details of Proposal:

As the YOT has become established, staff have progressed towards the top of their pay scales, and the pay for some posts has been reviewed. This has created a budget shortfall.

Type of Growth

Other – Budget Shortfall

Justification for Proposal:

Statutory responsibility

Departmental Priorities Addressed

Vulnerable children and young people, crime and disorder

Date to be implemented from: October 2001

<u>Financial Implications of Proposals</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
6.4% of budget represented			
Amount	40	40	40

<u>Service Budget</u>	<u>2000/01</u>	<u>2001/02</u>
	<u>Outturn</u>	<u>Budget</u>
	<u>£000s</u>	<u>£000s</u>
Staff	622.7	683.6
Supplies & Services	N/A	N/A
Income	N/A	N/A
TOTAL	N/A	0

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	30.5	30.5	30.5
Extra post(s) (FTE)	<u>0</u>	<u>0</u>	<u>0</u>

Geographical Implications

N/A

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

N/A

Signature:.....

Date:

Social Services

2002/03 – 2004/05 Reduction Proposals

SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003

SERVICE AREA Laundry Service – Discontinue / Increase charges to economic cost / review eligibility criteria / externalise / not-for-profit business	Proposal No: SS13
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Details of Proposed Reduction:

Achieve the outcome of no subsidy being required of the Department. This could be through discontinuation or externalisation of the laundry service. Alternatively, an in-house model could be developed that would operate at break even, for example by increasing charges and / or operating as a not-for-profit business with input from other service users. This is linked to the Best Value Review of Services to Older People.

Type of Reduction

Service Reduction

Date to be implemented from: April 2002

Financial Implications of Reduction	2002/03	2003/04	2004/05
100 % of budget represented	£000s	£000s	£000s
Amount	(30)	(60)	(60)
Service Budget Direct Costs		2000/01	2001/02
		Outturn	Budget
		£000s	£000s
Staff		47	86
Supplies & Services		64	58
Income		(45)	(87)
TOTAL		66	57

Effect of proposal on service users or others

Service users would have to make alternative arrangements, or pay a higher charge for a self-financing service

Staffing Implications	2002/03	2003/04	2004/05
Current service staffing (FTE)	7	7	7
Post(s) deleted (FTE)	7	7	7
Current Vacancies (FTE)	0	0	0
Individuals at risk (FTE) - <i>Social Services Laundry staff may be redeployed in EPH's and Home Care, and Commercial Services drivers may be transferred to other routes.</i>	<u>7</u>	<u>7</u>	<u>7</u>

Geographical Implications

City Wide

Effect on other departments and corporate priorities

Drivers are employed by Commercial Services. Other Departments' Revenue Strategies may also be influenced by the Best Value Review of Services to Older People.

Benchmarking Information

Other Service Implications

Signature:.....

Date:

SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003

SERVICE AREA Best Value Review Savings	Proposal No: SS14
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Details of Proposed Reduction:

The Department is expected to achieve savings from a number of the 2001/02 Best Value Reviews. In some cases, the reviews have not yet determined how these savings will be achieved. The DRS previously provided for £175,000 of savings, which taken with this savings item of £104,000 achieves the corporate provisional total required of £279,500.

Type of Reduction

Efficiency/Restructuring

Date to be implemented from: April 2002

<u>Financial Implications of Reduction</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
	£000s	£000s	£000s
N/A			
Amount	(104)	(104)	(104)
<u>Service Budget Direct Costs</u>		<u>2000/01</u>	<u>2001/02</u>
		Outturn	Budget
		£000s	£000s
Staff		N/A	N/A
Supplies & Services		N/A	N/A
Income		N/A	N/A
TOTAL		N/A	N/A

Effect of proposal on service users or others

Any effects will depend on the details of the options pursued

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	N/A	N/A	N/A
Post(s) deleted (FTE)	N/A	N/A	N/A
Current Vacancies (FTE)	N/A	N/A	N/A
Individuals at risk (FTE)	N/A	N/A	N/A

Geographical Implications

City Wide / not yet determined

Effect on other departments and corporate priorities

Benchmarking Information

Other Service Implications

Signature:.....

Date:

SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003

SERVICE AREA Intermediate Care Strategy	Proposal No: SS15
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Details of Proposed Reduction:

The NHS places a strong emphasis on intermediate care as an alternative to residential/nursing home care and hospital stays. The Department is developing intermediate care and residential care strategies. These require a review of the role and purpose of the Council's own elderly persons' homes. The Department will look at possible new roles funded through or with the NHS, or working with other providers, which may lead to the redesignation of beds within intermediate care facilities with associated Health funding.

Type of Reduction

Efficiency/Restructuring

Date to be implemented from: April 2002

<u>Financial Implications of Reduction</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
9.6% of budget represented			
Amount	0	(340)	(440)
<u>Service Budget Direct Costs</u>		<u>2000/01</u>	<u>2001/02</u>
		<u>Outturn</u>	<u>Budget</u>
		<u>£000s</u>	<u>£000s</u>
Staff		4,161	4,076
Supplies & Services		819	827
Income		(1,444)	(1,425)
TOTAL		3,536	3,478

Effect of proposal on service users or others

Any effects will depend on the details of the options pursued

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	N/A	N/A	N/A
Post(s) deleted (FTE)	<i>See note</i>	<i>See note</i>	<i>See note</i>
Current Vacancies (FTE)	N/A	N/A	N/A
Individuals at risk (FTE)	<i>See note</i>	<i>See note</i>	<i>See note</i>
<p><i>Note – The staffing implications will depend upon the how the intermediate care strategy is progressed, and cannot be determined at this stage.</i></p>			

Geographical Implications

City Wide / not yet determined

Effect on other departments and corporate priorities

Benchmarking Information

Other Service Implications

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003**

SERVICE AREA County Learning Disability Day Care Centre Places – **Proposal No:** SS16
Review of Use

Details of Proposed Reduction:

Reduce usage of Leicestershire County Council day centre places by Leicester City residents, using City based facilities instead.

Type of Reduction

Efficiency/Restructuring

Date to be implemented from: April 2002

Financial Implications of Reduction	2002/03	2003/04	2004/05
8% of budget represented	£000s	£000s	£000s
Amount	(30)	(60)	(60)
Service Budget Direct Costs		2000/01	2001/02
		Outturn	Budget
		£000s	£000s
Staff		0	0
Supplies & Services		221	372
Income		0	0
TOTAL (note the provision in the 2000/01 outturn was estimated)		221	372

Effect of proposal on service users or others

Any changes to existing placements will need to be progressed sensitively, and in the context of the wider review that is planned in response to new national standards.

Staffing Implications	2002/03	2003/04	2004/05
Current service staffing (FTE)	0	0	0
Post(s) deleted (FTE)	0	0	0
Current Vacancies (FTE)	0	0	0
Individuals at risk (FTE)	<u>0</u>	<u>0</u>	<u>0</u>

Geographical Implications

Citywide

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

N/A

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003**

SERVICE AREA Annualised salaries for four-weekly paid staff **Proposal No:** SS17

Details of Proposed Reduction:

Efficiency saving from moving staff from the four-weekly, timesheet driven payroll, to monthly payment based on annualised salaries.

Type of Reduction

Efficiency/Restructuring

Date to be implemented from: April 2002

<u>Financial Implications of Reduction</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
N/A % of budget represented (part of central charges)	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Amount	(10)	(10)	(10)
<u>Service Budget Direct Costs</u>		<u>2000/01</u>	<u>2001/02</u>
		<u>Outturn</u>	<u>Budget</u>
		<u>£000s</u>	<u>£000s</u>
Staff		N/A	N/A
Supplies & Services		N/A	N/A
Income		N/A	N/A
TOTAL		N/A	N/A

Effect of proposal on service users or others

The details would need to be discussed with trades unions and staff

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	N/A	N/A	N/A
Post(s) deleted (FTE)	N/A	N/A	N/A
Current Vacancies (FTE)	N/A	N/A	N/A
Individuals at risk (FTE)	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

Geographical Implications

N/A

Effect on other departments and corporate priorities

There will be an effect on working procedures within central payroll

Benchmarking Information

N/A

Other Service Implications

None

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003**

SERVICE AREA Supporting People – Re-badging of existing expenditure to attract new funding	Proposal No: SS18
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Details of Proposed Reduction:

It is expected there will be the potential to transfer costs of existing services to the new Supporting People initiative after 2003. To achieve savings in 2002, a transfer to Housing Benefit costs is required.

Type of Reduction

Efficiency/Restructuring

Date to be implemented from: April 2002

<u>Financial Implications of Reduction</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
N/A % of budget represented	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Amount	(30)	(100)	(100)
<u>Service Budget Direct Costs</u>		<u>2000/01</u>	<u>2001/02</u>
		<u>Outturn</u>	<u>Budget</u>
		<u>£000s</u>	<u>£000s</u>
Staff		N/A	N/A
Supplies & Services		N/A	N/A
Income		N/A	N/A
TOTAL		N/A	N/A

Effect of proposal on service users or others

None

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	N/A	N/A	N/A
Post(s) deleted (FTE)	N/A	N/A	N/A
Current Vacancies (FTE)	N/A	N/A	N/A
Individuals at risk (FTE)	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

Geographical Implications

N/A

Effect on other departments and corporate priorities

This will be part of the Supporting People project across the Housing and Social Services Departments.

Benchmarking Information

N/A

Other Service Implications

Signature:.....
Date:

**SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003**

SERVICE AREA Home Care – Value for Money Initiatives	Proposal No: SS19
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Details of Proposed Reduction:

The Department continues to review how it commissions home care from both internal and external providers, aiming to make the best use of the more expensive services to benefit high need service users. Actual activity levels within the in-house home care service are currently some way below the level assumed within the budget, reflected in underspends (thus placing additional pressure on the Community Care budget for externally purchased care). This is linked to the Best Value Review of Services to Older People.

Type of Reduction

Efficiency/Restructuring

Date to be implemented from: April 2002

Financial Implications of Reduction

	<u>2002/03</u> <u>£000s</u>	<u>2003/04</u> <u>£000s</u>	<u>2004/05</u> <u>£000s</u>
1.8% of budget represented			
Amount	(100)	(200)	(200)

Service Budget Direct Costs

	<u>2000/01</u> <u>Outturn</u> <u>£000s</u>	<u>2001/02</u> <u>Budget</u> <u>£000s</u>
Staff	2,597	3,119
Supplies & Services	3,782	3,143
Income	(858)	(904)
TOTAL	<u>5,521</u>	<u>5,358</u>

Effect of proposal on service users or others

None

Staffing Implications

	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	-----	-----	-----
Post(s) deleted (FTE)	-----	-----	-----
Current Vacancies (FTE)	-----	-----	-----
Individuals at risk (FTE)	<u>0</u>	<u>0</u>	<u>0</u>

Geographical Implications

City Wide

Effect on other departments and corporate priorities

Other Departments' Revenue Strategies may also be influenced by the Best Value Review of Services to Older People.

Benchmarking Information

N/A

Other Service Implications

Signature:.....

Date:

SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003

SERVICE AREA Adult Day Services – Efficiency gain from meals and transport arrangements	Proposal No: SS20
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Details of Proposed Reduction:

There will be a review of the arrangements for transporting service users to and from day centres, and for the provision of meals. This will be progressed in the context of the wider modernisation of service delivery in this sector.

Type of Reduction

Efficiency/Restructuring

Date to be implemented from: April 2002

Financial Implications of Reduction

2% of budget represented

	<u>2002/03</u> <u>£000s</u>	<u>2003/04</u> <u>£000s</u>	<u>2004/05</u> <u>£000s</u>
Amount	(50)	(50)	(50)

Service Budget Direct Costs

(Adult Day Services)

	<u>2000/01</u> <u>Outturn</u> <u>£000s</u>	<u>2001/02</u> <u>Budget</u> <u>£000s</u>
Staff	2,256	2,342
Supplies & Services	1,154	906
Income	(367)	(456)
TOTAL	<u>3,043</u>	<u>2,792</u>

Effect of proposal on service users or others

Any changes would need to be progressed sensitively, and in the context of the wider review that is planned for day services in the light of new national standards.

Staffing Implications

	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	----	----	----
Post(s) deleted (FTE)	----	----	----
Current Vacancies (FTE)	----	----	----
Individuals at risk (FTE)	<i>See note</i>	<i>See note</i>	<i>See note</i>
<i>Note – Any staffing implications would depend upon how the proposal is progressed.</i>			

Geographical Implications

City Wide

Effect on other departments and corporate priorities

There may be an effect on Commercial Services transport

Benchmarking Information

N/A

Other Service Implications

None specific

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003**

SERVICE AREA Looked After Children's Service – Review of Delivery **Proposal No:** SS21

Details of Proposed Reduction:

A review of residential establishments, foster care and contract care placements operated and used by the Department.

Type of Reduction

Efficiency/Restructuring

Date to be implemented from:

April 2002

Financial Implications of Reduction

2.6% of budget represented

	<u>2002/03</u> <u>£000s</u>	<u>2003/04</u> <u>£000s</u>	<u>2004/05</u> <u>£000s</u>
Amount	(200)	(200)	(200)

Service Budget Direct Costs

	<u>2000/01</u> <u>Outturn</u> <u>£000s</u>	<u>2001/02</u> <u>Budget</u> <u>£000s</u>
Staff	4,415	4,642
Supplies & Services	5,260	3,230
Income	(365)	(218)
TOTAL	9,310	7,654

Effect of proposal on service users or others

The aim will to be provide a more appropriate, effective and efficient service for looked after young people.

Staffing Implications

	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	N/A	N/A	N/A
Post(s) deleted (FTE)	N/A	N/A	N/A
Current Vacancies (FTE)	N/A	N/A	N/A
Individuals at risk (FTE)	See note	See note	See note
<p>Note – Any staffing implications will depend upon how the review is progressed, and cannot be determined at this stage. However, there are significant numbers of vacancies at present.</p>			

Geographical Implications

City Wide

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

None Specific

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003**

SERVICE AREA Family Support Service – Modernisation and External Funding Streams	Proposal No: SS22
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Details of Proposed Reduction:

This builds upon the proposals in the 2001/02 DRS, reflecting the potential to modernise the Family Support Service and develop partnership working and funding with other organisations.

Type of Reduction

Efficiency / Restructuring

Date to be implemented from: April 2002

<u>Financial Implications of Reduction</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
5.8% of budget represented	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Amount	(150)	(150)	(150)
<u>Service Budget Direct Costs</u>		<u>2000/01</u>	<u>2001/02</u>
		<u>Outturn</u>	<u>Budget</u>
		<u>£000s</u>	<u>£000s</u>
Staff		2,116	2,310
Supplies & Services		455	345
Income		(119)	(63)
TOTAL		2,452	2,592

Effect of proposal on service users or others

A range of service options will become available

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	N/A	N/A	N/A
Post(s) deleted (FTE)	<i>see note</i>	<i>see note</i>	<i>see note</i>
Current Vacancies (FTE)	N/A	N/A	N/A
Individuals at risk (FTE)	<i>see note</i>	<i>see note</i>	<i>see note</i>
<p><i>Note – The staffing implications will depend upon the how the modernisation strategy is progressed, and cannot be determined at this stage. However, there are a significant number of vacancies.</i></p>			

Geographical Implications

City Wide

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

N/A

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003**

SERVICE AREA Voluntary and Independent Sector Funding – New corporate approach	Proposal No: SS23
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Details of Proposed Reduction:

It is intended to prioritise funding to services that meet the core priorities of the Department, in line with the corporate approach agreed by Directors' Board. This is a move away from the banded inflation of previous years based on the total grant funding to each organisation, to a strategy based on the alignment of services with Departmental priorities.

Type of Reduction

Efficiency/Restructuring

Date to be implemented from: April 2002

<u>Financial Implications of Reduction</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
2% of budget represented	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Amount	(105)	(150)	(150)
<u>Service Budget Direct Costs</u>		<u>2000/01</u>	<u>2001/02</u>
		<u>Outturn</u>	<u>Budget</u>
		<u>£000s</u>	<u>£000s</u>
Staff		4	4
Supplies & Services		4,864	5,352
Income		(187)	(218)
TOTAL		<u>4,681</u>	<u>5,138</u>

Effect of proposal on service users or others

This will depend on the adoption of the corporate strategy and the grant aided service involved. However, the purpose of the strategy is to prioritise funding for core services.

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	0	0	0
Post(s) deleted (FTE)	0	0	0
Current Vacancies (FTE)	0	0	0
Individuals at risk (FTE)	<u>0</u>	<u>0</u>	<u>0</u>

Geographical Implications

Citywide

Effect on other departments and corporate priorities

Co-ordination will be needed where a single organisation receives grant funding from more than one department.

Benchmarking Information

N/A

Other Service Implications

None

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003**

SERVICE AREA Reduction in Non Pay Budgets **Proposal No:** SS24

Details of Proposed Reduction:

A saving from holding back inflation increases on a number of non-pay budgets. This effectively means a corresponding efficiency savings in these budgets. This does not apply to front line service budgets such as provisions, Community Care and Fostering.

Type of Reduction

Efficiency/Restructuring

Date to be implemented from: April 2002

Financial Implications of Reduction	2002/03 £000s	2003/04 £000s	2004/05 £000s
0.1% of total non-pay budget represented			
Amount	(50)	(50)	(50)
Service Budget Direct Costs		2000/01 Outturn £000s	2001/02 Budget £000s
Staff		-----	-----
Supplies & Services (Total for the Department, incl. commissioning)		44,778	42,317
Income		-----	-----
TOTAL		44,778	42,317

Effect of proposal on service users or others

Any individual effect will be minimal

Staffing Implications	2002/03	2003/04	2004/05
Current service staffing (FTE)	N/A	N/A	N/A
Post(s) deleted (FTE)	N/A	N/A	N/A
Current Vacancies (FTE)	N/A	N/A	N/A
Individuals at risk (FTE)	N/A	N/A	N/A

Geographical Implications

City Wide

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

None specific

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003**

SERVICE AREA Directorate, Resources and PMU – Efficiency Savings **Proposal No:** SS25

Details of Proposed Reduction:

Savings to be achieved from a review of the structures and spending of the Resources Division, Directorate and Performance Management Unit. Details are still to be finalised.

Type of Reduction

Efficiency/Restructuring

Date to be implemented from: April 2002

Financial Implications of Reduction

0.8% of budget represented

	<u>2002/03</u> <u>£000s</u>	<u>2003/04</u> <u>£000s</u>	<u>2004/05</u> <u>£000s</u>
Amount	(30)	(60)	(60)

Service Budget Direct Costs

	<u>2000/01</u> <u>Outturn</u> <u>£000s</u>	<u>2001/02</u> <u>Budget</u> <u>£000s</u>
Staff	N/A	4,811
Supplies & Services	N/A	3,671
Income	N/A	(418)
TOTAL (2000/01 figures not comparable due to restructuring)	N/A	8,064

Effect of proposal on service users or others

None

Staffing Implications

	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	N/A	N/A	N/A
Post(s) deleted (FTE)	N/A	N/A	N/A
Current Vacancies (FTE)	N/A	N/A	N/A
Individuals at risk (FTE)	N/A	N/A	N/A

Geographical Implications

N/A

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

N/A

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003**

SERVICE AREA Realignment of Community Care expenditure in light of external funding	Proposal No: SS26
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Details of Proposed Reduction:

A number of new grants such as the Performance Fund will be received in 2002/03, together with the continuation of existing grants such as the Promoting Independence Grant. It is expected that expenditure that would otherwise have been met from the mainstream revenue budget will be able to be funded from grants.

Type of Reduction

Efficiency/Restructuring

Date to be implemented from: April 2002

<u>Financial Implications of Reduction</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
N/A % of budget represented			
Amount	(805)	(460)	(360)
<u>Service Budget Direct Costs</u>		<u>2000/01</u>	<u>2001/02</u>
		<u>Outturn</u>	<u>Budget</u>
		<u>£000s</u>	<u>£000s</u>
Staff		N/A	N/A
Supplies & Services		N/A	N/A
Income		N/A	N/A
TOTAL		N/A	N/A

Effect of proposal on service users or others

None

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	N/A	N/A	N/A
Post(s) deleted (FTE)	N/A	N/A	N/A
Current Vacancies (FTE)	N/A	N/A	N/A
Individuals at risk (FTE)	N/A	N/A	N/A

Geographical Implications

N/A

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

N/A

Signature:.....

Date:

**SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003**

SERVICE AREA Income from infrastructure costs charged to external funding	Proposal No: SS27
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Details of Proposed Reduction:

Emphasis will be placed on recovering staff and running costs from external grant funding and other external income.

Type of Reduction

Efficiency/Restructuring (Income)

Date to be implemented from: April 2002

<u>Financial Implications of Reduction</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
N/A % of budget represented	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Amount	(200)	(200)	(200)
<u>Service Budget Direct Costs</u>		<u>2000/01</u>	<u>2001/02</u>
		<u>Outturn</u>	<u>Budget</u>
		<u>£000s</u>	<u>£000s</u>
Staff		N/A	N/A
Supplies & Services		N/A	N/A
Income		N/A	N/A
TOTAL		N/A	N/A

Effect of proposal on service users or others

None

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	N/A	N/A	N/A
Post(s) deleted (FTE)	N/A	N/A	N/A
Current Vacancies (FTE)	N/A	N/A	N/A
Individuals at risk (FTE)	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

Geographical Implications

N/A

Effect on other departments and corporate priorities

None

Benchmarking Information

Other Service Implications

Signature:.....

Date

**SOCIAL SERVICES DEPARTMENT
BASE BUDGET REDUCTION PROPOSAL 2002/2003**

SERVICE AREA Transfer of GALRO, Regulation and Inspection to CAFCAS, NCSC and OFSTED	Proposal No: SS28a, SS28b
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Details of Proposed Reduction:

GALRO (Guardian ad Litem and Reporting Officer) transferred to CAFCAS (the Children and Families Courts Advisory Service) in April 2001. The Department's regulatory and inspection functions pass to the National Care Standards Commission and OFSTED on or before April 2002. Premises costs will remain until an alternative use is confirmed.

Type of Reduction

Decision already taken

Date to be implemented from: April 2001 – April 2002

<u>Financial Implications of Reduction</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
95% of budget represented	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Amount	(690)	(690)	(690)
<u>Service Budget Direct Costs</u>		<u>2000/01</u>	<u>2001/02</u>
		<u>Outturn</u>	<u>Budget</u>
		<u>£000s</u>	<u>£000s</u>
Staff		527	419
Supplies & Services		285	57
Income		(158)	(117)
TOTAL (note : the 2001/02 budget has been adjusted in-year for the 2001 transfers, and is therefore less than the total saving)		654	359

Effect of proposal on service users or others

<u>Staffing Implications</u>	<u>2002/03</u>	<u>2003/04</u>	<u>2004/05</u>
Current service staffing (FTE)	N/A	N/A	N/A
Post(s) deleted (FTE)	N/A	N/A	N/A
Current Vacancies (FTE)	N/A	N/A	N/A
Individuals at risk (FTE)	<u>0</u>	<u>0</u>	<u>0</u>
<i>Staff have / will transfer to CAFCAS, OFSTED and the NCSC</i>			

Geographical Implications

N/A

Effect on other departments and corporate priorities

N/A

Benchmarking Information

N/A

Other Service Implications

N/A

Signature:.....

Date: