

## Summary

	Culture & Enterprise £'000	CYPT £'000	Environment £'000	Finance & Resources £'000	Strategy & Governance £'000	ASC&H - Housing & LD £'000	ASC&H - ASC & Section 75 £'000	General Fund Total
2009/10 base budget	11,091	45,216	36,487	18,348	11,727	27,145	48,685	198,699
Inflation	112	686	439	172	127	391	767	2,694
Service Pressures	457	4,564	1,202	920	70	2,551	1,934	11,698
Reinvestment	236		150	184				570
Efficiency Savings	-495	-522	-936	-1,046	-227	-2,017	-2,671	-7,914
Other Savings	-227	-1,815	-922	-355	-83	-375	0	-3,777
2010/11 Budget Strategy	11,174	48,129	36,420	18,223	11,614	27,695	48,715	201,970
Cash Limit	11,174	46,189	36,420	18,223	11,614	27,695	48,715	200,030
<b>Savings to be identified</b>	<b>0</b>	<b>1,940</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,940</b>

Staff posts affected	34.0	14.0	20.0	25.0	16.0	0.0	51.0	<b>160.0</b>
Estimated posts deleted FTE	17.5	9.7	6.0	20.0	10.0	0.0	38.5	<b>101.7</b>
Estimated Redundancies FTE	13.4	0.0	3.0	13.0	2.0	0.0	22.0	<b>53.4</b>

## CYPT DIRECTORATE 2010/11 BUDGET PROPOSALS

### Strategic Context and Direction of Travel

Good progress was made in terms of managing expenditure in 2008/09 with a reduction in numbers and associated spend on Looked After Children. In 2009/10 however, national events in relation to child protection and safeguarding following the death of Baby P have placed the department's budget under very significant pressure.

This pressure relates, in the main, to the following areas:

- Child Agency and In House Placements
- Services for Care Leavers
- Legal/Court costs
- Area Preventative Payments

### Strategic Response to this Context is:

The overall cash limit increase for the directorate in 2010/11 is £0.973m, £0.287m above the inflation allowance. Unavoidable funding pressures totalling £4.564m (table 1) have been identified which means that savings of £4.277m are required to balance the budget. Any investment in services would require further savings.

In developing these budget proposals it has been essential to secure efficiency savings whilst at the same time developing a robust strategic and transformational approach to the increased demand arising as a result of the aftermath of Baby P, the implementation of Laming recommendations and the introduction of the Public Law Outline.

The main elements to the budget strategy include:

- Savings in leadership and management with the third stage of a major restructure completing in 2010/11.
- Realignment and reprioritisation of existing budgets and grants to ensure the safe management of increased demand at the frontline particularly in relation to social work.
- Focus on efficiency and value for money particularly in high cost high spend areas such as agency placements.
- Transformation of service provision through investment in Early Intervention and Prevention.

In the short and medium term, the approach will be to ensure existing services are focussed on families most at risk. This will involve sharper targeting and improved multi agency focus in the development of a 'Team Around The Family' approach. The current Family Pathfinder Project will be central to informing the development of effective early intervention and prevention in the longer term, to ensure the cost benefit of this new way of working.

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### Financial and Service Pressures

The main financial pressures on the Directorate's services are shown in table 1 below:

<b>Table 1 - Main Financial Pressures</b>	<b>2010/11 £'000</b>
<b>Corporate Critical</b>	
Disability Agency Placements	80
Independent Foster Agency (IFA) placements	1,758
Residential Agency Placements	391
Secure Accommodation	166
In-House Placements	766
Care Leavers	77
<b>Corporate Critical Total</b>	<b>3,238</b>
New requirements stemming from the creation of the Independent Safeguarding Authority & additional costs of Local Safeguarding Children's Board	21
Unaccompanied Asylum Seeking Children	100
Southwark Judgement	87
Legal Costs	550
Section 17 preventive payments	250
Emergency Duty Service	80
Storage of records	50
<b>BHCC CYP T Total</b>	<b>4,376</b>
<b>Community Health Budgets</b>	
Feeding Sets and Orthoses	88
Health Savings requirement	100
<b>Community Health Budgets Total</b>	<b>188</b>
<b>Brighton &amp; Hove Teaching PCT</b>	<b>0</b>
<b>CYP T Total Budget Pressures</b>	<b>4,564</b>

CYP T 2010/11 budget pressures total £4.564m. With identified savings of £2.337m and the above inflation cash increase of £0.287m the resultant unfunded pressure currently stands at £1.940m. The overall budget package includes a £1m risk provision in relation to CYP T safeguarding activities as a

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result and work continues to identify savings to bridge the remaining £0.840m and reduce the expected call against that risk provision.

There are no service pressures within CYPT as a result of grant funding coming to an end.

### **Proposals for Main Service Areas**

#### ***Area Integrated Working***

Social Work and Health Visiting are experiencing increased demand for their services and it is therefore difficult to identify budget savings in staffing costs in these areas. For 2010/11 £500,000 will be saved by off-setting core activities against any available flexibility in grant funding streams instead of using those grants to fund additional services and there will be a £100,000 reduction in the Graduate Leader Fund. Both of these grants are part of the Council's Sure Start funding allocation.

£200,000 (10% savings) from the Connexions grant (part of the Area Based Grant) are proposed by reducing the commissioning cost of grant supported, or contracted services or contracts and making some reductions in areas which are not achieving sufficient value or outcomes. £141,000 savings in management costs will come from reductions in 3<sup>rd</sup> tier management posts as part of the current CYPT restructure.

#### ***Learning, Schools and Skills***

A 10% saving on the home to school transport budget is proposed equivalent to £332,000. This will require careful consideration in reviewing and significantly changing the criteria for the allocation of transport to children and young people who have Special Educational Needs (SEN) or are vulnerable. A range of smaller efficiency savings and modest increases in income will be made across a number of other budgets with no one saving being above £20,000 but totalling £177,000 in all.

#### ***Citywide Services***

Given that the overall strategic direction for the CYPT is towards prevention and early intervention, budgets in the appropriate teams or services have been preserved (e.g. Direct Payments) whilst re-aligning the spend on some highly specialist services such as fostering and adoption and Youth Offending, because spend in those services is above the level of comparator authorities. This means that the concurrency service can be mainstreamed to save £120,000 from its current stand alone costs and £150,000 will be released from the currently under-spending adoption allowances budget. £126,000 will be saved from the Youth Offending Service through greater targeting of the casework.

£318,000 is proposed to be saved from transferring existing costs to the Aiming High Grant rather than using it for additional services. A £125,000 reduction in the total available respite care is proposed.

#### ***Strategic Commissioning and Governance***

Savings will be made from staffing and supplies and services of £48,000.

#### ***Further savings to deliver a balanced budget***

Work is ongoing to identify the scale of potential savings on the corporate critical budgets and other savings opportunities. Proposals are emerging that should ensure the identification of more cost effective placements which meet

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the needs of the children and young people in care both as a result of better tailoring of care packages and also by reducing the levels of commissioned spend through better procurement.

### Staffing Implications for the Directorate:

In 2010/11 approximately 14 posts are affected by the budget proposals.

### Key Risks:

Assumptions about the numbers of children and young people who will enter and leave the care system are critical to the overall budget for CYPT. Delivering savings on the corporate critical budgets will require better commissioning, governance and cross agency working to ensure safeguarding responsibilities are fulfilled.

A significant quantity of savings are proposed from using specific grants to offset existing expenditure. This can be legitimately done within the grant conditions although there is an expectation that these grants are used to provide additional services.

### 2010/11 Budget proposals summary:

CYPT							
	Adjusted Base Budget 2009/10	Inflation	Service Pressures	Efficiency Savings	Other Savings	Net Change in Budget to 2010/11	
	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Main Service Area</b>	£'000	£'000	£'000	£'000	£'000	£'000	
Director	-268	10	50	0	0	60	
Area Integrated Working	12,572	147	1,064	-341	-600	270	
Learning, Schools and Skills	6,074	68	0	-25	-484	-441	
Citywide Services	25,028	433	3,241	-120	-719	2,835	
Strategic Commissioning and Governance	1,810	28	209	-36	-12	189	
<b>TOTAL</b>	<b>45,216</b>	<b>686</b>	<b>4,564</b>	<b>-522</b>	<b>-1,815</b>	<b>2,913</b>	

