

NORTH YORKSHIRE COUNTY COUNCIL
YOUNG PEOPLE'S OVERVIEW & SCRUTINY COMMITTEE

28th November 2008

CHILDREN & YOUNG PEOPLE'S SERVICE – VALUE FOR MONEY PLAN 2009/10

1.0 PURPOSE OF THE REPORT

1.1 To provide the opportunity for the Scrutiny Committee to consider the Children & Young People's Service Value for Money Plan.

2.0 BACKGROUND

2.1 It may be helpful to remind Members of the principles and details of that plan and consequently, a copy of the report submitted to the Executive in June 2008 is enclosed for information at **Appendix A**. The relevant appendix to that report which details the CYPS VFM Plan is also enclosed.

3.0 CYPS VFM PLAN

3.1 The latest review of progress against the CYPS VFM Plan is enclosed at **Appendix B**.

3.2 It will be noted that the Service is "on target" to achieve the required savings in 2008/09. However there remains a shortfall against targets in 2009/10 and 2010/11.

3.3 The plan was prepared on the basis that it is deliverable but it did have to take into account the particular context of CYPS including:-

- relatively high performance, but some areas of weakness, increased expectations and new requirements;
- very low spending, especially on Directorate support and Strategic Management;
- two major efficiency reviews underway in advance of the VFM Plan with the consequent savings already built into base budgets;
- significant new developments during the period 2008/09 – 2010/11 which require additional investment (wholly dependent on the availability of grant) which have to be dovetailed with both the services spending and this VFM Plan.

3.4 The VFM programme has to bring together a range of work streams. To convey this efficiently two charts were prepared at the time of preparation of the Plan. These charts are enclosed at **Appendix C**. The first chart sets out the programme of key developments which the Directorate has taken forward. Some are externally driven e.g. Children's Centre, Integrated Youth Support, 14-19 Developments. Some are local priorities under the Children & Young People's Plan to help us deliver nationally required performance improvements e.g. Parent Support and the LDD strategy. Some are projects prioritised as part of the VFM Plan.

3.5 The first chart broadly summarises the distribution of workload for different work streams across the 3 years of the MTFs/VFM Plan. Part of our planning process is to manage capacity if we are to do all the work well enough to produce sustainable savings. The second chart outlines broadly the timelines for different work streams to have a savings impact. All the work streams have development and evaluation phases over the next 3

years and many of them are independent. Put together they provide the Directorate Strategy for achieving sustainable change under the agendas for both Every Child Matters and Efficiency. In many of them there is a pattern of developing ways of working which, particularly by greater use of preventative measures, reduce demand for acute services/services for most vulnerable, and also improve their outcomes.

- 3.6 The second chart, in Appendix C, details the main reviews which make up the VFM Plan either directly or indirectly. Thus, for example, the initiatives such as Care Matters, Children's Centres, Extended Schools and Integrated Youth Support, should, by additional co-ordinated preventative investment, give rise in due course to not only improved outcomes but also savings. The savings arise from reduced need for the intensive support required for the most vulnerable, including children in care, children with high levels of special needs support for young offenders, etc.
- 3.7 Work on the VFM and Efficiencies is not a recent development. Thus, for example, we have been doing significant work on home to school transport for some time, working closely with colleagues in the Business and Environment Service. The benefits of improved procurement arising from the Best Value Review have produced savings in both 2007/08 and 2008/09 as have Area Reviews linked to the tighter commissioning for some types of transport. This does mean, however, that the potential for further savings in 2009/10 and 2010/11 is limited. We are, however, committed, with colleagues in the Integrated Passenger Transport Unit, to re-examine all aspects of procurement and are continuingly determined to maximise potential efficiencies.
- 3.8 Other than Home to School Transport the largest County Council funded expenditure in CYPS is in Children's Social Care where spending is comparatively very low including the impact of a significant reduction in placement budgets achieved over the 2 years to March 2008. It will be necessary, nonetheless, to produce further savings in this area as reflected in the VFM Plan. Such work has to be closely linked to the development of the integrated services preventative agenda. It must also take account of the requirements to increase and improve our services associated with the additional responsibilities and expectations placed on the authority from the Care Matters legislation and the required improvements in services for disabled children which form the centre part of the authority's Learning & Development Strategy and the associated national strategy of "Aiming Higher". A second review of Social Care Administration is currently underway to examine all aspects of Social Care Administration, including the respective roles and relationships between Social Workers and administrative staff. This has to be linked to the phased implementation of a new national computer system – Protocol. It will be noted that recurring savings of £500K form part of the VFM Plan for 2009/10 – 2010/11. Over the same period recurring savings of £200K are included in the Plan, based upon the "dividend" in the reduction of Child Placement costs following the implementation of the Care Matters Agenda.
- 3.9 In addition to the ongoing review of administrative arrangements within Children's Social Care there is a parallel review also in progress of the Directorate's central administration arrangements. This is a complex project involving many aspects of the support arrangements required and is being conducted, as with the Social Care Review, with the assistance of the Chief Executive's Business Support Team. Consultations with staff form an important part of the review work. Here again there is an ambitious savings target of £500K over the two year period 2009/10 – 2010/11. In addition the implementation of the major new computer system, IMPULSE, for the C&YP Service is anticipated to provide related efficiency savings. This arises from the single entry of data, more readily available information on children, etc. The saving for the 2 year period is £200K.
- 3.10 As indicated earlier these projects and the other projects listed within the VFM Plan do not in aggregate achieve the required savings targets for those years. It is important to emphasise there are significant risk to the achievement of some of the savings included within the plan. For home to school transport the risks include the relatively low number of

contractors in North Yorkshire and the financial pressures contractors are under due to changing costs of fuel, energy, insurance, etc. There are also risks of new and different demand pressures due to users increased transport needs arising from new national policies for early years, extended schools and particularly 14-19 agenda. The last of these in particular mean secondary pupils will receive their education in a number of locations rather than in their "home" school.

- 3.11 The implementation of the new legislation associated with "Care Matters" will rightly promote higher standards and increased service entitlements for young people in, or on the edge of, the looked after system. The requirements increase the level of support for children in need, those on the edge of care, and the increase in length of time for which young people are entitled to their care placement. The risk is that firstly the government grant allocated for this purpose will not cover these costs and secondly that the projected savings, by a reduced number of placements, will not be achieved or will not be achieved sufficiently quickly given recent developments.
- 3.12 Finally, it is important to emphasise that the projects in the VFM Plan impact on staff – both frontline and support staff with at least, in their eyes, the effect of the security of their employment. Consequently the programme has to be managed very well if we are not to jeopardise some aspects of its delivery and/or the continued achievement of high quality outcomes for children and young people in North Yorkshire.

4.0 RECOMMENDATIONS

- 4.1 The Scrutiny Committee are asked to consider the CYPs VFM Plan for 2009/10.

C WELBOURN
Corporate Director – Children & Young People's Service

COUNTY HALL
NORTHALLERTON
19.11.08

Author & Presenter of report – *George Bateman, Assistant Director – Finance & Management Support*

Background Documents – None.

NORTH YORKSHIRE COUNTY COUNCIL

EXECUTIVE

24 June 2008

VALUE FOR MONEY PLAN 2008/09 - 2010/11

**Joint Report of the Chief Executive
and the Corporate Director – Finance and Central Services**

1.0 PURPOSE OF THE REPORT

1.1 To approve the Value for Money Plan for 2008/09 - 2010/11.

2.0 BACKGROUND

2.1 In agreeing the Budget and Medium Term Financial Strategy (MTFS) for the period up to 2010/11, the County Council agreed a Value for Money requirement in each of the three years.

Targets

2.2 This is based on achieving cash releasing savings equivalent to 3% of the net Budget requirement in each of the three years of the MTFS, after taking account of inflation and growth proposals in each year. This produces the following figures in each year:

	£m
2008/09	9.68
2009/10	10.19
2010/11	<u>10.74</u>
	<u>30.61</u>

2.3 Another way of presenting the figures that shows the challenge that faces NYCC, given that the County Council is already high performing / low spending, is as follows:

Year	2008/09 £m	2009/10 £m	2010/11 £m	Total £m
2008/09	9.68	9.68	9.68	29.04
2009/10		10.19	10.19	20.38
2010/11			10.74	10.74
Total	9.68	19.87	30.61	60.16

- 2.4 This shows that over the three years, a total saving of £60m is required. By the end of the Plan there is a need to find sustainable annual savings of £30.6m in total, if the base Budget in 2011/12 is to be in balance.

Government Position

- 2.5 This approach to VFM takes account of the Government's target to achieve an annual 3% efficiency savings for local authorities as a whole, as part of the Comprehensive Spending Review (CSR 2007). Unlike the position during the Gershon period up to 2007/08, no specific targets are set for individual local authorities. The way in which the local VFM target has been set is seen, however, to be appropriate in the circumstances in North Yorkshire, and reflects the County Council's commitment to the continuing search for Value for Money, and the need to release resources to recycle into the Budget to offset spending pressures. Further information on the Government monitoring regime is included later in this report.

Methodology Adopted

- 2.6 The approach and methodology to developing the VFM Plan was described in the report on the Budget and MTFs considered by the Executive on 5 February 2008. In particular, that report highlighted the "box methodology" that separately identified a series of specific targets (Box B targets) for each Directorate to achieve reductions in staff costs and related staff numbers, over the three years of the plan.
- 2.7 These targets were seen as the minimum level to be achieved through staff related savings.
- 2.8 The balance of the VFM requirement was to be found through a range of other initiatives including:
- better procurement
 - improved asset and property management
 - reviews of business and operational processes

All these tie in closely with the ongoing Transformation processes in place across all Directorates.

3.0 DEVELOPMENT OF PROPOSALS

- 3.1 Following extensive discussions at Management Board and with Executive Members, the proposals are based on setting a target for each Directorate to make a pro rata share of the overall VFM target in each of the three years. As noted above, the Budget already reflects the "Box B" target for staffing, and this is seen as the minimum target for staff related savings.
- 3.2 The first priority has been to develop a VFM Plan to deliver a balanced Budget in 2008/09. This has been achieved overall in the proposals set out in this report.
- 3.3 Proposals for 2009/10 and 2010/11 are less developed, and in a number of cases are based on initial, and necessarily broad, financial targets.

3.4 A full summary of the current proposals, including an analysis of staff related savings against the Box B targets, is set out in **Appendix A**. Individual Directorate proposals are set out in **Appendices B - F**. The table below sets out the position against overall targets at this stage.

	2008/09			2009/10			2010/11		
	Proposal	Target	Variance	Proposal	Target	Variance	Proposal	Target	Variance
	£k	£k	£k	£k	£k	£k	£k	£k	£k
ACS	3,985	4,294	(309)	3,116	4,524	(1,408)	2,961	4,758	(1,797)
BES	2,041	2,030	11	2,218	2,169	49	1,361	2,370	(1,009)
CYPS	3,028	2,497	531	1,875	2,609	(734)	2,275	2,718	(443)
CEG	383	383	0	222	390	(168)	176	393	(217)
FCS	519	477	42	545	499	46	284	501	(217)
Total	9,956	9,681	275	7,976	10,191	(2,215)	7,057	10,740	(3,683)

Figures in brackets indicate a shortfall in proposals compared with target at this stage.

3.5 In developing proposals to meet budget targets it should be noted that some items may not be efficiency measures as envisaged by the Government in its definition of a sustainable "cash releasing" efficiency saving, when setting its overall national target. For example, the proposed Plan reflects the review of charging schemes for a number of service areas, and a target to improve Treasury Management performance. The Plan aims to meet the necessary cash targets to satisfy our Budget requirements. This is clearly our priority. However there is some small element of the drive for cash that may not meet the definitions from Government on what efficiency means. We will take account of these over the coming period and seek necessary adjustments accordingly.

3.6 As part of the ongoing work, therefore, Management Board will continue to seek to maximise proposals to meet the national efficiency definition whilst recognising the overriding importance of achieving a VFM Plan which will lead to a balanced Budget.

3.7 As noted in **paragraph 2.5** above, no specific efficiency target has been set by the Government at Council level. There is a requirement on two occasions each year to submit a return to Government indicating the cash value of efficiency savings achieved. These savings will need to meet the Government definition of "cash releasing", and will need to have impacted on budgets since the start of the 2008/09 financial year. In October 2008, and each subsequent October, there is a requirement to submit the forecast of cumulative savings to the end of that financial year. From July 2009, and in each subsequent July, there is a requirement to report the actual efficiency gain in cash terms achieved since April 2008 up to the end of the previous financial year.

3.8 Because the methodology used will differ from that adopted in the VFM Plan, the figure returned will not necessarily tie in with the total shown on the VFM Plan monitoring statements.

3.9 The intention is to report to Executive on a quarterly basis as part of the usual quarterly performance monitoring report. In addition, as part of the second quarter review, to be presented to the Executive in November, it is intended to prepare a full update of the Plan. This will include proposals to meet the full requirement in 2009/10 and 2010/11, as well as taking account of progress on initiatives in the current year.

4.0 **FINANCIAL IMPLICATIONS**

4.1 These are set out in the report. The overall proposals for 2008/09 meet the requirement to identify savings of £9.68m to balance the Budget for the current year. Further work is required to develop proposals to meet the MTFS requirement in 2009/10 and 2010/11.

5.0 **LEGAL IMPLICATIONS**

5.1 There are no legal implications.

6.0 **RECOMMENDATION**

6.1 That the Executive:

- (a) approves the Value for Money Plan;
- (b) notes that a further report will be submitted updating the Plan in November 2008;
- (c) notes the proposed monitoring arrangements as part of the normal Quarterly Performance Monitoring report.

J MARSDEN
Chief Executive

J MOORE
Corporate Director - Finance & Central Services

Author of Report

Geoff Wall

Presenters of Report

John Marsden and John Moore

Background Documents

Report to Executive on 5 February 2008 "Medium Term Financial Strategy 2008/11 and Revenue Budget for 2008/09". Contact Steve Knight on ext 2101.

County Hall
Northallerton

9 June 2008

DRAFT VALUE FOR MONEY PLAN 2008/09 TO 2010/11
CHILDREN & YOUNG PEOPLES SERVICE

No Item

STAFFING REDUCTIONS (Box B)

1 ONGOING STRUCTURE MODIFICATIONS

Critical review of existing staffing taking the opportunity provided by vacancies and taking account of new technologies, new ways of working, etc. In many cases the consequential savings may, in effect, be "in advance of the review programme detailed below.

Director to on longer have **professional assistant**

Delete post of **Quality & Improvement Project Manager**

Review of senior staffing in Access & Inclusion deleting 1 post

Non replacement of **word processor operator & , by rationalisation of data management** saving a management information post "transferring " from Connexions

Reducing **Communications Offiicer post fom full time by 0.4FTE**

Review of posts in Childrens Social Care linked , in part , to phase 1 of the Review of Administration together with the critical review of other vacancies when they arise

2 POSTS RETAINED BUT WITH A WIDER REMIT

The scope of 2 posts has been reviewed & it is possible for the post to take on wider range of responsibilities. The new responsibilities are covered by grant . The posts are

0.5 FTE Performance & Outcomes post

0.5 FTE Strategic Planning post

REVIEW PROGRAMME

3 BPR -New Computer Systems

The review of business processes consequent upon the introduction of the new IMPULSE Integrated Children's System and the separate Protocol computer system for Children's Social Care

4 Admissions , Benefit administration & SEN Review

The review of "local offices" which is now at the implementation stage. Saving additional to the £200k saving already reflected in Base Budget

5 Directorate Central Administration Arrangements

New review for which Terms of Reference have already been drawn up to examine all aspects of administrative and professional support given to the Directorate within County Hall.

	Year on Year			Recurring Impact			
	2008/09 £000	2009/10 £000	2010/11 £000	2008/09 £000	2009/10 £000	2010/11 £000	3 year £000
1 ONGOING STRUCTURE MODIFICATIONS							
Critical review of existing staffing taking the opportunity provided by vacancies and taking account of new technologies, new ways of working, etc. In many cases the consequential savings may, in effect, be "in advance of the review programme detailed below.		100	100	0	100	200	300
Director to on longer have professional assistant	40			40	40	40	120
Delete post of Quality & Improvement Project Manager	60			60	60	60	180
Review of senior staffing in Access & Inclusion deleting 1 post	70			70	70	70	210
Non replacement of word processor operator & , by rationalisation of data management saving a management information post "transferring " from Connexions	50			50	50	50	150
Reducing Communications Offiicer post fom full time by 0.4FTE	20			20	20	20	60
Review of posts in Childrens Social Care linked , in part , to phase 1 of the Review of Administration together with the critical review of other vacancies when they arise	100			100	100	100	300
2 POSTS RETAINED BUT WITH A WIDER REMIT							
The scope of 2 posts has been reviewed & it is possible for the post to take on wider range of responsibilities. The new responsibilities are covered by grant . The posts are	60			60	60	60	180
0.5 FTE Performance & Outcomes post							
0.5 FTE Strategic Planning post							
REVIEW PROGRAMME							
3 BPR -New Computer Systems		100	100	0	100	200	300
The review of business processes consequent upon the introduction of the new IMPULSE Integrated Children's System and the separate Protocol computer system for Children's Social Care							
4 Admissions , Benefit administration & SEN Review		100	50	0	100	150	250
The review of "local offices" which is now at the implementation stage. Saving additional to the £200k saving already reflected in Base Budget							
5 Directorate Central Administration Arrangements		200	200	0	200	400	600
New review for which Terms of Reference have already been drawn up to examine all aspects of administrative and professional support given to the Directorate within County Hall.							

**DRAFT VALUE FOR MONEY PLAN 2008/09 TO 2010/11
CHILDREN & YOUNG PEOPLES SERVICE**

No Item

	Year on Year			Recurring Impact			
	2008/09 £000	2009/10 £000	2010/11 £000	2008/09 £000	2009/10 £000	2010/11 £000	3 year £000
6 Social Care Administration Review in progress to examine all aspects of Social Care administration including the impact of the new Integrated Computer System, the respective roles and relationships between Social Workers and Administrative staff and the number and nature of office bases required.		250	250	0	250	500	750
7 Directorate Structure (Phase 2) The previously planned review of this structure, particularly senior levels of staff, once the new structure, introduced in 2006, for integrated locality based working has been fully established.	150	50	100	150	200	300	650
SUBTOTAL	550	800	800	550	1,350	2,150	4,050

MEMO:BOX B TARGET
VARIANCE

372	745	745	372	1,117	1,862	3,351
178	55	55	178	233	288	699

OTHER REDUCTIONS

8 Home to School Transport The largest item of non-staffing spend in the Directorate. The benefits of joint working with BES on improved procurement arising from Best Value Reviews have produced savings in the current year, as have Area Reviews, and tighter commissioning for some types of transport. As a result there are significant savings available in 2008/09 but more limited savings in subsequent years as the potential for further efficiencies reduce. We remain committed, however, with colleagues in Integrated Passenger Transport to re-examine all aspects of procurement and are determined to achieve further efficiencies. The recent rise in fuel prices has added significantly to the challenge of achieving these target reductions	1,700	300	600	1,700	2,000	2,600	6,300
9 Agency Review - Childrens Homes The review of rotas in Children's Homes as part of the corporate initiative.		50		0	50	50	100
10 Care Matters Care Matters places significant extra obligations on the Authority. However implementing these requirements will be challenging but, if done successfully, taking the opportunity to integrate & revamped services with other parts of the Children's Strategic Partnership, could give rise to a reduction in children requiring to be fostered or given other forms of targeted support. However the scope for savings is very limited given the significant reductions that have already been achieved in placement costs. Nonetheless further savings will be pursued in the MTFs period.		50	150	0	50	200	250

**DRAFT VALUE FOR MONEY PLAN 2008/09 TO 2010/11
CHILDREN & YOUNG PEOPLES SERVICE**

No Item

	Year on Year			Recurring Impact			
	2008/09 £000	2009/10 £000	2010/11 £000	2008/09 £000	2009/10 £000	2010/11 £000	3 year £000
11 Procurement		100	50	0	100	150	250
(a) Procurement of child care placements ; existing contract arrangements are under critical review with the development of improved "North Yorkshire" contracts and the use of, where appropriate, regional models.							
(b) Savings from revised corporate arrangements for the purchase of computers, will lead to a reduced cost of replacement.	73			73	73	73	219
12 Vacancy Management							
(a) The introduction of a vacancy factor for staffing funded from the General Surestart Grant will enable the grant to "go further" and enable consequential savings on core budgets.	190			190	190	190	570
(b) The Directorate has reviewed its overall arrangements for vacancy management and identified a potential for savings.	200			200	200	200	600
13 Grants -Effective Use alongside Core Budget							
A programme of active review of the use of core budget alongside grant funded activities in order to identify elements of the service where, particularly through integrated working, rationalisation is possible without impacting upon the quality & quantity of frontline provision.	90	150	150	90	240	390	720
14 Supplies & Services Efficiencies							
Setting of a target to reduce spending by efficiency measures including procurement on all supplies & services budgets (excluding items covered by other aspects of the VFM programme) of 1% in 2009/10 and 2010/11 with a lower target in 2008/09.	75	150	150	75	225	375	675
15 Active Budget Management							
The ongoing review of budgets during the year does identify potential underspendings. The proposal is to take advantages of those opportunities to make either a permanent saving or a temporary saving.	150	275	375	150	425	800	1,375
SUBTOTAL	2,478	1,075	1,475	2,478	3,553	5,028	11,059
GRAND TOTAL	3,028	1,875	2,275	3,028	4,903	7,178	15,109
MEMO : 3% TARGET	2,497	2,609	2,718	2,497	5,106	7,824	15,427
VARIANCE	531	-734	-443	531	-203	-646	-318

VFM PLAN - FINANCIAL SUMMARY AS AT DATE

DIRECTORATE : CHILDREN & YOUNG PEOPLES SERVICE

No	Name	Brief Description	2008/09	2009/10	2010/11	2010/11 ONGOING	COMMENTS
			Revised £000	Revised £000	Revised £000	Revised £000	
STAFFING REDUCTIONS (BOX B)							
1	ONGOING STRUCTURE MODIFICATIONS	<p>Critical review of existing staffing taking the opportunity provided by vacancies and taking account of new technologies, new ways of working, etc. In many cases the consequential savings may, in effect, be "in advance of the review programme detailed below.</p> <p>Director to on longer have professional assistant</p> <p>Delete post of Quality & Improvement Project Manager</p> <p>Review of senior staffing in Access & Inclusion deleting 1 post</p> <p>Non replacement of word processor operator & , by rationalisation of data management saving a management information post "transferring " fromn Connexions</p> <p>Reducing Communications Officer post fom full time by 0.4FTE</p> <p>Review of posts in Childrens Social Care linked , in part , to phase 1 of the Review of Administration together with the critical review of other vacancies when they arise</p>	0	100	100	200	<p>40 } Actioned and saving</p> <p>60 } reflected in 2008/09</p> <p>70 } Budgets</p> <p>50 }</p> <p>20 }</p> <p>100 }</p>
			39	0	0	40	
			42	0	0	60	
			72	0	0	70	
			47	0	0	50	
			25	0	0	20	
			148	0	0	100	
2	POSTS RETAINED BUT WITH A WIDER REMIT	<p>The scope of 2 posts has been reviewed & it is possible for the post to take on wider range of responsibilities.The new responsibilities are covered by grant .The posts are</p> <p>0.5 FTE Strategic Planning post</p> <p>0.5 FTE Performance & Outcomes post</p>	48	0	0	60	Actioned & saving reflected in 2008/09 Budgets
REVIEW PROGRAMME							
3	BPR - New Computer Systems	<p>The review of business processes consequent upon the introduction of the new IMPULSE Integrated Children's System and the separate Protocol computer system for Children's Social Care</p>	0	100	100	200	IMPULSE Project Board has to do further work on Business Process Reviews in advance of the implementation of individual modules with the assistance of the Business Improvement Team. CYPLT has asked for report back on progress including the integration of IMPULSE with existing systems. The need to research BPR may impact upon the achievement of the implementation timetable.
4	Admissions , Benefit administration & SEN Review	<p>The review of "local offices" which is now at the implementation stage. Saving additional to the £200k saving already reflected in Base Budget</p>	185	100	50	150	Administrative functions for SEN being centralised in Northallerton and for Transport/Admissions/Pupil & Student Support centralised in Harrogate.The achievement of the savings is currently in track which in aggregate has covered not only £150K in the VFM Plan but £200K built into base budgets together with the anticipated transfer of funding to assist the Contact Centre (£100K plus). (£450K plus in total.) Going live on Isept after some delays re ICT.EDRMS seems to be working. Saving achieved in 2008/09 now assessed to be £111K.

APPENDIX B (CYPS)

No	Name	Brief Description	2008/09		2009/10		2010/11		COMMENTS
			Revised £000		Revised £000		Revised £000	2010/11 ONGOING	
5	Directorate Central Administration Arrangements	New review for which Terms of Reference have already been drawn up to examine all aspects of administrative and professional support given to the Directorate within County Hall.	0		200		200	400	Project Team in place working with Business Improvement Team. Initial findings from research material provided from staff surveys has been provided but much further work is required with regular reporting to CYPLT.
6	Social Care Administration	Review in progress to examine all aspects of Social Care administration including the impact of the new Integrated Computer System, the respective roles and relationships between Social Workers and Administrative staff and the number and nature of office bases required.	0		250		250	500	Phase 1 complete. Phase 2 been overseen by a Project Board including representative of the Business Improvement Team. Detail time analysis work to be undertaken <u>after</u> staff are effectively using Protocol - the new Social Care Computer System. ICS implementation giving rise to need to review many processes with knock on impact for this review .Need to link to corporate accom reviews & the development of integrated locality working in CYPS. Difficulties with the implementation of Protocol have given rise to some delays and their solution will impact upon the final proposals.
7	Directorate Structure (Phase 2)	The previously planned review of this structure, particularly senior levels of staff, once the new structure, introduced in 2006, for integrated locality based working has been fully established.	150		50		100	300	The 3 year effect of Phase 1 has provided the saving in 2008/09 which has been built into budgets. The Director will carry out Phase 2 of the Review in 2009.

OTHER REDUCTIONS

8	Home to School Transport	The largest item of non-staffing spend in the Directorate. The benefits of joint working with BES on improved procurement arising from Best Value Reviews have produced savings in the current year, as have Area Reviews, and tighter commissioning for some types of transport. As a result there are significant savings available in 2008/09 but more limited savings in subsequent years as the potential for further efficiencies reduce. We remain committed, however, with colleagues in Integrated Passenger Transport to re-examine all aspects of procurement and are determined to achieve further efficiencies. The recent rise in fuel prices has added significantly to the challenge of achieving these target reductions.	1,550		300		600	2,600	Overall the position on home to school transport remains extremely fluid as contractors respond to the rapid increase in fuel prices. A greater than expected increase in the network at September 2008 has added to the concerns about the achievement of this target. Major changes, not related to CYPS Transport within IPT, have also given rise to staffing difficulties which in turn have delayed the production of up-to-date management information. The tenders for the Selby Review (to be implemented in April 2008/09) have been received and will give an indication regarding the potential for further savings in future years.
9	Agency Review - Childrens Homes	The review of rotas in Children's Homes as part of the corporate initiative.	0		50		0	50	A review involving Personnel and Social Care staff undertaken on the rota arrangements in Children's Homes. Proposals now developed for consultation.
10	Care Matters	Care Matters places significant extra obligations on the Authority However implementing these requirements will be challenging but, if done successfully, taking the opportunity to integrate & revamped services with other parts of the Children's Strategic Partnership, could give rise to a reduction in children requiring to be fostered or given other forms of targeted support. However, the scope for savings is very limited given the significant reductions that have already been achieved in placement costs. Nonetheless further savings will be persued in the MTFs period.	0		50		150	200	A strategy for responding to the additional obligations in Care Matters together with assessing the associated financial implications are in progress. A "dividend", hopefully, will be reductions in Child Placement Budgets in 2009/10 and beyond. These will be built into the Child Placement Budgets for those years.

APPENDIX B (CYPS)

No	Name	Brief Description	2008/09	2009/10	2010/11	2010/11 ONGOING	COMMENTS
			Revised £000	Revised £000	Revised £000	Revised £000	
11	Procurement	(a) Procurement of child care placements ; existing contract arrangements are under critical review with the development of improved "North Yorkshire" contracts and the use of, where appropriate, regional models.	0	100	50	150	New contracts for Independent Fostering Agencies are currently the subject of a tender review. This should confirm, or otherwise, the potential for savings as set out in the VFM Plan.
		(b) Savings from revised corporate arrangements for the purchase of computers, will lead to a reduced cost of replacement.	73	0	0	73	Savings reflect benefits of revised Corporate arrangements for the purchase of ICT hardware.
12	Vacancy Management	(a) The introduction of a vacancy factor for staffing funded from the General Surestart Grant will enable the grant to "go further" and enable consequential savings on core budgets.	190	0	0	190	The Spending Plans for GSSG incorporate the required vacancy factor. The achievement will be monitored as part of budget monitoring for 2008/09.
		(b) The Directorate has reviewed its overall arrangements for vacancy management and identified a potential for savings.	200	0	0	200	Vacancy levels built into 2008/09 Budgets which will be monitored as part of the overall budget monitoring arrangements for the Service.
13	Grants -Effective Use alongside Core Budget	A programme of active review of the use of core budget alongside grant funded activities in order to identify elements of the service where, particularly through integrated working, rationalisation is possible without impacting upon the quality & quantity of frontline provision.	90	150	150	390	Savings requirement in 2008/09 identified; the most significant element relates to the revamping of ICT support for connectivity and other school developments.
14	Supplies & Services Efficiencies	Setting of a target to reduce spending by efficiency measures including procurement on all supplies & services budgets (excluding items covered by other aspects of the VFM programme) of 1% in 2009/10 and 2010/11 with a lower target in 2008/09.	75	150	150	375	The saving required in 2008/09 has been top-sliced from all procurement budgets. The achievement of the saving will be monitored as part of budget monitoring for the relevant budgets.
15	Active Budget Management	The ongoing review of budgets during the year does identify potential underspendings. The proposal is to take advantages of those opportunities to make either a permanent saving or a temporary saving.	150	275	375	800	Not yet achieved but intention is to identify these potential savings as part of budget monitoring during 2008/09 and subsequent years.

TOTAL	3,084	1,875	2,275	7,178
TOTAL TARGET	2,497	2,609	2,718	7,824
VARIANCE FROM TARGET	587	-734	-443	-646

Development and Evaluation Phases



Projects/Developments	2006/7	2007/8	2008/9	2009/10	2010/11
Box B					
Business Process Re-engineering (BPR)					
Local Admin (Education Offices)					
Local Admin (CSC)					
Central Admin (Cross Directorate)					
Directorate Structure: Planned 2 year Review					
Workload Assimilation (vacancy management/ ongoing structure modifications)					
Boxes A and C					
School Meals Service Review					
Home to School Transport					
- Procurement: ongoing improvement programme					
- Denominational Policy Review					
Learning Difficulties and Disabilities Strategy					
- Review and integration of policies, services, provision, placements, commissioning/ procurement (inc. Aiming Higher for LDD; Impact on procurement/placements)					
Integrated Services: from set up to preventative impact in localities					
- Children's Centres and Integrated Teams					
- Extended Schools and Integrated Teams					
- Integrated Youth Support and Integrated Teams					
- Parents Support					
Care Matters Strategy for LAC (including review of residential services; strategy to support sustainability of foster care and Kinship care; further links with Integrated preventative services; impact on procurement/placements).					
CYP Workforce Development Strategy					

Efficiency Plan Financial Impact Phases



Projects/Developments	2006/7	2007/8	2008/9	2009/10	2010/11
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