

NORTH YORKSHIRE COUNTY COUNCIL

YOUNG PEOPLE'S OVERVIEW AND SCRUTINY COMMITTEE

8 DECEMBER 2010

CHILDREN AND YOUNG PEOPLE'S SERVICE MEDIUM TERM FINANCIAL STRATEGY**1.0 PURPOSE OF THE REPORT**

To update Executive Members on

- progress made against the savings targets set for the Children and Young People's Service (CYPS) as part of the Council's Medium Term Financial Strategy;
- the potential further savings which may be required as a result of the Comprehensive Spending Review (CSR), and potential measures to meet them.

2.0 EXECUTIVE SUMMARY

The paper summarises the:

- position on targets and savings identified and presented to Members on 23 July 2010
- increased provisional targets set for the Directorate as a result of the Comprehensive Spending Review
- provisional proposals to increase the savings targets for some of the 18 projects in the CYPS Savings and Transformation Strategy, and to accelerate some of the savings.
- progress on meeting the cash targets in 2010/11
- progress with the projects to deliver savings in 2011/12 and beyond
- the provisional impact on workforce numbers.

3.0 MTFS SAVINGS TARGET UP TO NOVEMBER 2010

- 3.1 The paper presented to Members on 23 July 2010 summarised the savings target for the Directorate as at that point.
- 3.2 It highlighted how an initial target of £11,524K, set in February 2010, covering the period 2010-13 was first revised to £14,286K after government reduced the Area Based Grant in June.
- 3.3 Following the Emergency Budgets in June, this was further amended to £18,306K to be achieved over a longer period 2010-15, as summarised in Table 1 below.
- 3.4 After the Comprehensive Spending Review (CSR) announcement on 20 October, the Directorate's "working target" – subject to final decisions following the grant settlement in early December – has been increased to £19,477K. However, as well as being an increase to the target by almost £1.2M over the next four years, the pace at which savings must be made has accelerated because the CSR is front-loaded for

local government. It is expected that nearly three-quarters will have to be found in the first two years (2011/12, 2012/13). For the Children and Young People's Service, this will follow the frontloading we have already dealt with in 2010/11.

3.5 It is recognised that reports for budget planning and accountability are complicated this year. This is because there are many national policy and funding changes to track, the changes have been "trickling" out nationally over several months, and the final position is still not clear. For CYPS and Schools, changes are expected on three fronts – Rate Support Grant for the Council, the multiple Department for Education (DfE) grants for schools and Local Authorities, and the Dedicated Schools Grant. This report focuses on the savings to be made by the Local Authority. A separate report will be prepared on the emerging position for schools.

3.6 To help summarise the changing position on figures the following tables and appendices are provided:

Table 1 : Changes to CYPS Savings Targets, February 2010-November 2010 (see 3.7 below)

Table 2 : Phasing of CYPS Savings Targets post-CSR/pre-Settlement, November 2010 (provisional) (see 3.7 below)

Appendix 1 : Apportionment of £18.3 million savings between CYPS savings projects as at July 2010. (Attached)

Appendix 2 : Rate at which the July 2010 savings were to be achieved, at project level, across the MTFS period up to 2014/15. (Attached)

Appendix 3 : Apportionment of £19.47 million provisional savings between CYPS savings projects as at November 2010. (Attached)

Appendix 4 : Rate at which the November 2010 provisional savings would be achieved, at project level, across the MTFS period up to 2014/15. (Attached)

Appendix 5 : CYPS Savings and Transformation Strategy Projects

For the purposes of considering the implications of the Comprehensive Spending Review for CYPS (pending the final Settlement), Appendix 4 is the most significant, because it provides the most up to date and comprehensive summary across the whole savings strategy.

3.7 Table 1 – Changes to CYPS Savings Targets, February 2010 – November 2010

	Initial Targets	ABG Cut	First Revised Targets	Initial Revision to 5 year plan	Second Revised Targets	Post-CSR Revision to 5 year plan	Third Revised Targets
2010-11	4,624	2,762	7,386	0	7,386	0	7,386
2011-12	3,450		3,450	-720	2,720	3,170	5,900
2012-13	3,450		3,450	-720	2,730	738	3,468
2013-14				2,730	2,730	-2,191	539
2014-15				2,730	2,730	-546	2,184
TOTALS	11,524	2,762	14,286	4,020	18,306	1,171	19,477

Table 2 – Phasing of CYPS Savings Targets post-CSR/pre-Settlement, November 2010 (provisional)

2010/11 + VFM + “June 2010” £000K	CSR Assumption				Overall Total £000K
	2011/12 £000K	2012/13 £000K	2013/14 £000K	2014/15 £000K	
7,386	5,900	3,468	539	2,180	19,473

4.0 CYPS – SAVINGS AND TRANSFORMATION STRATEGY – RESPONSE TO COMPREHENSIVE SPENDING REVIEW

- 4.1 The 23 July report set out the measures to meet the target of £14.286M required between 2010/11 and 2013/14. The following sections set out how CYPS would propose to meet the increased targets as at November 2010, including the frontloading of savings, across the period 2011/12 – 2014/15.
- 4.2 The Savings and Transformation Strategy approved in July is comprehensive:
- it covers every part of the service
 - is prioritised
 - it removes expenditure from discretionary services
 - involves fundamental review of what is done and how things are done; and
 - is committed to a mixed economy approach to who provides services.
- 4.3 It gives highest priority to frontline statutory responsibilities, whilst recognising that total protection of the frontline is not possible. It addresses where increased income from charges can be used, but only against a background of low and further reducing costs in the Directorate itself.
- 4.4 It makes planned use of CYPS reserves and balances to achieve cash savings targets and cashflow for the service through the savings period.
- 4.5 It provides a coherent and thorough strategy for delivering large savings. Proposals to deliver higher savings, and potentially faster, have therefore been developed within the Strategy, rather than by changing the Strategy.
- 4.6 The July report set out the scope for the 18 savings projects which make up the Strategy. That information is provided again as Appendix 5, for ease of reference.
- 4.7 In setting targets for the 18 projects we are taking a prioritised approach. A simple pro rata approach across the service is not possible because of the lumpy nature of our cost base. Two-thirds of CYPS expenditure (about £66 million) is dictated by two large, demand-led budgets – Home to School Transport and Children’s Social Care, from which it is not possible to make pro rata savings. Based on the proposals considered in July, they would contribute about one-third of our savings. This means that two-thirds of the CYPS savings are having to be found from one-third of the service expenditure, which comprises everything other than transport and Children’s Social Care (universal, preventative and targeted services).
- 4.8 The percentage reductions in those other parts of the service average around 35%. Given the policy commitment to prioritise statutory functions and to remove

discretionary expenditure, County Council funding for the latter is being reduced by 100% (Projects 6, 7, 9, 10, 14). This means that in responding to the challenge posed by the CSR to increase planned savings to £19.47 million (provisionally) this will need to be taken from a diminishing number of budgets.

- 4.9 The CYPS Strategy is committed to giving highest priority to frontline services, while acknowledging that the scale of savings needed means that they cannot be protected completely.
- 4.10 That commitment is reflected in the detailed savings proposals as they are being developed against the July target. In relation to staffing, for example, it is likely that the overall reduction in numbers will exceed 250, but weighted so that strategic support services would reduce by a significantly higher percentage (probably exceeding 25%) than the frontline (possibly around 8%).
- 4.11 In order to reach the £19.47 million target linked to the CSR, further reductions would be made in strategic and support costs beyond those previously envisaged. It appears inescapable at this stage, however, that further savings would also need to be made in frontline services, albeit as the measures of last resort as reflected in the proposed phasings in Appendix 4. Such changes would be made through a combination of reviewing how some provision is delivered, what levels of service can be provided, and where charges may need to be extended or increased.
- 4.12 Every effort will be made to maximise service levels by doing things differently, reviewing practice for greatest impact on outcomes and ensuring we use the most cost effective approaches. Any potential use of charging in new areas of provision (for example in relation to transport or Children's Centres) would also be considered with careful attention to impact. Such changes would involve possible changes to legislation and significant consultation.

5.0 PROGRESS TO DATE

5.1 Meeting the Cash Targets in 2010-11

The Directorate remains on target to deliver the cash target for 2010/11 (the detail of which was reported as part of the Cost Centre Monitoring process for September and October). This includes savings made against most of the projects in the CYPS Strategy.

5.2 Saving Projects – Service and Policy Reviews

- 5.2.1 Savings for future years have been, and will continue to be, set in train through extensive reviews of policies and services (which include ways of working and use of varied providers). Fundamental review work is currently at consultation stage on:

Project 1 – Business Support and Administration
Project 3 – Integrated Services
Project 4 – Integrated Youth Support and Youth Service
Project 5 – Quality and Improvement – School Improvement Functions
Project 7 – Home to School Transport – Review of Discretionary Entitlements
Project 10 – Outdoor Education

- 5.2.2 Savings are being achieved or planned through normal management processes under Project 8 (Procurement), Project 11 (Efficiencies arising from SEN/BESD review implementation), Projects 12 and 13 (Staff and management productivity

additional to other projects). Where more fundamental reviews are required in any of these areas, formal proposals will proceed through normal consultation procedures with staff, unions, parents, schools and partners as appropriate.

- 5.2.3 Savings required under Project 9 (Severance), Project 14 (Ingleborough Centre) and Project 15 (Maximising DSG headroom) have been, or are being, secured through consultation with professional associations, the Schools Forum and key local stakeholders as appropriate.
- 5.2.4 Under Project 17 (Integration of Assessment and Commissioning for Children with Learning Difficulties and Disabilities), the policy direction has been agreed, based on extensive discussion with partners and parent representatives. Detailed savings proposals, based principally on efficiencies, will be brought forward in due course.
- 5.2.5 Proposals for Project 6 (Music Service) are pending, but are made more complex to complete at this point because of the DfE's decision to carry out a national review of its policy and funding.

6.0 POSITION POST-CSR

- 6.1 It was the Government's original intention to follow up the publication of the CSR in October with announcements about Settlement figures for Councils at the end of November. This has now been delayed.
- 6.2 At the time of writing, therefore, the overall savings targets, and the annual phasing of savings set out in this paper, remain provisional. The status of this paper, therefore, is that it is an interim position statement only. It does not seek decisions in respect of any changes to the currently approved CYPS Savings Strategy which may be required when Settlement figures are known.

7.0 RECOMMENDATIONS

- 7.1 That progress to date under the Savings and Transformation Strategy 2010/11 – 2014/15 for CYPS be noted.
- 7.2 That the potential further savings targets which it may be necessary for Children and Young People's Service to meet following the Comprehensive Spending Review of October be noted.
- 7.3 That the potential further measures to achieve those savings levels by the Children and Young People's Service be noted.

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Report prepared by the Corporate Director – Children and Young People's Service.

Appendices

- Appendix 1 : Apportionment of £18.3 million savings between CYPS savings projects as at July 2010.
- Appendix 2 : Rate at which the July 2010 savings were to be achieved, at project level, across the MTFS period up to 2014/15.
- Appendix 3 : Apportionment of £19.47 million provisional savings between CYPS savings projects as at November 2010.
- Appendix 4 : Rate at which the November 2010 provisional savings would be achieved, at project level, across the MTFS period up to 2014/15.
- Appendix 5 : CYPS Savings and Transformation Strategy Projects

Appendix 1

Savings Identified - Combined

No	Savings Project Area	Combined Savings Identified as at:		
		23-Jul	01-Oct	01-Dec
1	Whole Directorate Business Support, Admin and Training	957	957	1,007
2	Social Care Transformation including premises/co-location	1,260	1,374	1,424
3	Integrated Services plus Children's Fund projects (all service areas)	1,615	1,958	2,008
4	Integration of Youth & Youth Support Services and related LYS changes	1,350	1,300	1,500
5	Q&I: fundamental review of School Improvement Services	1,298	1,324	2,024
6	Music Service - removal of County Council subsidy	620	490	490
7	Home to School Transport - changes to policy, procurement and charges	1,600	1,600	2,800
8	Procurement (incl Child Placements)	750	1,033	1,483
9	Severance Scheme for School Teachers	800	800	800
10	Outdoor Education - removal of County Council subsidy	1,000	1,000	1,000
11	Efficiencies from implementing SEN/BESD Review	320	170	330
12	Staffing Efficiencies/Productivity (additional to other projects)	314	315	315
13	Management Productivity (additional to other projects)	320	471	721
14	Decommissioning Local Projects	30	20	20
15	Maximising DSG Headroom	295	497	497
16	Cross Project co-location/systems and workforce change (Invest to Save)	0	0	0
17	Integration of assessment, decision-taking and provision for children and young people with Learning Difficulties and Disabilities (LDD)	900	1,430	1,630
18	Reduced Funding to Joint Services (E.G. camhs, Youth Justice, LSCB)	400	400	400
19	Other		172	172
TOTAL		13,829	15,311	18,620

Appendix 2

Savings Identified - 5 year Analysis

No Savings Project Area

	2010-11	2011-12	2012-13	2013-14	2014-15	Total
1 Whole Directorate Business Support, Admin and Training	556	401	0	50	0	1,007
2 Social Care Transformation including premises/co-location	525	249	600	50	0	1,424
3 Integrated Services plus Children's Fund projects (all service areas)	1,556	200	202	50	0	2,008
4 Integration of Youth & Youth Support Services and related LYS changes	595	705	0	200	0	1,500
5 Q&I: fundamental review of School Improvement Services	840	484	0	700	0	2,024
6 Music Service - removal of County Council subsidy	60	200	230	0	0	490
7 Home to School Transport - changes to policy, procurement and charges	406	400	794	1,200	0	2,800
8 Procurement (incl Child Placements)	443	0	590	450	0	1,483
9 Severance Scheme for School Teachers	450	350	0	0	0	800
10 Outdoor Education - removal of County Council subsidy	0	400	600	0	0	1,000
11 Efficiencies from implementing SEN/BESD Review	170	0	0	160	0	330
12 Staffing Efficiencies/Productivity (additional to other projects)	205	110	0	0	0	315
13 Management Productivity (additional to other projects)	361	110	0	250	0	721
14 Decommissioning Local Projects	20	0	0	0	0	20
15 Maximising DSG Headroom	497	0	0	0	0	497
16 Cross Project co-location/systems and workforce change (Invest to Save)	0	0	0	0	0	0
17 Integration of assessment, decision-taking and provision for children and young people with Learning Difficulties and Disabilities (LDD)	530	175	725	200	0	1,630
18 Reduced Funding to Joint Services (E.G. camhs, Youth Justice, LSCB)	0	0	400	0	0	400
19 Other	172	0	0	0	0	172
TOTAL	7,386	3,784	4,141	3,310	0	18,620

Targets

7,386	5,900	3,468	539	2,184	19,477
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Shortfall

0	2,116	-673	-2,771	2,184	857
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CYPS Revision of Savings targets November 2010

Project	Original Targets (1) 2010/13	Extension Targets (2) (post ABG cut/ emergency budget) 2010/15	Post CSR (3) increase 2010/15	Post CSR proposed targets pre-settlement (1)+(2)+(3)
1	957	200 (1)		1,156
2	1,260	105		1,260
3a	1,615	250	100 (a)	1,956
3b		200		200
4	1,350	200(2)	50 (2)	1,550
5	1,298	700		1,990
6	480			480
7	1,600	1200 (3)	500 (b)	3,300
8	750	450 (4)		1,190
9	800			800
10	1,000			1,000
11	320	160 (5)		480
12	314	450 (6)		765
13	320	310	625 (c)	1,255
14	30			30
15	295			497
16				
17	900	200 (7)	50 (d)	1,155
18	400			400
Total	13,689	4,425	1,350	19,464
Cumulative total	13,700	18,114	19,475	19,464

(1) Across Central Admin, CSC and Integrated Services: all location

(a) includes charges in Children's Centres

(2) Frontline youth service

(b) Higher transport levy

(c) CYPLT 1.11.10 (all recorded against proj. 13 for simplicity)

(3) General transport levy

(4) Reprovision in house CSC provision (not disability)

(d) Use of charges for some LDD services

(5) 15% Reduction

(6) Assumes 15% ESW reduction and resume FGC

(7) Reprovision CSC LDD short breaks

CYPS: SAVINGS AND TRANSFORMATION STRATEGY - POST CSR, PRE-SETTLEMENT - 25 NOVEMBER 2010 ("WHITEBOARD 3")

Savings Project		Original Target 2010/13	Pre-settlement Target 2010/15	Savings Achieved 2010/11	Proposals Agreed Savings (1 and Pending (2))				Project Totals	Comments
No.	Title	£000K	£000K	£000K	2011/12 £000K	2012/13 £000K	2013/14 £000K	2014/15 £000K		
1	Business Support/CPD	957	1,157	556	400	100 (1)		100 (1)	1,156	(1) Across Central Admin, CSC and Integrated Services: all locations
2	CSC Transformation	1,260	1,260	525	250	245	240		1,260	
3a	Integrated Services	1,615	1,956	1,556	250	150 (a)			1,956	(a) includes charges in Children's Centres
3b	Children's Fund		200		200				200	
4	Integrated Youth Support	1,350	1,600	595	705			250 (2)	1,550	(2) Frontline youth service
5	School Improvement	1,298	1,998	840	850	300			1,990	
6	Music Service	480	480	60	200	220			480	
7a	Home to School Transport (discretions)	1,600	1,600	406	400	400		400	1,606	
7b	Home to School Transport Levy (all)		1,700				900 (3)	800 (3)	1,700	(3) General transport levy
8	Procurement (inc. Placements)	750	1,200	440	100	100	100	450 (4)	1,190	(4) Reprovision in house CSC provision (not disability)
9	Severance	800	800	450	350				800	
10	Outdoor Education	1,000	1,000	0	700	300			1,000	
11	Efficiencies in SEN/	320	480	170		160 (5)		150 (5)	480	(5) 15% Reduction in EP Service
12	Staffing Productivity (additional to other projects)	314	775	205	300 (6)	260 (6)			765	(6) Assumes 15% ESW reduction and removes FGC project
13	Management Productivity (additional to other projects)	320	1,280	360	470	425			1,255	
14	Decommissioning local services	30	30	30					30	
15	Maximising DSG Headroom	295	295	497					497	
16	Cross Project Co-location (invest to save)								0	
17	LDD Integration/Reprovisioning	900	1,150	530	175	100 (7)	100 (7)(d)	250 (7)(d)	1,155	(7) Reprovision CSC LDD short breaks (d) Use of charges for some LDD services
18	Reduced Funds to Joint Services	400	400	0	200	200			400	
Annual Total				7,220	5,550	2,960	1,340	2,400		
Annual CYPS Pre-settlement Target					5,550	2,400	600	2,700		
					(5900)	(3468)	(539)	(2,180)		
Cumulative Total		13,700		7,220	12,770	15,730	17,070	19,470	19,470	
Cumulative Pre-settlement Target			19,361							
(1) As per Papers to JOBO 23/11/10										

Indicates potential part year recurring saving which would need some bridging loan from CYPS reserves/balances to achieve cash target in full in 2011/12, 2012/13, 2014/15.

CHILDREN AND YOUNG PEOPLE'S SERVICE SAVINGS PROJECTS SUMMARY

Project No	Savings Project Area	Description
1A	Business Support	<p>Review of all aspects of the Directorate's Central administration arrangements. Through benchmarking and business analysis this will review and agree:</p> <ul style="list-style-type: none"> (i) staffing standards and Directorate-wide workflow plan; (ii) strategy to optimise staff deployment, skills and development; (iii) strategy to optimise IT utilisation (with training); (iv) policy re ratios of support staff to managers and frontline; (v) strategy to strengthen management and coordination of business support for maximum, Directorate-wide efficiency. Through this we will reduce business support costs as follows: (a) non-staffing costs; (b) staffing costs. NB: does not include CSC support staff in operational offices. For that see 2B below.
1B	Administration – CYPS Offices (not including Children's Social Care. For that see 2B below)	A review of the various offices with professional staff & supporting administrative staff to review the potential for home and flexible working and revised administrative procedures taking advantage of new technology and savings on supplies and services. The review excludes Social Care (see below).
1C	Training:	Directorate Workforce Initiative involves bringing together various services within a single unit with the objective of achieving savings.
2A	Social Care Premises:	<p>Rationalisation of properties within CYPS, including the potential for joint use with partners, greater use of Children's Centres etc.</p> <ul style="list-style-type: none"> (i) Children's Social Care operational functions (A&S, LAC, DCS) are currently based in 15 different locations around the County. This hampers operational consistency for frontline practice; it limits efficient use of support services; it exposes the service to maximum risk re IT resilience for multiple sites (some in sole occupancy). (ii) Only two CSC offices as yet co-located with other essential CYPS services (Northallerton, Knaresborough) and one planned via BOS (Harrogate). (iii) Need to achieve more co-location for professional and support service efficiency. (iv) Need to reduce the number of CSC local offices and establish larger hubs, co-located with other CYPS frontline services where possible. (v) Will require invest-to-save capital (premises and IT systems/resilience) in some cases. (vi) Dependent on resilient technology to achieve flexible working from smaller number of "hubs" (main offices).

Project No	Savings Project Area	Description
2B	Social Care Transformation:	<p>Fundamental review of CSC workforce, processes and systems to maximise efficiency. This includes</p> <ul style="list-style-type: none"> (i) proposal under 2A to reduce number of major office bases to create opportunity to streamline support functions and so reduce administrative/business support staff numbers; (ii) increase integration to increase professional staff efficiency; (iii) review deployment of para-professional staff (especially Family Support Workers) to maximise availability of social work time for their core functions; (iv) maximise the potential of remodelled ICS and EDRMS; (v) review of management arrangements to strengthen operational and strategic management. <p>The review must take account of significant local pressures of increased demand, extensive new national guidance re safeguarding, LAC and disabilities (which increase the requirements placed on Local Authorities) and new/emerging regulations re Social Worker numbers, workload, supervision and post-qualification training (which also increase the requirements placed on Local Authorities). These upward pressures make savings harder to achieve but CSC makes up nearly 50% of CYPS budgets funded by NYCC so a significant savings contribution is essential.</p>
3	Integrated Service Provision:	<p>A planned review of Integrated Service/Locality provision once the service network has been completed. Service network includes preventative work through Common Assessments, early intervention, children's centres, extended schools. Review includes:</p> <ul style="list-style-type: none"> (i) getting a range of organisations to embed parts of the work into core responsibilities (productivity) following loss of start up/development funding (this includes schools); (ii) reassessing management and business support levels for Integrated Service teams and children's centres; (iii) reviewing non-staffing costs of children's centres and Common Assessment arrangements; (iv) reducing funding for locally commissioned services (which will include less funding for/cuts in support to multi agency projects and some run by third sector); (v) increase range of responsibilities to support efficiencies/savings in other parts of CYPS. The review must deliver savings while (a) completing initial roll out of children's centres (which are statutory provision); (b) demand via Common Assessment is growing significantly (142 cases in 2007/8, 306 in 2008/9 and 417 in 2009/10; and (c) special grant support is falling.

Project No	Savings Project Area	Description
4	Integration of Youth & Youth Support Services:	<p>A review of the arrangements for the management and delivery of Integrated Youth Support and the Youth Service and related LYS changes. Measures to include:</p> <ul style="list-style-type: none"> (i) Reduce non-staffing support costs (training, publicity/marketing); (ii) Reduce premises costs through review of buildings used (including frontline facilities for youth centres and IYS access points); (iii) Reduce management numbers and costs by a variety of measures, including by integrating structures for Youth Service and Integrated Youth Support, by linking more closely with the Integrated Service Management structure and with 14-19 structure; (iv) Revise approach to young people's participation and positive activities; reduce management costs following removal of Young People's Development Workers posts; (vii) Recommission IAG contract with Igen for schools and other young people. <p>NB: the possibility cannot be ruled out that it will also be necessary to reduce funding for frontline youth service and IYS provision, which will result in services for young people in some areas being reduced or removed (may affect voluntary sector as well as in-house provision, depending on geographical areas).</p>
5	Quality & Improvement:	<p>The school improvement functions of CYPS were heavily influenced in the last few years by the National Strategies pursued by the previous Government. The strategies, which had a number of very positive effects, were linked with specific grants to schools and Local Authorities to carry through specific improvement programmes. They were prescriptive, however, and were due to come to an end under the previous Government. That will be seen through under the new Government's policies. This will change part of what our service needs to do in future and will reduce its funding significantly.</p> <p>School improvement work has evolved through many changes in the last 20 years. North Yorkshire's work in this area has always been highly effective and efficient. It has been proactive about change and responsive to different funding regimes. Its strong foundations have been good knowledge of schools and highly developed strategies for monitoring, challenge, intervention and support. This has underpinned its work on National Strategies and will continue to be its core function. Professional and curriculum development functions are a discretionary part of its service offer. The service uses directly employed staff, but also draws significantly on staff in schools in a flexible way. Part of its income is from trading.</p> <p>With major changes in national funding and a reduction in CYPS core funding, the service is undertaking major restructuring. The aim is to combine considerably streamlined core functions with increased traded or brokered services for development work. The proposals will be subject to joint development with schools.</p>

Project No	Savings Project Area	Description
6	Music Service:	<p>Elimination of current core budget support, over a 2 year period, by a combination of savings and a real increase in fees. Measures will include:</p> <ul style="list-style-type: none"> ▪ improved productivity for "Wider Opportunities" grant funded programme; ▪ Remove transport for Saturday Music Centres. ▪ Discontinue tuition for very small groups with significantly higher than average costs. Will affect (and possibly remove) provision from small and rural schools; will affect less popular instruments and ensembles across County. ▪ Reduce, possibly remove, subsidy to County Orchestra, Band and Choir. ▪ Review and possibly remove fee remission for families in receipt of Working Family Tax Credit (affects several hundred students across the County). ▪ Increase fees to parents ▪ Increase group sizes. ▪ Increase fees to schools for curriculum services. NB: these proposals based on major loss of NYCC core funding. Service also vulnerable to loss of DfE (formerly DCSF) grants which are larger than NYCC funding
7	Home to School Transport:	<p>HTS transport is very large part of CYPS funding (£22M out of £77M). Of necessity, it must make significant contribution to MTFS savings. Budget already under demand-led pressure, with some overspending. Facing two savings challenges. First is to make savings to offset 60% of its growth requirement (about £300K). Second is to make further large savings to contribute to MTFS target (about £1,300K). Measures to address this include:</p> <ul style="list-style-type: none"> (i) a reduced inflation amount has been negotiated with contractors (ii) an active review of the network with a target saving of £2K per school day (iii) reduced staffing and project budgets related to Best Value initiatives: savings to CYPS and BES. (iv) review of walking routes deemed unsafe (v) common training days for schools (vi) concerted work to contain and reduce travel costs for pupils out of school (vii) a review of SEN travel at each special school (viii) a fundamental review of discretionary terms in the policy to include: <ul style="list-style-type: none"> ▪ denominational transport: remove entitlement and introduce charging ▪ post-16 charges for young people with SEN; possible capping of value of passes and further increase in charges ▪ removal of "equivalent cost" payments ▪ tightening of policy relating to children below compulsory school age ▪ tightening of policy on changes to the school day.

Project No	Savings Project Area	Description
8 & 8A	Procurement, including Child Placements	<p>These proposals exclude Home to School Transport (see 7 above). They include a range of procurement reviews across all purchasing budgets (large and small), which will be incorporated in the Directorate's Annual Procurement Plan. Areas for priority attention will include:</p> <ul style="list-style-type: none"> (i) commissioning of placements for Looked After Children, (ii) commissioning of provision, including short breaks provision, for children with Learning Difficulties and Disabilities, (iii) commissioning of Specialist and Treatment Foster Care services; (iv) purchase of IT, (v) savings on venue costs. NB: Procurement and commissioning savings also included in review of IYS (see 4 above), Integrated Services (see 3 above) and Quality and Improvement (see 5 above).
9	Severance	Meet statutory requirement only to fund school redundancy costs but dispense with existing severance arrangements.
10	Outdoor Education	<p>Like Music, this is an important service for schools and pupils but it is discretionary. It is currently funded by fees from parents and schools, a small number of grants, some funding linked to LDD short breaks and a subsidy from the County Council. The proposal is to remove the subsidy. This will involve</p> <ul style="list-style-type: none"> ▪ fundamental review of the extent of provision ▪ the configuration of the service it can offer ▪ the breadth of its coverage of North Yorkshire schools ▪ its match with curriculum and citizenship priorities ▪ its potential for attracting sufficient alternative funding from schools, partners or other sources.
11	Efficiencies from implementing SEN Review	A number of savings in support services, projects and training arising from the roll out of an extended, local network of specialist provision with outreach.
12	Staffing Efficiency/Productivity	Additional to those achieved in other projects.
13	Management Efficiency/Productivity	Additional to those achieved in other projects.
14	Savings by Decommissioning	Review projects receiving small-scale financial support from the Children and Young People's Service.

Project No	Savings Project Area	Description
15	Maximising Headroom in the Dedicated Schools Grant (DSG) to support school and pupil-related priorities	<p>The DSG is spent principally on individual schools' budgets as determined by formula. Within regulations, some DSG is spent on priority services which are managed centrally by CYPs, or managed jointly with schools (eg some SEN, 14-19 and preventative service budgets). Limited contingency funds are also maintained to help schools with unforeseeable, major expenditure. The policy is developed and agreed in detail with schools and the Schools Forum. North Yorkshire's policy has always been to keep these funds to a minimum so as to maximise the funding in schools' directly managed budgets. That will continue to be our approach as schools will also face budget pressures.</p> <p>Some of the savings projects included in the CYPs strategy have a direct bearing on schools, especially those concerned with preventative, curriculum and school improvement services. In some of these areas the savings projects are heavily influenced by cuts in special Children's Services grants (eg Area Based Grants for prevention and school improvement). In some cases funding may be partly redirected to schools, but in others there are simply big reductions. In some instances, grants are paying for highly valued school based staff.</p> <p>It will not be possible, nor would it be right, to simply try to offset these funding changes within the DSG. Subject to discussion and agreement with schools and the Schools Forum, however, it may be possible to allocate some <u>very</u> limited funding within DSG to support a very small number of pupil/curriculum related priorities in radically reconfigured arrangements, if they are seen by schools as high priorities which add value. As part of an overall strategy for maximising headroom, the Authority would also need to ensure, with schools, an efficient network of school and SEN provision.</p>
16	Cross project transformation / co-location / restructuring / new systems / workforce change / new duties/challenges.	This work is needed to enable many of the savings projects to deliver proposed savings in full. Requires investment in infrastructure and short term specialist capacity to deliver savings/efficiency projects. By reducing numbers of premises used, utilising flexible working and making close integration of services possible, it will contribute to savings. Not quantifiable in its own right.

Project No	Savings Project Area	Description
17	<p>Integration of assessment, decision-taking and provision to support children and young people with Learning Difficulties and Disabilities (LDD).</p> <p>(a) Assessment and Decision-taking (b) Provision</p>	<p>Integrated assessment covers:</p> <ul style="list-style-type: none"> ▪ decision-taking (at casework level) ▪ ongoing monitoring (at planned intervals and in response to changing needs) ▪ using a “team around the child” approach <p>This will enable the Key Worker role to be established effectively for families in North Yorkshire.</p> <p>The review of provision for care and support, including residential services, will be undertaken to achieve closer integration, increased flexibility, more even county coverage and greater flexibility. It will need to consider residential placements in CYPS establishments, secured through contracts through third parties, and through spot placements. It will also explore preventative support to families. A range of service models and any potential in “personalised” approaches will be included in the scope of the review.</p> <p>Joint commissioning routes will be used via Children's Trust where possible. Links between residential provision for educational and social care purposes will be increased through joint review to help meet increasing demand through combined facilities/services.</p>
18	Review funding contribution to Joint Services	<p>The County Council is a statutory partner in a number of statutory multi-agency services, to which it contributes resources in cash and in kind. These are important, highly specialist services, but cannot be excluded from the scope of our review for savings given the equal sensitivity of many of the other areas under review.</p> <p>Consideration of how savings might be achieved can only be undertaken in close consultation with partners.</p>