Children & Families

Pre Business Plan Review

2007/2008

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Business Unit:	Children & families
Budget Holder:	Cecilia Hitchen
Directorate:	The Children and Young People's Service

This Pre-Business Plan Review template has three main sections:

Section A:
Sets out progress against current year's objectives, performance targets and budget

Section B:
Identifies the factors that will affect the work of your business unit in the next four years

Section C:
Sets out proposals for the years ahead

There are 3 appendices which need to be completed in addition to this form:

Appendix 1
Lists business unit relevant performance indicators, floor targets, year to date and end year projected performance against targets and action to be taken to deal with under-performance.
(Compiled by Improvement & Performance, completed by Business Unit)

Appendix 2
Value for Money profile – (Compiled by Audit Commission) for reference in completing section 4.

Appendix 3
a)Analysis of expenditure against budget and Grants
b)Revenue savings targets– (Compiled by Corporate Finance)

Appendix 4
Capital Programme Application Form and Explanatory & Guidance Notes – (2 additional documents compiled by Strategy Section, Corporate Finance, to be completed if relevant, in conjunction with section 12 of PBPR)

SECTION A – Where is the Business Unit now?

1. Vision

Please type here. State the vision for your business unit - this vision should be derived from the Council's overall vision. It should be a short and aspirational statement that will guide the work of your staff.

The vision for the Children and Young People's Service is that "Every child in Haringey will be happy, healthy and safe with a bright future". The development of this plan is in "Changing lives".

2. Objectives (Current Year)

In the following table set out progress against current year objectives and identify any areas of work that will need to be carried forward to the next financial year.

Objectives	**Progress so far**	**Anticipated progress at year end**	**Areas of work to carry forward**
Integrate services to children and young people with disabilities by 2008.	Services formerly provided in Education have now been brought together with those in social care.	Former Education and Social Care services fully integrated.	Integration/co-location with health services
Ensure that specialist assessments are of a high quality and delivered to timescales.	Target for Core Assessments set at 72%.	Target met	This will be an ongoing objective.

Achieve adoption and special guardianship for those children for whom it is in their best interests.	Target set at 7%	Target met	Objective will be ongoing
Reduce the number of looked after children and young people living more than 20 miles from Haringey.	Recruit 30 new foster carers	Target met	Continued focus on local recruitment.
Ensure that children and young people with disabilities have a transition plan as they approach school leaving age.	This is part of a wider focus on improving transition progressing	Target met	N/A
Improve annual health checks and health planning for LAC and Care Leavers.	Target set at 85%	Target met	Objective will be ongoing
Ensure that the quality of multi agency procedures and practice to safeguard children and young people continue to be both monitored and improved.	Implement guidance on staff selection and recruitment. Launch joint protocols on child protection in the context of parental mental health and learning disabilities.	Guidance issued	N/A

3. Performance

Please complete Appendix 1.

For all indicators where performance against target or threshold **is at risk** set out: details in the table below

Ref	**Description**	**2006/07 target / threshold**	**2006/07 performance Apr-Aug**	**2006/07 projection**	**Proposed remedial action to achieve target**
	Adoption	7%		7%	There is a risk that due to delays in the court process arising from legislative changes introduced in the Adoption and Children Act (2002) that the target may not be met. This is being closely monitored.

4. Value for Money (Cost, Performance, Perception)

Heads of Service previously completed a Value for Money pro-forma which includes unit costs, comparative data and/or other value for money information that helps to demonstrate value for money for the service. Also refer to Appendix 2- Audit Commission Value for Money profile.

Please comment on your assessment and highlight value for money in a way that suits the local service
Haringey has no un-apportioned overheads. Spending on services therefore appear higher in comparison to other LAs, making an accurate comparison very difficult. Overall spend in Children & Families has fallen and is just above the mid quartile when compared with nearest neighbours. The number of LAC per 10,000 is high compared to London and our nearest neighbours; however the number has fallen since 2003/04 and remains inflated by the inclusion of UASC. The number fell from 103.6 per 10,000 including unaccompanied minors in 2003/04 to 100.5 in 2004/05, excluding unaccompanied minors the reduction was from 84.9 per 10,000 to 76.7 .The 2005 VFM profile shows that spend on LAC has fallen in comparison to London and nearest neighbours and is now below the upper quartile. Placements stability is in the top performance banding and this is being sustained.

Haringey is the 5th m[illegible]ved authority in London, this impacts on the number of LAC and therefore on overall cost.

5. Finance

5.1 Spend against Budget

Appendix 3 shows an analysis of the cost of your service. Where there are over-spends or under-spends either as at end of August or at projected year-end, please list reasons and proposed remedial action.

Projected variation of £370,000 reason – remedial actions being taken / proposed	The projected variation relates to pressures on the LAC placements commissioning budget. Action is in hand to reduce this figure and to contain the overspend within the overall budget.
SEN commissioning budget projected variation of £321,983	Provision has been made to meet this overspend from the money allocated for autism provision.
Asylum budget projected variation of £3.4m above grant threshold	Asylum is subject to a separate grant funding regime. Although this service sits within Children and Families £1.3m of the projected overspend above the Asylum grant threshold relates to services to adults special needs cases which are managed within social services. The council has also made provision of £1m contingency. A special circumstances claim for £851k in relation to the shortfall in funding for unaccompanied minors is due to be submitted in November 06, if successful it will reduce the overall shortfall taking the contingency into account to £0.8m.

5.2 Impact of Previous Years' Investment (New Table)

(List investment received over past 2 years per area/service and demonstrate how this has led to improved service performance/outputs/outcomes)

Area/Service	**2004/05 £'000**	**2005/06 £'000**	**Planned impact**	**Actual impact**
Looked After Children	500		To meet the cost of statutory duties and non placement costs in relation to looked after children.	Improved performance and improved quality of service to LAC.
Placements Commissioning	2.167		To reduce the risk of overspend.	This remains an area of pressure With Efficiency savings to be achieved from

				2005-2008.
Legal budget	400		To assist in dealing with financial pressures arising from the high cost of care proceedings.	This remains an area of pressure.
Agency staffing	220		To assist with funding the costs of agency recruitment caused by the national shortage of social workers.	Achieved
Recruitment	100		To assist with a recruitment strategy.	Recruitment of frontline managers has been successful although shortages remain in respect of front line social work posts.
Residential Unit running costs	123		Residential units to operate at increased occupancy levels.	This has been achieved.
8 senior practitioners	354		To improve practice throughout the service.	Achieved
Private fostering		138	To implement government policy and guidance.	Service established
Fostering		619	To increase payments to foster carers and assist in increasing recruitment.	Achieved
Home to school transport	350			
SEN out borough placements		500		
SEN transport		380		
TOTAL		757		

5.3 Agreed **Cashable** efficiency savings 2006/07 to 2008/09 (Please set out progress on savings already agreed over the next 3 years in addition to Savings & Investments already agreed. Where savings have not been achieved state the reasons.)

Details of efficiency	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
Managerial and admin efficiencies from implementing the Children's Act.	212			On target.
Increase in the number of local in-house fostering placements.	50			Target set for increasing the numbers of foster carers has been met.
Reduction in LAC population by increasing adoption.	344	892		This area is at risk target for adoptions has been met but the number of children becoming looked after has exceeded the original assumptions.
3 way matching	8			On target
Interface improvements	12			On target
Post	2.5			On target
Invoice consolidation	2.5			On target
Improved absence management	26.8			On target
E-care	50			Implementation of phase two has not yet begun. Efficiencies are unlikely to be realised in this financial year.

		440	787	The Children and Young People's Service aims to achieve much higher levels of earlier intervention and prevention which means that the overall financial strategy is to reduce spend on specialist and acute intervention services and refocus work at an earlier stage.
I Service Manager		74,		Transfer of responsibilities to other parts of the service
Family support Service re-configuration		114		No impact on service can be managed through funding transfer as part of service reconfiguration
I Review Officer		41		Review responsibilities have transferred to another part of the service.
I Senior Team Manager		55.5		Can be achieved as part of service reconfiguration in Leaving Care Service
Staffing efficiencies through service reconfiguration				
I Service Manager			74	Reconfiguration of management team
Staffing efficiencies impact of early intervention and preventative services.				.
Admin , efficiencies			101	
Day Nurseries				
Management efficiencies			111	
Service reconfiguration			7	

Total	707.8	1332	787	

£440k savings – proportion of £2.5m efficiency savings based on 05/06 cash limits (exc. Schools/LEA DSG and legal services. £787k savings based on 2.5% of 05/06 cash limits.

5.4 Agreed **Non-cashable** efficiency savings 2006/07 to 2008/09

(Please set out progress on savings already agreed over the next 3 years. Where savings have not been achieved state the reasons.)

Details of efficiency	**2006/07 over 2005/06 £'000**	**2007/08 over 2006/07 £'000**	**2008/09 over 2007/08 £'000**	**Progress**
Integration of services for children with additional needs and disabilities.		Improved quality of service for the same money		Good progress is being made in this area. There is now an integrated team across social care and special educational needs. Work is underway to look at new ways of working which will increase the quality of services.
Increase in number of LAC placed either in or within 20 miles of Haringey.		Improved quality of service for the same money		This is now a new performance indicator as from next year we will have comparative data by which to measure our performance.
Total				

5.5 Pre-Agreed Revenue Investment Proposals (growth bids).

(Please comment on progress on use of investments previously agreed)

Details of Investment	**2006/07 over 2005/06 £'000**	**2007/08 over 2006/07 £'000**	**2008/09 over 2007/08 £'000**	**Progress**
None				

6. Risk Management

6.1 You will already be monitoring risks through your risk register. Please set out any issues or key risks that might impact on your service in the coming year.

Risks	Mitigation	Further actions required
Continued shortage of appropriately skilled and qualified social workers.	Development of workforce strategy. Recruitment and retention strategy and continuation of graduate trainee scheme.	Action plan in process of being developed and implemented.
Unfunded UASC cost arising from Hillingdon judgement. Financial impact of rising numbers in the 16+ age group.	Central government lobbying. Involvement with other boroughs in joint action through asylum task force.	Continued focus on budget management and value for money.
The continued rise in rates of autism and the associated risk that all the planned actions in the SEN strategy are not achieved.	Strategy has been developed and is being closely monitored.	

Actions planned to contain expenditure within the LAC placements budget are not achieved.	Close monitoring and reporting against this area.	
Continuing rise in cost of legal proceedings causing pressure on the legal budget.	Budget is closely monitored with restrictions on non essential use of legal services	Costs are being kept under review, alternative ways of delivering aspects of the service to be explored.

SECTION B

What will affect the work of your Business Unit in the next four years?

7. Legislative regulatory, national policy changes or other external pressures including demographic changes

Please identify and explain how these will impact on your business unit here.

There will continue to be pressure in the area of asylum arising from inadequate funding from central government. This area is also affected by immigration policy.

Green paper on Looked After Children is due to be published in autumn 2006 and may have an impact.

Increase in number of children with autism is increasing the demand for specialist placements and impact on the SEN budget.

Adoption Children Act 2002.

The Hillingdon Judgement continues to impact on LAs with large numbers of UASC. The impact of this increases as the LAC UASC population ages as a result of a peak in numbers approximately 3 years ago.

Introduction of the Child Index will include the need for project planning and ongoing maintenance. Government funding to date is limited.

Implementation of ICS. There will be a continued need for training of social workers in this area to ensure effective implementation.

Changes to DfES grant funding are planned for 2008 onwards.

8. Customer Focus

Customer type	**Current assessment of perceptions**	**Proposed actions to improve perceptions to an acceptable level**

9. SMART Working

People Set out progress against your People Plan objectives and identify 3 key areas of work for 07/08.	Key areas Recruitment and retention of qualified social work staff Phase 2 FWi ICS and the child index
Work methods and Technology Identify any key IT projects for the coming year so that the impact of these projects can be assessed. *Impact includes any requirement for IT resource such as new or changes to existing software, any systems requiring upgrades, accommodation moves, changes to operating hours. Your IT Business Partner will work with you to assess this impact and provide budgetary estimates.*	Phase 2 of Framework I—this is being managed by the E Care Team located within Social Services. Phase 2 will specifically cover the implementation of the FWI finance modules. These will provide financial information in relation to all services provided to users. This module builds upon functionality delivered in phase I of the project. ICS Phase 2—Links to the above need for further training identified in this area. This is a central government priority. Grant funding available. Child Index, central government priority currently in its early stages will necessitate working with partners across statutory and voluntary agencies. Project Manager to be appointed—some grant funding available

Workplace Identify any accommodation issues.	There are accommodation issues across the service with the need to co-locate staff in order to achieve integration of services and maximise efficiency. This will be essential in order to achieve the necessary efficiency savings.

SECTION C
Proposals for the year ahead

10. New objectives for the next financial year- these need to be specific and relate to service improvements.

(Please also refer to Section A, Box 2 for areas to be carried forward and section B in completing this table.)

Number	Objective	Why is this important	Key activities	Dependencies and joint working
	To reconfigure services in line with developments across the children and young people's service and the Every Child Matters agenda.	To continue to develop the service and achieve improved outcomes for children and young people.	Accommodation issues to be resolved in order to assist in service reconfiguration. Further integration of services for children with additional needs to incorporate health services to be explored.	Joint working with health colleagues and colleagues across the CYPS to develop joined up services and improve early intervention and prevention.
	Introduction of the Child Index.	This is a government priority	The key deliverables and timescales are set down by DfES.	Will require work across the council, health service and voluntary sector.
	Implementations of phase 11 of ICS. Implementation of phase	This is a government priority Completes the	Timescale and targets set by DfES.	Linked to FWI Joint working with Adult Social Care Services.

	2 of FWI	implementation of FWI		

11. Capital Investment Proposals

Please list all capital proposals that have been submitted in the capital appraisal process.

Proposed investment (description of scheme/ programme line)	Capital sought from Council resources			Council contribution as a of overall capital cost
	2007/08 £	**2008/09 £**	**2009/10 £**	
None				

12. New Revenue Investment Proposals (growth bids).

This proposal must include any additional revenue implications arising from any capital proposals in Table 11.

Proposed investment	How does this support Council Priority	Justification (linked to PBPR Section A & B)	07/08 over 06/07 £'000	08/09 over 07/08 £'000	09/10 over 08/09 £'000	10/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
(a) ***Key service priority investments***									
Additional staffing costs in relation to implementation of phase II of Framework-i	Achieving excellent services improving the accuracy of information		£80			-£80,	5	5	Phase 2 of FWI relates to the implementation of the financial programme. The project is being implemented jointly with Social Services. Lessons learnt from phase I have demonstrated the importance of investing in training and support to

Business Support Team comprising: 1 Manager 2 Business support Officers 2 System support officers	and performance								ensure smooth implementation. There is still the need to train and support new and existing staff on new processes. Forthcoming initiatives such as FWI finance/e caf/ children's index/ will require resources from this team
Revenue investment to support SEN strategy by development of additional in Borough autism provision									Essential investment in set up costs to support SEN strategy to increase the number of places for children with autism within Haringey schools and reduce pressure on the SEN budget from out borough placements. For details of capital scheme please see business support and development.
(b) ***Unavoidable cost pressure (price above inflation, demand above plans—evidence required)***									
(c) ***Revenue Implications of capital bids (table 12)***									

13. New cashable efficiency savings

Insert proposed efficiency savings, giving an outline of the proposed saving, the impact that this saving will have on performance (if any), the value of the saving in 2007/08 to 20010/11, the number of staff who would be made redundant and the number of posts which would be deleted. This is additional to the already agreed efficiency savings set out in the table 5.3. The total across the four years should agree to the total target savings.

Proposed efficiency saving	Impact on performance	2007/08 over 06/07	2008/09 over 07/08 £'000	2009/10 over 08/09	2010/11 over 09/10	Staff affected	Posts affected	Dependencies/ impact
a) Cashable Efficiency savings								

Admin support		£76				3	Admin staff,	Reconfiguration of service. Efficiencies achieved through integration of services moving away from a district office to a service specific model. 2 front line posts to be re-provided through planned adjustments to other parts of Children and YP service.
Case work and Finance SEN		£64				2	Case work & finance SEN	
SEN transport		£7.5				0		
Safeguarding Officer post		£64				1	Post vacant. Integrated service duties will be covered within remaining establishment	
SEN transport			£34					
Education Psychologist								
Family support service efficiencies			£9					
Reconfiguration of Leaving Care Service			£25.5					
SEN admin			£29					
Efficiencies from fostering service reconfiguration			£42					

				0	1.129,400			
Total		£445.5	£202.5					

b) ***Service Reductions***

14. New non-cashable savings

Non-cashable savings are achieved by (1) Higher output or increased quality (extra service, extra productivity, etc) for the same inputs or (2) Proportionately more outputs or improved quality in return for an increase in resources.

An example of a non-cashable efficiency is a review of business processes which results in more transactions being processed with the same number of staff whilst maintaining quality of service.

Proposed service improvement/ different way working or	**Impact on performance (for LBH & Partners)**	**07/08 over and above 06/07 £'000**	**08/09 over and above 07/08 £'000**	**09/10 over and above 08/09 £'000**	**10/11 over and above 09/10 £'000**	**Dependencies/ impact**
None						
Total						

Area	**Contact**	**Extension**
Finance/ Budget information	Service Finance Manager or Kevin Bartle	3743
PBPR / Business Planning	Eve Pelekanos or Margaret Gallagher	2508 or 2553
CPA	Eve Pelekanos or Christine Piscina	2508 or 2516
Programme / Project Management	James Davis	2510
Smart Working	Philippa Morris	1088
Performance Indicators	Margaret Gallagher or Richard Hutton	2553 or 2549
Risk Management	Anne Woods	5973
Workforce Planning	Stuart Young	3174

People Plans	Philipa Morris/Stuart Young	1088/3174
Procurement	Michael Wood	2120
Equalities & Diversity	Eve Featherstone/Helen Choudhry/ Inno Amadi	2583/2580
Consultation	Janette Gedge	2914
Community Strategy	Janice Robinson	2613
IT	Sheila Mair CES Julia McClure Social Services/Finance George Liveras Children's Services Aslam Osman Housing/Finance Jill Hellier Environment	4672 4675 3417 4677 4687