

# **BUDGET PLANNING REPORT FOR EDUCATION AND CHILDREN'S SERVICES 2012/13**

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## **REASON FOR ITEM**

This is the first opportunity for the Policy Overview Committee to discuss the current stage of development of budget planning work with regard to Education and Children's Services. Within the context of the Council's overall financial position, this paper sets out the main financial issues facing the Group's services and the work being undertaken to respond to them. This paper gives a strategic context in which the detailed proposals to be discussed at Policy Overview Committee meetings in January 2012 will need to be considered. An update on the council's performance and risk management arrangements is attached as an appendix A.

## **OPTIONS AVAILABLE TO THE COMMITTEE**

It is recommended that the Committee notes the development of the financial planning process undertaken to date, and comments as appropriate on the response to the issues being developed by the Group.

## **INFORMATION**

- 1 This is the first of two opportunities within the planning cycle for the Policy Overview Committee to consider issues relating to budget planning for 2012/13. The focus of this report is the major issues that have been identified through the service and financial planning process for Education and Children's Services. The report to be considered in January 2012 will set out the detailed budget proposals for the Group, those proposals having been included in the report to Cabinet on the Medium Term Financial Forecast (MTFF) on 15 December 2011.

## **Corporate Summary**

- 2 While the focus of the discussion for the Policy Overview Committee should be the specific services within its remit, it is important that this discussion is conducted in the context of the overall corporate financial position.
- 3 Both the Comprehensive Spending Review 2010 and the two-year local government finance settlement in January 2011 clearly set out the financial challenge facing the council over the next few years. Cuts in funding from central government are being front loaded with the most significant reductions happening in 2011/12 and 2012/13. As a result, the budget report to Council in February 2011 identified the savings requirement for 2012/13 as £16.4m. The breakdown of this £16.4m target is currently allocated as follows:

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- Social Care, Health & Housing £7.1m
- Central Services £1.6m
- Planning, Environment, Education & Community Services £7.5m
- Other cross cutting savings £0.2m

- 4 This is in addition to any emerging pressure which may arise throughout this financial year which will have to be provided for in next year's budget. The budget gap will be monitored throughout the year and the budget strategy adjusted accordingly to ensure that a balanced budget for 2012/13 can be set.

### **Strategy to deal with the budget gap**

- 5 The Council is strongly placed to deal with the challenges ahead. We have a good track record of coming in or under budget each year and have accumulated balances of £17.0m by the end of 2010/11. We have a well established HIP programme that has helped steer the Council from a position of having low balances to one of having healthy balances at the same time as dealing with significant external challenges. This has been enhanced by the development of the BID programme as the main vehicle for delivering the fundamental changes required to the Council's structure and ways of working in order to address the reductions in funding going forward.

### **MTFF process update**

- 6 The timetable for the budget process was revised last year in order to obtain earlier engagement with CMT and the Leader of the Council in reviewing the MTFF position to develop a robust financial strategy. As the plans for 2012/13 are the next phase of the transformation programme developed during 2011/12, the first MTFF sessions with Groups took place during March to ensure the focus remained on the continuing development of savings proposals. Initial programmes of savings for 2012/13 were identified by each group, which were then developed into detailed budget proposals for the second round of MTFF sessions in June and July. Progress on the development and delivery of these proposals will be monitored monthly by CMT and the Leader of the Council throughout the remainder of the year.

### **Timetable for 2012/13 Budget**

- 7 The broad timetable is as follows:

| Process  | Timetable |
|--|-----------|
| Initial Scoping Meeting with Leader              | March     |
| Monthly CMT updates (March 11 to Feb 12)         | Monthly   |
| Monthly Leader MTFF updates (March 11 to Feb 12) | Monthly   |
| Heads of Finance challenge sessions              | February  |
| MTFF Group Review (1) – Scoping session          | March     |

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|   |             |
|---|-------------|
| MTFF Review (2) – Challenge Session (balanced set of proposals for 2012/13 finalised) | June / July |
| POC Report on the budget context  | July        |
| Joint CMT and Cabinet Awayday   | October     |
| MTFF Review (3) – Final Sign-off  | November    |
| MTFF reported to Cabinet  | December    |
| POC review of draft Group Plans and budget proposals                                  | January     |
| Council Tax setting   | February    |

## Budget Planning in Education and Children's Services

### Summary of Key Financial Issues

- 8 The Education and Children's Service identified significant budget savings in 2011/12 totalling £4,642k. This includes the major review of the Youth and Connexions Service, which has a saving target of £1,658k, a major review of the School Improvement Service (including the Ethnic Minorities Achievement Service (EMASS)), which has a combined saving target of £1,428k, a major review of the Music Service, which has a saving target of £323k and a major review of the Business Support function, which has a saving target of £145k. Additional to this are the Area Based Grant savings, which total £494k and a planned reduction of 5% on the expenditure originally funded through grants, which have now become unringfenced, which total £537k. Other minor savings across the service make up the balance.
- 9 The 2012/13 MTFF proposals build on this work, focussing primarily on the Youth Service, which has a saving target of £575k, the Business Support function, which has a saving target of £145k and the Music Service, which has a saving target of £126k.
- 10 For Children' Social Care the management team remains focussed on ensuring the delivery of the MTFF budget agreed at February Cabinet, the full year effect of which significantly contributes to balancing the 2012/13 budget. Progress against these objectives will be reported to each Cabinet as part of the monthly finance report.
- 11 A key part to delivering the MTFF is that the Social Care, Health & Housing group has developed its BID transformation programme to deliver the three aims of:
  - a. **Managing demand:** keeping residents independent, investing in preventative services to stop or significantly delay residents from requiring ongoing social care or becoming homeless or in housing need
  - b. **Managing the support system:** efficient and effective in-house provision that is reablement focused, delivering time-limited interventions to effect change so residents can learn or re-learn crucial skills to live independently

- c. **Managing supply:** commissioning private and voluntary social care and housing services, delivering support, choice and independence to vulnerable, complex and high dependency residents
- 12 These aims along with the transformation of Children and Families services will enable the group to deliver the MTFF programme for 2012/13. The transformation programme includes:
- a. development of a single point of contact;
  - b. mainstreaming Asylum service;
  - c. better contract management;
  - d. reviewing pathway for children in transition;
  - e. reducing the number and cost of adolescent Looked After Children placements through a corporate Family Intervention Project; and
  - f. recruitment of new foster carers which will reduce the ever reliance on independent Fostering agencies and residential care.
- 13 Major challenges for Children Social Care include demographic pressure, legislation; rising expectations; recruitment and retention of key qualified posts and minimising the unique financial burden of Heathrow on the borough.

### **Next Steps**

- 14 The Medium Term Financial Forecast setting out the draft revenue budget and capital programme will be considered by Cabinet on 15 December 2011 and issued for consultation during the remainder of December 2011 and January 2012. This will include detailed consideration by each of the Policy Overview Committees of the proposals relating to their respective services.

### **SUGGESTED COMMITTEE ACTIVITY**

Consider whether there are comments or suggestions that the Committee wishes to make.

### **BACKGROUND PAPERS**

The Council's Budget: General Fund Revenue Budget and Capital Programme 2011/12 – reports to Cabinet 17 February 2011 and Council 24 February 2011.

## London Borough of Hillingdon - Performance and Risk Management Arrangements

1. **The London Borough of Hillingdon** has set out its vision of 'Putting Residents First' and established four priority themes for delivering efficient, effective and value for money services. The priority themes are; 'Our People', 'Our Natural Environment', 'Our Built Environment' and 'Financial Management'. The delivery of these priorities will be achieved through a combination of strategic management tools, which include: the Hillingdon Improvement Programme, Business Improvement Delivery programme and Medium Term Financial Forecast process of service and annual budget planning.
2. **The Hillingdon Improvement Programme (HIP)** is the council-wide transformational programme delivering a range of performance, organisational, culture and process improvements. The programme is led by the Leader of the Council, and the Deputy Chief Executive and Corporate Director for Central Services is the programme director. Cabinet members and directors are also responsible for specific parts of HIP.
3. **The Business Improvement Delivery (BID)** programme is a key part of HIP and has been designed to fundamentally transform the way the Council operates and deliver the council's savings targets of £26.2 million for 2011-12 and more than £60 million over the Comprehensive Spending Review four year period. The BID programme delivery and expenditure is overseen by the Leader of the Council, and the Deputy Chief Executive and Corporate Director of Planning, Environment, Education & Community Services.
4. **The Medium Term Financial Forecast (MTFF)** process is the system of service, financial and annual budget planning. This runs from the preceding spring to February with a robust challenge process involving members, Corporate Directors and the Chief Finance and S151 Officer. Monthly reports on key financial health indicators are produced and communicated through the finance management team.
5. **The Sustainable Community Strategy (SCS)** 2008-2018 sets out the Local strategic Partnership aims and ambitions for the London Borough of Hillingdon over the next 10 years. The Local Strategic Partnership (LSP) 'Hillingdon Partners' and its theme groups have overall responsibility for delivering the commitments made in the Sustainable Community Strategy. The partnership is currently in the process of reviewing and updating the SCS to ensure it continues to reflect the changing circumstances of the borough.
6. **The Performance Management Framework** is used to capture and report performance against Council priorities and SCS priorities. Performance is monitored on a regular basis via Senior Management Teams and reported quarterly to the Corporate Management Team.

7. The **Performance and Development Appraisal (PADA)** process is completed by all officers and senior managers. This records employee's key objectives and tasks, sets targets for when these must be delivered and identifies staff learning and development needs. There are competency frameworks for staff, managers, senior officers and Directors, with descriptors outlining the performance that is expected at each level. Performance reviews are completed on a bi-annual basis against the relevant competency framework and PADA guidance is available to support both staff and managers through the process. The London Borough of Hillingdon has established effective **risk management systems**.