

## Children & Young People Select Committee: Individual mandates for Pressures and Savings

Pressure Title:	Pay award and teachers pension contributions	Lead/Responsible Officer:	Nikki Wellington
Your Ref No:	PCYP004	Directorate:	CYP
Version No:	0.1	Section:	Support Services
Date:	11/12/2019		

### 1. Pressure Description

#### Why is this pressure required?

Following a recent valuation of the teachers' pension, the employers contribution is anticipated to increase from 16.5% to 23.6%. Full funding was provided to schools for 2019-20 and the proposal is to fully fund the additional 5 months of pressure from April 2020 to August 2020. This will ensure that school budgets have been afforded the full pressure in their budgets. In addition to this the average pay increase for our teachers was 2.7% which is above the funding already provided in the medium term financial plan. Therefore the proposal is to provide additional funding to ensure that the pay award is met in full.

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

#### What is the evidence for the pressure? How has it been estimated?

The evidence is the national teachers pay award and pension increases. This has been used to estimate the costs for each school.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				20/21	21/22	22/23	23/24	
Pension pressure	£784,000	£689,000		£689,000				£689,000
Teachers Pay award	£0	£491,000		£491,000				£491,000

### 2. Objectives of Investment

#### What are the objectives of investing in the identified pressure?

The objective is to ensure that schools receive adequate funding to be able pay the pension increase and meet the pay award for teaching staff.

#### Expected positive impacts

- Meet the pension pressure in full
- Meet the pay award in full
- Maintain current staffing ratios.

#### Expected negative impacts

- The increased pressure of the service will continue to add to the pressure on the wider budgets of MCC and may lead to savings to be met elsewhere.

### 3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

Action	Officer/ Service responsible	Timescale
Both these pressure are as a result of national decisions and therefore they need to be met. MCC, along with all the Local Authorities in Wales will continue to lobby Welsh Government for funding to meet these.		

### 4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
None		

### 5. Consultation

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/department	Date
No		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Headteachers	MCC Heads Meetings	16 <sup>th</sup> January 2020

### 6. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
School budgets	Level of school balances for 2020-21				

### 7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Risk costs will continue to increase.	Operational	Budget pressures in recent years	Medium	Request for funding from Welsh Government.

## 8. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Pension contribution remains static	The fund has just been valued and therefore it is assumed that the valuation accounts for current and known future pressures	National decision
Pay award remains at 2.7%	Awarded on a national basis annually from 1 <sup>st</sup> September. Future pay award is not known	National decision.

## 9. Monitoring the pressure proposal

The pressure proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

Pressure Title:	Additional Learning Needs	Lead/Responsible Officer:	Jacky Elias
Your Ref No:	PCYP001	Directorate:	CYP
Version No:	0.1	Section:	Additional Learning Needs
Date:	04/12/2019		

## 1. Pressure Description

### Why is this pressure required?

The budgets for Additional Learning Needs has seen a substantial pressure in demand for support for pupils. This demand includes requests to support pupils from an earlier age and pupils that are continuing their education into post 16.

The pressures are detailed below:

- £338,000 for placements in independent schools
- £41,000 for placements in other Local Authority schools
- £529,000 for supporting pupils in Monmouthshire schools.
- £298,000 Recoupment income for Mounton House

The pressure for independent school is a combination of both increase in placement costs and the number of pupil attending these settings. The latest data indicates there have been 4 new placements from September, with another 4 forecast to start before Christmas. Three have seen changes in their provision which has resulted in additional costs.

The pressure for other Local Authorities schools is a result of 10 new pupils and 9 pupils changing their provision.

ALN colleagues have worked with schools to look at the resources available and the provision, examples of this is small group provision as opposed to one to one support where appropriate. Schools are already required to use 5% of their delegated budgets to support pupils with additional learning needs and this pressure is in addition to this.

In addition to the above, there is a pressure of £298,000 for the recoupment income for Mounton House. This will be a result of less pupils being admitted as a result of the designation of the school and the proposal to close the school on the 31<sup>st</sup> August 2020.

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

### What is the evidence for the pressure? How has it been estimated?

The evidence is the pupil information updated monthly. The estimate is based on the annual forecast for each of these pupils.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				20/21	21/22	22/23	23/24	
Independent Schools	£1,450,638	£338,000		£338,000				£338,000
Other LA's	£1,528,750	£41,000		£41,000				£41,000
School Action Plus	£648,000	£529,000		£529,000				£529,000
Recoupment Income	£1,140,024	£298,000		£298,000				£298,000

## 2. Objectives of Investment

### What are the objectives of investing in the identified pressure?

The objective in investing in these pressures is to allow the pupils currently receiving funding for support to continue to receive that support.

**Expected positive impacts**

- Maintaining pupils in their current placements.
- Supporting our school to continue to meet the needs of pupils with Additional Learning Needs.
- Maintaining the education standards for these pupils.

**Expected negative impacts**

- The increased pressure of the service will continue to add to the pressure on the wider budgets of MCC and may lead to savings to be met elsewhere.

**3. Actions required to minimise the pressure**

Describe the key activities that will be undertaken to minimise the investment required and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

Action	Officer/ Service responsible	Timescale
The service is currently being reviewed, this review has recommended the closure of Mounton House and the establishment of inclusion centres at our secondary schools	Jacky Elias / Richard Austin	Completed in September 2020.
Review of the delegated funding to schools for Additional Learning Needs with a proposal to increase the delegation	Jacky Elias / Nikki Wellington	Completed in September 2020.

**4. Additional skills/ business needs**

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
None		

**5. Consultation**

**Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?**

Name	Organisation/department	Date
No		

**Will any further consultation be needed?**

Name	Organisation/ department	Date
Review of delegated ALN funding for schools	Schools / Cabinet	January/February 2020

## 6. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Additional Learning Needs	No budget overspend for 2020 / 21				

## 7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Risk costs will continue to increase.	Operational	Budget pressures in recent years	High	Challenge of budget pressures. Working with schools to maintain support in schools. Train and up skill staff to provide support. Working with schools to look to delegate greater funding for schools to control to meet need.

## 8. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Pupil Numbers	This assumes that the relative pupil numbers will remain relatively static.	Jacky Elias
Placement costs	This assumes that the placement costs will remain static and the proportion of pupils attending each provision also remain static	Jacky Elias

## 9. Monitoring the pressure proposal

The pressure proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

Pressure Title:	ALN transport including Post 16	Lead/Responsible Officer:	Jacky Elias
Your Ref No:	PCYP002	Directorate:	CYP
Version No:	0.1	Section:	ALN
Date:	04/12/19		

### 1. Pressure Description

#### Why is this pressure required?

This pressure reflects the increased costs in providing transport for pupils with Additional Learning Needs, both in compulsory education and those continuing post 16.

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

#### What is the evidence for the pressure? How has it been estimated?

This is based on current pupil numbers and forecast numbers of pupils in 2020-21. It is the forecast pupils with an estimated cost of the routes

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				20/21	21/22	22/23	23/24	
ALN transport – Compulsory Education	£1,184,351	£217,000		£217,000				£217,000
Post 16 transport costs	£55,000	£47,000		£47,000				£47,000

### 2. Objectives of Investment

#### What are the objectives of investing in the identified pressure?

The objective in investing in these pressures is to allow the pupils currently receiving funding for support to continue to receive that support.

#### Expected positive impacts

- Maintaining pupils in their current placements.
- Supporting our school to continue to meet the needs of pupils with Additional Learning Needs.
- Maintaining the education standards for these pupils.

#### Expected negative impacts

- The impact on the increase pressure will have on the wider Monmouthshire budgets, requiring other services to make savings.

### 3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

Action	Officer/ Service responsible	Timescale
Review of the current transport arrangements to see if a more economic model can be developed.	Jacky Elias	1 <sup>st</sup> and 2 <sup>nd</sup> quarter 2020
Review of the current risk assessments for pupils to see if efficiencies can be made from sharing transport rather than transporting in individual taxis.	Jacky Elias	1 <sup>st</sup> and 2 <sup>nd</sup> quarter 2020

#### 4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Support to work with ALN team to risk assess those pupils and to make recommendations regarding arrangements	Consultancy / external support	

#### 5. Consultation

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/department	Date
No		

Will any further consultation be needed?		
Name	Organisation/ department	Date
	When the arrangements are finalised then parents and schools will need to be told the effect on their children	August 2020

#### 6. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Budget	Reduction in budget Spend	£0 overspend			
Customer	Parents satisfied with new arrangements	Number of comments / complaints			



## 7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Arrangements cannot be changed to reduce the costs.	Operational	The budget pressure has been increasing in recent years.	High	Review of the transport provided and the current policy to ensure that the best use of resources.

## 8. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Pupil number remain static	This pressure only includes the current pupil known about. If there were an increase in the number of pupils this may lead to increased costs.	Jacky Elias / Matt Jones
Routes remain the same	It is assumed that the routes will remain as current, should the number of routes increase or change this may result in additional costs.	Jacky Elias / Matt Jones

## 9. Monitoring the pressure proposal

The pressure proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

Proposal Title	Individual Schools Budget – saving	Lead/Responsible Officer:	Nikki Wellington
Your Ref No:	CYP001	Directorate:	CYP
Version No:	0.1	Section:	Finance
Date:	02/12/19		

Version	Date	Changes Made
0.11	02/12/19	Initial Mandate
2		
3		
4		

**Brief Summary** (Please include a brief description of the proposal being explored)

**The proposal is to reduce the Individual Schools Budget by 2%, (£830,000). This reduction is applied prior to the additional pension costs and pay award has been provided to the schools. Furthermore, this saving excludes funding used to support pupils with additional learning needs.**

**Once the pressures have been afforded the overall budget would increase by £1,591,437 but this would see a real term pressure on the ISB of £830,764 which would result in schools having to save on average 2%**

Please answer the following questions and provide as much information as you have available at this stage of the proposals development. It is appreciated that further information will be developed prior to final approval of submitted proposals.

Question	Y/ N	Comments/Impact
Does this proposal align with the MCC <a href="#">Corporate Plan</a> ?	Y	<b>The proposed saving excludes the funding for our most vulnerable learners and affords the schools the pressures for the increased pension and the payroll costs</b>
Has this proposal been included in your current Service/Business Improvement Plans?	N	<b>At the point of writing the business plans this proposal was not considered.</b>
Has a Future Generation Evaluation been commenced?	N	
How will this proposal address MCC's Climate Emergency commitment?		<b>This will not address the climate change emergency.</b>
Is an Option Appraisal required?	N	



		<p><b>Additional Comment:</b></p> <p>None required.</p>																										
Has this proposal considered the opportunities for external funding?	N	<p><b>The funding of schools is a statutory requirement of local authorities. Schools attract additional grant funding outside of the ISB, primarily through the funding flows through the Education Achievement Service (EAS).</b></p>																										
Will this proposal have any non-financial impacts?		<table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>In seeking to mitigate the reduction in the ISB schools could collaborate to reduce their costs. Examples include, but are not limited to the use of shared Headteacher posts and shared support services.</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Possible increased redundancy costs.</td> </tr> <tr> <td>2</td> <td>Possible staffing reductions</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p>							Ref	Benefit	1	In seeking to mitigate the reduction in the ISB schools could collaborate to reduce their costs. Examples include, but are not limited to the use of shared Headteacher posts and shared support services.	2		3		4		Ref	Disadvantage	1	Possible increased redundancy costs.	2	Possible staffing reductions	3		4	
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Has a risk analysis been completed for this proposal?  <a href="#">(Please refer to MCC Strategic Risk</a>		<p><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>7</td> <td>Possibility that needs and capabilities of learners are not sufficiently addressed and consequently, they do</td> <td>Amber</td> <td>Working with schools to help to make the savings required. This will include support from the</td> </tr> </tbody> </table>							Ref	Risk	RAG Rating	Mitigation	7	Possibility that needs and capabilities of learners are not sufficiently addressed and consequently, they do	Amber	Working with schools to help to make the savings required. This will include support from the												
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<p>Will consultation and engagement be required for this proposal?</p>	<p>N</p>																															
<p>Will this proposal require procurement of goods, services or works?</p>	<p>N</p>																															
<p>Has a timeline been considered for this proposal?</p>	<p>Y</p>	<table border="1"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Ref	Activity	Start	Complete													<p><b>Additional Comments:</b> This will form part of the budget consultations for the local authority but will also be communicated direct to schools via our usual meetings</p>													
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<p>What evidence/data has been gathered to date to inform this Proposal?</p>		<p><b>The ISB for the current financial year (2019-20) increased to fully fund the pay award and the increase in the pension costs. This did result in an uplift for the ISB in absolute terms to afford the increasing costs.</b></p> <p><b>This proposal will still afford schools the funding for the pay award and pension but see a reduction on the total funding excluding the funding for additional learning needs.</b></p>																														

		<p>The detail for a sample of individual schools is outlined below, these are all based on January 2019 pupil numbers:</p> <p><b>Monmouth Comprehensive:</b></p> <p>Pressure for pension and pay £246,551  Increased funding to meet pressure £246,551  2% saving required by school £99,175</p> <p><b>King Henry School:</b></p> <p>Pressure for pension and pay £185,878  Increased funding to meet pressure £185,878  2% saving required by school £74,140</p> <p><b>Chepstow School:</b></p> <p>Pressure for pension and pay £120,779  Increased funding to meet pressure £120,779  2% saving required by school £65,089</p> <p><b>Caldicot School:</b></p> <p>Pressure for pension and pay £219,014  Increased funding to meet pressure £219,014  2% saving required by school £92,939</p> <p><b>A N Other 210 Primary School:</b></p> <p>Pressure for pension and pay £32,308  Increased funding to meet pressure £32,308  2% saving required by school £13,263</p>																				
<p>Will support services be on required for this proposal?</p>		<table border="1" data-bbox="491 1155 1366 1301"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p><b>Additional Comment:</b></p> <div data-bbox="491 1330 1366 1469" style="border: 1px solid black; height: 60px; width: 100%;"></div>	Ref	Support Service	Activity	Internal/External																
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<p>Will this proposal impact on the authorities built assets?</p>	<p>Y</p>	<p><b>There may be a choice made by some schools not to spend allocated funding on maintenance issues this could present a risk of deterioration in assets.</b></p>																				
<p>Will this proposal present any collaboration opportunities?</p>	<p>Y</p>	<p><b>There will be opportunities for schools to collaborate to share costs were applicable.</b></p>																				
<p>Will this project benefit from digital intervention?</p>	<p>N</p>																					
<p>How will the impact of this</p>		<p><b>The proposal will be measured by monitoring the school budgets and the impact it has on the deficits both collectively and for individual schools.</b></p>																				

proposal be  
measured?

**There will be an ongoing monitoring on the outcomes achieved by all schools  
and whether this reduction has a detrimental impact.**

Proposal Title	Managing the budget pressure within Children's Services	Lead/Responsible Officer:	Jane Rodgers
Your Ref No:	CSCH006	Directorate:	SCH
Version No:	1	Section:	Children's Services
Date:	4/12/19		

**1. Proposal Description** Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

There is a projected £2.6M overspend for 2019/20 which will continue into 2020/21, as a result of increasing demand, with the LAC population rising from 173 at the start of this financial year (1<sup>st</sup> April 2019) to 197 at month 7 (31<sup>st</sup> October 2019). During the year we have had 4 new high cost residential placements, and the average LAC annual unit cost has increased to £44,000, with the annual unit cost for a residential placement at £300,000.

With the increase in demand not only drives up the provision costs, but also all the support costs such as contact, legal, staffing and transportation, all of which are in overspend situations as at month 7 2019/20.

However, the present 2019/20 overspend projection has been offset by some one-off in-year funding of £234,000 from the Intermediate Care Fund and £90,000 from Transformation funding derived from Health, which makes the 2019/20 projected overspend £2,924,000 going into 2020/21. Please see the risks section as a decision has been taken not to recognise these one off funding streams as a pressure on the premise that further negotiations can be had with Health to access equivalent amounts in 2020/21.

This mandate proposes how operational activity might effect a *best case scenario* on the budget pressure through:

1. High Cost Placement Review and Progression work to look at individual cases where there may be opportunity to get both better outcomes for the child / young person AND generate cash savings.
2. Reduction in legal costs through reducing the need to send work to private practice and reducing the reliance on Counsel in Court, estimated by Matt Phillips the Head of Law at a saving of £100,000

A worst and most likely case scenario is also considered in section 7.

In addition we are adding in the MyST team and bringing forward the £184,000 pressure from 2021/22 to 2020/21. We are also proposing to add a further £103,000 to this pressure to increase the staffing structure to create additional capacity within the MyST team to:

- Take on new cases as demand grows to avoid expensive out of county residential placements, which is a cost avoidance strategy and;
- Identify and bring back suitable current out of county placements to reduce costs, as part of the high cost placement review.

Therefore the total additional cost pressure for MyST for 2020/21 will be £287,000.

A table below illustrates the value of this combined mandate: -

2019/20 Current overspend at month 7	£2,600,000
MyST pressure	£287,000
LESS Legal savings	(£100,000)
MyST/High cost placement review	(£250,000)
<b>TOTAL</b>	<b>£2,537,000</b>

**2. Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Children's		2,887,000		2,887,000				



<b>MyST/High Cost Placement Review</b>			<b>(250,000)</b>	<b>(250,000)</b>				<b>2,537,000</b>
<b>Legal</b>			<b>(100,000)</b>	<b>(100,000)</b>				

**3. External Funding:** Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

<b>Funding Identified</b>	<b>Source</b>	<b>Current status (i.e. confirmed, in application, etc)</b>

**4. Corporate Alignment:** How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

<b>Question</b>	<b>Y/N</b>	<b>Comments/Impact</b>
Does this proposal align with the MCC Corporate Plan?	Y	<b>Supporting Looked After Children get the best start in life</b>
Has this proposal been included in your current Service/Business Improvement Plans?	Y	
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment.?	Neutral	
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	
Will this proposal require any amendments to MCC policy?	N	

**5. Additional Impacts** What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

<b>Description</b>	<b>Who is effected?</b>	<b>Is this impact positive or negative?</b>

**6. Additional Considerations:**

<b>Question</b>	<b>Y/N</b>	<b>Comments/Impact</b>
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	Yes	<b>Yes through identified changes within legal services</b>

**7. Key actions required to deliver this proposal**

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). Give the

timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

Action	Officer/ Service responsible	Timescale
Operational activity regarding the care and progression planning for individual children and young people monitored through monthly meetings	Jane Rodgers	As per individual case
Restructure and recruitment within legal services	Matt Phillips	
Negotiate with Health for similar funding of £324,000 obtained in 2019/20	Julie Boothroyd	

### 8. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example new expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Business and Practice support for high cost placement review work	In-house	

### 9. Consultation

Describe any initial consultation that has been undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)

### 10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
LAC continues to increase at current trend	Operational	If the LAC population increases by the current trend this will mean an increase in 25 children	<b>Pressure plus unit LAC cost @ 25 children equates to 25 at £44,000 = £1,100,000</b>  <b>MEDIUM RISK</b>  <b>(worst case scenario)</b>	ACT, BSF and full range of family support offer at all tiers as per CS plan Increase fostering Sufficiency
A new cohort of children with complex needs continue to require placements	Operational	There are at least 6 children with complex and escalating needs whom we are attempting to maintain within current placements through	<b>Pressure remains the same £2,537,000</b>  <b>MEDIUM RISK</b>	MyST deployed in preventing placement breakdown for children with complex and escalating needs  ACT deployed in preventing placement breakdown for children with complex and escalating needs

		intensive support and increased support plans	(most likely scenario)	System in place to track and identify this cohort of children i.e. with complex / escalating need so that a preventative approach can be adopted as early as possible.
High cost placement review and progression work is not achieved in some or all of cases.	Operational	Risks / barriers are identified within each case and are highly dependent on a range of case related issues including: <ul style="list-style-type: none"> <li>- Availability of appropriate alternate provision</li> <li>- Best interests of children</li> </ul>	Pressure remains the same  MEDIUM RISK at £250,000	Continue to implement high cost placement progression and review work
Obtain £324,000 of similar funding for 2020/21	Strategic	We have been successful in obtaining one off funding in 2019/20, decision taken to work on obtaining similar funding for 2020/21	HIGH RISK at £324,000	Negotiate with Health to obtain funding similar to that of 2019/20
All 4 of the above happen			VERY WORST CASE SCENARIO will cost £4,211,000  LOW RISK	

## 11. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Negotiation of additional funds from Health for 2020/21	Based on one off funds in 2019/20 successfully obtained	Peter Davies

## 12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Reduction in residential placements					
Reduction in cases going out to private law					
Reduction in legal spend on counsel					

The proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

**13. Additional considerations:**

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	<b>With health, education, potentially housing, potentially SP</b>
Will this project benefit from digital intervention?	N	