Democratic Services
Riverside, Temple Street, Keynsham, Bristol BS31 1LA
Telephone: (01225) 477000 *main switchboard*
Direct Lines - Tel: 01225 394458
Web-site - http://www.bathnes.gov.uk

Date: 19th November 2012
E-mail: Democratic_Services@bathnes.gov.uk

To: All Members of the Early Years, Children and Youth Policy Development and Scrutiny Panel

Councillors: Sally Davis, Ian Gilchrist, Liz Hardman, Mathew Blankley, David Veale, Loraine Morgan-Brinkhurst MBE and Sarah Bevan

Co-opted Voting Members: David Williams, Mrs T Daly and Sanjeev Chaddha

Co-opted Non-Voting Members: Chris Batten, Peter Mountstephen, Andrea Arlidge, Hazel Stockwell – Cooke and Mike Fidanoglu

Chief Executive and other appropriate officers
Press and Public

Dear Member

Early Years, Children and Youth Policy Development and Scrutiny Panel: Monday, 26th November, 2012

You are invited to attend a meeting of the **Early Years, Children and Youth Policy Development and Scrutiny Panel**, to be held on **Monday, 26th November, 2012** at **4.30 pm** in the **Council Chamber - Guildhall, Bath.**

The agenda is set out overleaf.

Yours sincerely

Mark Durnford
for Chief Executive

If you need to access this agenda or any of the supporting reports in an alternative accessible format please contact Democratic Services or the relevant report author whose details are listed at the end of each report.

This Agenda and all accompanying reports are printed on recycled paper

NOTES:

1. **Inspection of Papers:** Any person wishing to inspect minutes, reports, or a list of the background papers relating to any item on this Agenda should contact Mark Durnford who is available by telephoning Bath 01225 394458 or by calling at The Guildhall (during normal office hours).

2. **Public Speaking at Meetings:** The Council has a scheme to encourage the public to make their views known at meetings. They may make a statement relevant to what the meeting has power to do. They may also present a petition or a deputation on behalf of a group. Advance notice is required not less than two full working days before the meeting (this means that for meetings held on Wednesdays notice must be received in Democratic Services by 4.30pm the previous Friday)

   The public may also ask a question to which a written answer will be given. Questions must be submitted in writing to Democratic Services at least two full working days in advance of the meeting (this means that for meetings held on Wednesdays, notice must be received in Democratic Services by 4.30pm the previous Friday). If an answer cannot be prepared in time for the meeting it will be sent out within five days afterwards. Further details of the scheme can be obtained by contacting Mark Durnford as above.

3. **Details of Decisions taken at this meeting** can be found in the minutes which will be published as soon as possible after the meeting, and also circulated with the agenda for the next meeting. In the meantime details can be obtained by contacting Mark Durnford as above.

   Appendices to reports are available for inspection as follows:-

   Public Access points - Riverside - Keynsham, Guildhall - Bath, Hollies - Midsomer Norton, and Bath Central, Keynsham and Midsomer Norton public libraries.

   For Councillors and Officers papers may be inspected via Political Group Research Assistants and Group Rooms/Members' Rooms.

4. **Attendance Register:** Members should sign the Register which will be circulated at the meeting.

5. THE APPENDED SUPPORTING DOCUMENTS ARE IDENTIFIED BY AGENDA ITEM NUMBER.

6. **Emergency Evacuation Procedure**

   When the continuous alarm sounds, you must evacuate the building by one of the designated exits and proceed to the named assembly point. The designated exits are sign-posted.

   Arrangements are in place for the safe evacuation of disabled people.

Early Years, Children and Youth Policy Development and Scrutiny Panel - Monday, 26th November, 2012

at 4.30 pm in the Council Chamber - Guildhall, Bath

A G E N D A

1. WELCOME AND INTRODUCTIONS

2. EMERGENCY EVACUATION PROCEDURE

   The Chair will draw attention to the emergency evacuation procedure as set out under Note 6.

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

4. DECLARATIONS OF INTEREST

   At this point in the meeting declarations of interest are received from Members in any of the agenda items under consideration at the meeting. Members are asked to indicate:

   (a) The agenda item number in which they have an interest to declare.

   (b) The nature of their interest.

   (c) Whether their interest is **a disclosable pecuniary interest** *or* an **other interest**, (as defined in Part 2, A and B of the Code of Conduct and Rules for Registration of Interests)

   Any Member who needs to clarify any matters relating to the declaration of interests is recommended to seek advice from the Council's Monitoring Officer before the meeting to expedite dealing with the item during the meeting.

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

6. ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING

   At the time of publication no notifications had been received.

7. MINUTES - 24TH SEPTEMBER 2012 AND 22ND OCTOBER 2012 (Pages 7 - 24)

8. SPECIAL EDUCATIONAL NEEDS SCHOOL FUNDING (Pages 25 - 28)

The Department for Education is intending to introduce national school funding reforms from April 2013. The final policy will be known in December 2012. These funding reforms affect all areas of schools and colleges, not just SEN, as the indictors used in the funding formula are refined.

9. MEDIUM TERM SERVICE & RESOURCE PLAN (Pages 29 - 98)

The draft Children's Services Medium Term Service & Resource Plan (MTSRP) is presented for consideration by the Panel:

(1) To ensure all members of the Panel are aware of the context for Service Action Planning and budget setting

(2) To enable comment on the choices inherent in the medium term plan

(3) To enable issues to be referred to the relevant Portfolio at an early stage in the service planning and budget process.

10. CABINET MEMBER UPDATE

This item gives the Panel an opportunity to ask questions to the Cabinet Member and for her to update them on any current issues.

11. PEOPLE & COMMUNITIES STRATEGIC DIRECTOR'S BRIEFING

The Panel will receive a verbal update on this item from the People and Communities Strategic Director.

12. PANEL WORKPLAN (Pages 99 - 110)

This report presents the latest Policy Development & Scrutiny Workplan for the Panel.

The Committee Administrator for this meeting is Mark Durnford who can be contacted on 01225 394458.

BATH AND NORTH EAST SOMERSET COUNCIL

EARLY YEARS, CHILDREN AND YOUTH POLICY DEVELOPMENT AND SCRUTINY PANEL

Monday 24th September, 2012

Present:- Councillors: Sally Davis (Chair), Ian Gilchrist (Vice-Chair), Liz Hardman, Mathew Blankley, David Veale, Loraine Morgan-Brinkhurst MBE and Sarah Bevan

Co-opted Voting Members:- David Williams, Mrs T Daly and Sanjeev Chaddha

Co-opted Non-voting Members:- Peter Mountstephen, Hazel Stockwell-Cooke and Mike Fidanoglu

Also in attendance:- Ashley Ayre (Strategic Director, People and Communities), Tony Parker (Divisional Director for Preventative Provider Services), Sally Churchyard (Youth Offending Service Manager), Maurice Lindsay (Divisional Director for Specialist Provider Services), Wendy Hiscock (Head of School Improvement and Achievement) and Christopher Wilford (Youth Offending Team Manager (Prevention)

Cabinet Member for Early Years, Children & Youth: Councillor Dine Romero

32 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting, especially Hazel Stockwell-Cooke and Mike Fidanoglu who were representing the Young Person's Equality Group and the Youth Parliament respectively for the first time at this meeting.

33 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

34 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Chris Batten, a Co-opted Member of the Panel had sent his apologies.

35 DECLARATIONS OF INTEREST

There were none.

36 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

37 ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING

Representatives from YAGA were present and addressed the Panel on their recent work regarding public transport. They showed them their picture story board of learning how to catch the bus.

They spoke of how they would like to be able to catch the bus more often, independently. They also highlighted that it can sometimes be difficult to catch the bus if you have mobility difficulties as the steps are too high and that sometimes you cannot take wheelchairs on the bus.

Their banners are going to be on show in Bath Library on 8th October for one week.

They explained that they plan to do a similar project in the future regarding train journeys.

Councillor Lorainne Morgan-Brinkhurst wished to congratulate them on their work.

The Chairman thanked them for attending and asked that they keep the Panel updated with the project.

38 MINUTES - 9TH JULY 2012

Tess Daly wished to respond to a matter raised by Councillor Ian Gilchrist at the previous meeting on the subject of diocesan representation on Local Authority committees dealing with education.

She referred the Panel to a direction that had been made by the Secretary of State for Education and Employment. The direction had been in effect from November 1st 1999.

In the direction 'diocesan body' means a Church of England Diocesan Board of Education, the Bishop of a Roman Catholic Diocese, a Roman Catholic Diocesan Schools Commission or its equivalent.

The direction applies in relation to any committee appointed by a local authority in accordance with section 102 of the Local Government Act 1972 (as amended by the Local Government Act 2000 and the Localism Act 2011) wholly or partly for the purpose of discharging any of the authority's functions with respect to education.

As a member of the committee they shall be entitled to vote on any of the following matters:

i) Matters which relate to schools maintained by the local education authority;

ii) Matters which relate to pupils who are educated in schools maintained by the local education authority, or who are educated by the local education authority otherwise than at school.

The Chairman thanked her for providing this information.

The Panel confirmed the minutes of the previous meeting as a true record and they were duly signed by the Chairman.

39 EXAM RESULTS - KEY STAGE 2 / KEY STAGE 4 / A LEVEL

The Head of School Improvement and Achievement introduced this item to the Panel. She explained that the results were provisional and as in previous years the Panel would receive a written report at their November meeting.

Early Years

- Whilst there are no national comparisons published B&NES has seen an improvement in the percentage reaching the threshold of 78 points and 6+ in all scales of communication. Language and Literacy and Personal Social and Emotional development (61.7% 2012, 58.2% 2011).

- The gap between the lowest attaining 20% of children and their peers has widened slightly (by 2%). The gap has been significantly affected by the increase in the number of Early Years children in Special Schools (6 in 2011, 18 in 2012).

Key Stage 1

- Results are either slightly below or close to last year's. We will need to see if this reflects the national picture.

- The proportion achieving national expectation of Level 2+ has dropped by 1 ppt in writing (87%), reading (84%) but remained the same (93%) in Maths. Results remain above 2011 national averages.

- High attainers have performed well in:
  Maths 28% L3 (last year 28%)
  Reading 37% L3 (last year 37%)
  Writing 17% (last year 19%)

Key Stage 2

- **English:**

  - Level 4+: 88%, 3 ppt above national of 85%
    - 3% improvement from 2011
    - Joint highest performing in South West

  - Level 5: 43%, 5 ppt above national
    - 8 ppt increase on 2011
    - Joint highest performing in South West

- **Reading**
  - is a particular strength of the local authority
  - 91% level 4+, increase of 4 ppt and 4% above national (87%)
  - Highest in South West
  - Higher attainers have performed particularly well with 55% gaining L5 (6ppt on 2011. 7% above national
  - Highest in the South West

- **Writing**

  - 84% level 4%. This cannot be compared with last year as assessment procedures have changed. Writing is now based on Teacher Assessment. Results are 3 ppt above national and joint highest performing in South West with 2 LAs
  - 32% Level 5, 4 ppt above national.

  - Second highest performing in South West.

- **Mathematics**

  - Level 4+ 86% - national 84%

  - B&NES joint highest performing in South West

  - Improvement of 4% since 2011

- **English & Maths Combined**

  - L4+ 82% (3ppt above national and an improvement of 5ppt since 2011 (77%)

- **PROGRESS**

  - English: LA 88% (86%) (National 89%)

  - Maths: LA 86% (83%) (National 87%)

  - Whilst progress has improved this year it continues to be a priority.

GCSE Results

5 A*- C including English and Maths

- 57.1% (2012)
- 64.2% (2011)

The average LA result is down on the previous 4 years but this is in the light of the English examination with one school seeing a 30% drop in their A* - C results.

Councillor Liz Hardman wished to congratulate all the teachers, pupils and schools for their hard work. She asked if any schools or the Council were challenging the English examination results.

The Divisional Director for Preventative Provider Services replied that the Councils of Lewisham and Leeds were seeking to challenge the 2012 results and that on behalf of Secondary schools B&NES was supporting this. He added that there had been a change to the way the modules were assessed halfway through the course and that appeared to have significantly affected the results.

The Chairman thanked the Head of School Improvement and Achievement for her update.

40 FAMILY INTERVENTION PROJECT

The Youth Offending Service Manager introduced this item to the Panel. She informed them that the Family Intervention Project (FIP) had been operational in Bath and North East Somerset since January 2010. By April 2011 when the interim internal evaluation report was completed, eighteen families had been assessed and accepted onto the programme and seven of these had ended their contact. The multi-agency Steering Group considered that this was a good time to take stock of what had been achieved to date and to identify key learning for building on the whole family approach to supporting some of the most vulnerable families living in the area.

She added that key workers hold 5-6 family cases each year and interventions last an average of twelve months, but can be up to 18 months.

The Youth Offending Team Manager (Prevention) gave the Panel an example of a case study. He explained that the family in question were at risk of being evicted as all members were engaging in anti-social behaviour before the team engaged with them around 18 months ago.

The family were assessed through announced and unannounced visits to their home and were subsequently provided with a key worker. The key worker's role was to develop positive relationships between the family and outside agencies such as the Police, Social Workers, School and other voluntary agencies.

He added that the intervention had been successful and that all members remain in the family home. The younger children have a better relationship with their parents, the parents have embarked on some relationship counselling whilst they both have also gained employment.

Their case was due to close later in the week.

Councillor Liz Hardman commented that it was very good to see the holistic approach working so well. She added that it was vital that the good quality professional staff be retained and hoped it would receive the relevant funding required.

The Youth Offending Service Manager replied by paying tribute to the current staff as it was a very demanding role. She added that she felt they were very settled in their roles and had a lot to offer the national troubled families initiative, known locally as Connecting Families.

The Divisional Director for Preventative Provider Services added that an Interim Project Manager had been appointed for the connecting families' project and that FIP work would become part of this preventative work.

The People and Communities Strategic Director added that funding was available through the Complex Families Initiative but he was already aware that around £1m would be cut from its budget for 2013. He also felt that it would take at least ten years to see the true benefit of the project.

The Youth Offending Team Manager (Prevention) commented that he agreed that it was a generational project and that the staff were very key to its success.

The Chairman thanked them both very much for the update.

41 PERMANENT SCHOOL EXCLUSIONS

The Divisional Director for Preventative Provider Services introduced this item to the Panel. He informed them that there had been no permanent exclusions in the primary sector since 2009-10 and that the numbers had always been relatively low.

He added that the number of permanent exclusions in secondary schools and academies had reduced significantly, since their peak in 2005-06. In 2005-06, permanent exclusions were high nationally and Bath and North East Somerset was the highest excluding authority within the South West region.

By 2009-10, Bath and North East Somerset was the lowest permanently excluding authority in the South West region. This improvement was the result of a number of initiatives, such as a significant change in the statutory guidance on exclusions, a campaign through the National Strategies to reduce exclusions and improve the ability of teachers to better manage poor behaviour and, more locally, the introduction of an agreed scheme where funding was deducted from the excluding school to provide support at the receiving school. In addition, the local authority was able to set up systems, such as the Behaviour and Attendance Panels that enabled schools to find more flexible responses to challenging behaviour e.g. a managed move to another school, rather than a permanent exclusion.

Peter Mountstephen commented that schools should look for further transition opportunities in an attempt to avoid any confrontations when moving from Primary to Secondary schools.

Councillor Ian Gilchrist asked if some pupils had been excluded on more than one occasion.

The Divisional Director for Preventative Provider Services replied that yes that was a possibility.

Councillor Ian Gilchrist asked if the exclusions had been mainly issued by Academies or schools that were judged to be outstanding.

The Divisional Director for Preventative Provider Services replied that the exclusions were spread across all schools.

The Chairman thanked him for the update.

42 ADOPTION ACTION PLAN

The Divisional Director for Specialist Provider Services introduced this item to the Panel. He explained that in the Action Plan for Adoption, the Government has set out its proposals for tackling delay in the adoption system. The plan outlines what the Government intends to do to accelerate the whole adoption process so that more children benefit from adoption and more rapidly.

Councillor Ian Gilchrist asked if there was an imbalance between the numbers of children requiring adoption and potential adoptive parents.

The People and Communities Strategic Director replied that he believed there to be around 4,000 children requiring adoption and only 1,100 potential adoptive parents.

Councillor Ian Gilchrist asked if there were any of the national proposals that the Council had not taken up.

The Divisional Director for Specialist Provider Services replied that the Council were looking to take them all forward in time.

The People and Communities Strategic Director commented that securing a long term placement was the highest priority and that the Council was proud of having no post adoption breakdown over the past eight years.

The Panel **RESOLVED** to:

i) Note the briefing paper, preparations and actions taken by the Children's Service thus far.

ii) Request a further report from the Divisional Director for Specialist Provider Services detailing the actions to be taken to respond to the final proposals.

43 CABINET MEMBER UPDATE

Councillor Dine Romero, Cabinet Member for Early Years, Children & Youth addressed the Panel. She spoke of how she expected there to be some challenging times ahead and that she would welcome any issues to be raised with her.

The Chairman asked for her to perform a similar role and advise the Panel as soon as possible of any upcoming issues.

Councillor Ian Gilchrist asked if she would be willing to share her priorities with the Panel.

Councillor Dine Romero replied that she would be happy to do so in due course.

44 PEOPLE & COMMUNITIES STRATEGIC DIRECTOR'S BRIEFING

The People & Communities Strategic Director addressed the Panel.

Departmental Re-structure

He informed them that phase one of the departmental re-structure had been completed, the broad Divisional structure had been agreed and the Divisional Director appointments have been made.

Deputy Director (Children)	Mike Bowden
Deputy Director (Adult Care, Housing & Health)	Jane Shayler
Divisional Director (Specialist Provider Services)	Maurice Lindsay
Divisional Director (Preventative Provider Services)	Tony Parker

He added that phase two would commence on 8th October when Head of Service/Service Manager roles will be appointed to. Meetings with the Unions and Associations are planned and a series of staff briefings started in late July and will run through until January 2013.

Partnership with the PCT/CCG

He explained that work continues apace and the Council has endorsed the revised Partnership Framework between the Clinical Commissioning Group and the Council. The CCG has published its draft Commissioning Plan for 2013-14 and it is making good progress towards achieving 'authorisation' by the NHS. This process will start in mid-October
.
Tracey Cox has now been confirmed as the CCG Chief Operating Officer. Sarah James is the Chief Finance Officer and Dr. Simon Douglass the Accountable GP for the CCG. Appointments are yet to be made by the National Commissioning Board to its Local Area Team (Gloucestershire, Swindon, Wiltshire and Bath and North East Somerset).

Plans for the transfer of Public Health Services are in place.

Sector-Led Improvement

The Service is preparing to participate in the regional programme to promote self-improvement in Children's Services which is part of a wider LGA sponsored national programme.

Bath and North East Somerset will be 'challenging' Swindon on Safeguarding and the implementation of the Munro Reforms. Dorset will be 'challenging' Bath and North East Somerset on the discussion of children and young people from care.

He stated that he would update the Panel in January 2013.

New Ofsted Inspection Framework

He informed the Panel that not one authority had attained a rating of 'Good' from the first four that had been visited.

The Chairman on behalf of the Panel thanked him for his update.

45 PANEL WORKPLAN

The Chairman introduced this item to the Panel and informed them that the questionnaires for the Home to School Transport Review had been sent out.

She acknowledged that the Adoption Action Plan would be placed under Future Items so that an update could be received when ready.

Councillor Liz Hardman asked if the Panel could receive a report on funding for Special Needs Schools.

The Divisional Director for Preventative Provider Services replied that the Cabinet were due to receive a report on this issue at its October meeting. He added that a current consultation on the subject was due to close in four weeks' time. He proposed to bring a report to the Panel at their November meeting.

The Panel **RESOLVED** to agree with the proposals stated above.

The meeting ended at 6.30 pm

Chair(person) ....

Date Confirmed and Signed ....

Prepared by Democratic Services

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BATH AND NORTH EAST SOMERSET COUNCIL

EARLY YEARS, CHILDREN AND YOUTH POLICY DEVELOPMENT AND SCRUTINY PANEL

Monday 22nd October, 2012

Present:- Councillors: Sally Davis (Chair), Ian Gilchrist (Vice-Chair), Liz Hardman, Mathew Blankley and Anthony Clarke (In place of David Veale)

Co-opted Voting Members:- David Williams and Mrs T Daly

Co-opted Non-voting Members:- Chris Batten

Co-opted Member of the Home to School Transport Review Steering Group:- Ian Harvey

Also in attendance: Kevin Amos (Parent Support Services Manager), Mike Bowden (Divisional Director - Service Development) and Lauren Rushen (Overview and Scrutiny Support Officer)

46 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

47 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

48 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillors Sarah Bevan and David Veale had sent their apologies to the Panel. Councillor Anthony Clarke was present for the duration of the meeting as a substitute for Councillor David Veale.

49 DECLARATIONS OF INTEREST

There were none.

50 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

51 ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING

The Chairman announced that all public statements would be made under agenda item 7.

52 HOME TO SCHOOL TRANSPORT REVIEW: CONTRIBUTOR SESSION BACKGROUND BRIEFING DOCUMENT

The Parent Support Services Manager gave the Panel a summary of the current policy of the Council.

He explained that the overall budget for Home to School Transport was currently around £4m and that that was broken down into the following categories.

Statutory Distances

A Local Authority has a duty to provide transport if the statutory distance to the nearest appropriate school is exceeded. Statutory walking distance" is two miles for children aged under eight, and three miles for children aged eight and over. The measurement of the "statutory walking distance" is not necessarily the shortest distance by road. It is measured by the shortest route along which a child, accompanied as necessary, may walk with reasonable safety.

Under the current statutory distance policy of the Council they currently transport 957 children at an annual cost of £850,000.

Hazardous Route

Where children live within "statutory walking distance" of their nearest appropriate school a local authority has to make travel arrangements where the nature of the route is such that a child cannot reasonably be expected to walk (accompanied as necessary) in reasonable safety.

Under the current hazardous route policy of the Council they currently transport 833 children at an annual cost of £830,000.

Denominational

Local authorities, in fulfilling their duties in relation to travel, are required to have regard to the wish of a parent to have their child educated at a particular school on the grounds of the parents' religion or belief.

Assistance with denominational transport is currently provided to the nearest appropriate school if the statutory distances are met and the child is baptised in the relevant faith.

In September 2007 the Council introduced a charging policy for children qualifying for denominational transport. The current charge is £300 per annum [£50 per term]. For the 2nd and 3rd child a reduction of 50% is given. No further charge is made for additional children if a family has more than 3 children travelling. If a family is in receipt of free school meals or maximum working tax credit they are exempt from the charge.

The Council currently spends £310,000 on transport to denominational schools. The total annual income collected from parents is £65,000. The annual net cost is therefore £245,000. A total of 189 children pay the full charge and 55 children pay the 50% reduction. A further 62 children travel but are exempt from the charge.

Special Educational Needs [age 0-16].

Transport assistance is given if the pupil is attending their nearest Special School and the statutory distances are met. When the distances are not met the following criteria are considered.

- The nature of the child's disability.
- Family circumstances
- The pupil's social skills.
- The nature of the journey.

The Council currently transports 271 pupils at an annual cost of £1.45m.

Children in Care

To enable continuity of education when a child is placed in care consideration is given to assisting with transport so a child can remain at their existing school. This is normally provided when a child first comes in to care, is in short term care, is in Key Stage 4 or at a time of transition in years 2-3 or 6 -7.
We currently provide transport for 25 pupils at an annual cost of £70,000. The majority of transport will require an individual taxi due to the length of the journey and the fact we have no existing transport we can use.

Medical

Local Authorities must make travel arrangements for children with a mobility or temporary medical problem which means they could not reasonably be expected to walk to school e.g. where the child has a broken leg.

We currently transport a small number of children under this policy for short periods of time at an annual cost of £15,000 per annum.

Post 16 SEN Transport

Travel arrangements for post 16 students will be considered if they are attending the nearest appropriate further education provision and:

- Have had a statement of Special Educational Needs, or medical or physical difficulties, which means they are unable to walk the distance of 3 miles (accompanied as necessary) and

- Are studying a full time course

The Council currently transports 31 pupils at an annual cost of £95,000. 14 of these students are in receipt of Disability Living allowance. If a pupil is in receipt of the Disability Living Allowance with the inclusion of the mobility allowance they are charged £50 per term in-line with the fare paying passenger scheme.

Extended rights to free travel for low income families

Children from low income groups are those who are entitled to free school meals, or those whose families are in receipt of their maximum level of Working Tax Credit.

From September 2007, children aged eight, but under age 11 from low income families must have travel arrangements made where they live more than two miles from their nearest qualifying school.

From September 2008 children who are 11 or over from low income families must have travel arrangements made to one of their three nearest schools where they live more than two miles, but not more than six miles from that school.

Where a parent has expressed a preference for a school on the parent's religion or belief, then a child aged 11 to 16 must also have travel arrangements made for them to the nearest suitable school preferred on grounds of religion or belief, where they live more than two miles, but not more than 15 miles from that school.

The Council currently transports 150 pupils at an annual cost of £90,000 under this policy.

Fare Paying Scheme

Where there are spare seats on vehicles carrying entitled passengers we can offer these seats to non-entitled children. The current charge is £300 per annum [£50 per term]. For the 2nd and 3rd child a reduction of 50% is given. No further charge is made for additional children if a family has more than 3 children travelling. If a family is in receipt of free school meals or maximum working tax credit they are exempt from the charge.

The Council currently transports 120 children collecting annual income of £30,000.

How are children transported?

The Council's Transport Services Team is responsible for contracted out Home to School Transport – This utilises 50 or so contractors and daily there are 221 school routes to 68 locations carrying over 2000 students. A lot of the work is orientated to purchasing at lowest cost and route planning as efficiently as possible. Where appropriate children can be given a public bus pass. Contracted transport involves coach, minibus and some taxi transport.

Transport Services also covers safeguarding, contractor reliability etc. There are 52 Guide Escorts who go on routes where the children have special educational needs.

Home to School transport needs are also partially met by the In House Passenger Fleet – this covers 30 vehicles and 26 Drivers. Most of the vehicles are specialist for wheel chairs and the like and most of the work done is for Special Educational Needs provision. To optimise efficiency, best use is made out of any spare capacity – for this reason the drivers also cover Dial a Rides, Treatment Centres, School Meal deliveries etc. This fills in the time between the morning and afternoon runs. The drivers in this type of work need to be of high quality. In house passenger management also has a role looking after CRB's, contractor quality assurance and dealing with 'safe pick up' disputes.

The Chairman invited the members of the public to make their statements.

Antonia Corrigan, Vice Chair of Governors at St. Gregory's Catholic College addressed the Panel. She explained that her two boys had gone to the school and that the school itself was very diverse. She added that the Christian values of the school were very important to the families of the pupils and that it would have a dramatic effect on the school if any part of the Home to School Transport measures were relinquished.

Ian Harvey asked if she knew how many pupils currently were in receipt of the service at St. Gregory's.

Antonia Corrigan replied that she thought the figure would be around 1 in 8 pupils.

Raymond Friel, Executive Headteacher of St Gregory's and St Mark's addressed the Panel. A full copy of his statement is available from the Panel's Minute Book, a summary is set out below.

"I appreciate that Home to School Transport has many dimensions, but I would like to focus on denominational transport.
First of all I would like to acknowledge again the vision of B&NES Council in supporting diversity and choice in the educational system by providing £2m in capital funding to allow St Gregory's and St Mark's to build a sixth form provision with a Christian foundation. Surveys carried out by the Council showed a great demand in the Authority for this type of education. So no-one will accuse this Council of being against faith schools, quite the reverse. However, the issue we are faced with today and the prospect of removing or reducing denominational transport subsidy could in my view dismantle the Council's strategy to promote diversity and choice. Let me explain why."

"If Catholic families who live more than 3 miles from St Gregory's have their subsidy removed, then many of those families on low or modest income will not be able to afford the cost of transport to St Gregory's and will have to send their child to the nearest school. They will thereby effectively be deprived of their first preference school and their parental choice. If subsidy is removed, there could well be a reduction in the numbers of Catholic children coming to St Gregory's, as there was between 2005 and 2007 when free transport was reduced to subsidy. At that time the numbers of Catholic children fell by 10%."

"My final point is in support of communities who are not here today. The local Polish and Filipino communities, because of their Catholic culture, are naturally drawn to St

Gregory's as the first choice of school for their children. St Gregory's has the highest number of children in the Authority who do not have English as a first language and we have developed our expertise to look after them.

These families mostly do not live in Bath and rely on denominational subsidy to get their children to St Gregory's. If that subsidy is removed, their first choice will be taken away and their children may have to go to their nearest school which may not have any resource or expertise to look after them.
I appeal on their behalf that you continue to support them and others to get their children to their preferred school and continue to support your own admirable strategy of developing diversity and choice."

Penelope Restorick addressed the Panel. A full copy of her statement is available from the Panel's Minute Book, a summary is set out below.

"I have 4 daughters; Phoebe has started this year at St.Gregory's, whilst Lilah and our twins Imogen and Evie attend St. Benedict's. All 4 attend the catchment school for area based on denominational beliefs; we live in Peasedown St John.

All 4 of our children go to school on the subsidized transport that is called Denominational transport. We pay a contribution for this service and are happy to do so to ensure our children get to school timely and safely.

Without this transport I would need to be at Odd Down in Bath to drop off at St. Gregory's whilst at the same time being at St. Benedict's in Midsomer Norton.

I'm a working mother whose husband also works…. So tell me how do I manage if there is no transport? We both need to work, but my children undoubtedly need to attend school….Somewhat of a dilemma I think you'll agree and not just one faced by my family, but by countless other families who are actually only able to get their children to school because of this most valuable service."

"Not every family has a car, and many of those that do are struggling with the rising cost of fuel. Let's also not forget that working parents are unable to just dip out of work to drop off or pick up their children without seriously impacting on their salary or even their employment.

Consider the situation if somehow we were all suddenly forced to drive our children to school instead of them going by transport, 1 coach off the road has the potential to add 50 cars to that school route every morning and afternoon. What effect does that increase of hundreds, possibly thousands of extra cars do to B&NES road infrastructure? I suggest with all these extra cars on the road the Council will need more money for their highways budget!!?!"

"I understand money is always an issue and all services require a slice of the pie, but B&NES is by no means a poor council and given that our children need to be encouraged and nurtured to become adults of the future, surely a huge priority of this Council should be ensuring our children attend and arrive at school safely and on time, a service that is currently working extremely well and offers ALL parents the ability to make the right choice for their child's education.

Whether your child is at a particular school because you thought it better than their local one, is their catchment school or is a school that offers a Faith based approach…. we as parents were given the right to make that choice knowing this service was there to support us.

We made the choice about our children's schools just like thousands of other parents. Now I trust the Council will consider that All those children still deserve this service and not discriminate against any one category or indeed consider removing this service from the majority."

Lily Webb addressed the Panel. She informed them that she had joined St. Gregory's as a pupil in September and that she thought it was an amazing school. She explained that her local school did not teach Religious Education and was therefore very happy to have gained a place at St. Gregory's.

She asked the Panel to consider the impact on transport and the environment if the subsidy was removed.

Cathy Reynolds addressed the Panel. She explained that she had two children and chose St.Gregory's for them to attend specifically because of its religious beliefs. She added that as the children are our future they need to be prepared for school in the best way possible and that even if the nearest school to her was outstanding she would still choose to send them to a Catholic school.

Tony Nicholas, Headteacher of St. Benedict's Catholic Primary School addressed the Panel. He stated that it was proud to be a Catholic school and that around 50% of the 140 pupils were Cathoilic. He said that the school would struggle if the transport subsidy was removed.

Councillor Liz Hardman asked how many of the pupils were from B&NES.

Tony Nicholas replied that the figure would be around 60%.

Nikolay, who has a child at St. Gregory's addressed the Panel. He explained that he lived in Radstock and was very pleased to have the opportunity to send his child to a Catholic school. He said that it was important for him to know that his child could get to and from school safely.

Tess Daly asked if the £245,000 associated with denominational transport was removed, how many of the 306 pupils would still receive some form of transport assistance.

The Parent Support Services Manager replied that 62 pupils were exempt from the charge because of low income and therefore they would still receive a service.

The Chairman then asked the Policy Development and Scrutiny Project Officer to explain the next steps of the review.

The Policy Development and Scrutiny Project Officer explained that the questionnaire deadline had been extended to November 2nd. A period of analysis would then take place with the possibility of some focus group meetings taking place in November / December. She said that the final report, with recommendations to the Council's Cabinet would be published in January 2013 and that the Cabinet would then have six weeks to respond.

She added that if any changes are to be made to Bath & North East Somerset Council's Home to School Transport policies, these would be announced in Summer 2013 and come into force from September 2014.

Cathy Reynolds asked what power, if any does the Council have over First Bus to reduce the cost of fares.

The Chairman replied that the Council has a working dialogue with them, but as such does not have any power to influence their charges.

Raymond Friel asked for the term EIA (Equalities Impact Assessment) to be explained to the public.

The Policy Development and Scrutiny Project Officer replied that an EIA is a process that is carried out when decisions are made to show both the positives and negatives of that decision. She added that as part of the questionnaire process she had worked with officers from the Corporate Equalities team.

Antonia Corrigan commented that many pupils would not have access to a direct First Bus service to their school.

The Chairman commented that the focus groups may well take place at some of the concerned schools such as St. Gregory's and St. Benedict's.

Raymond Friel and Tony Nicholas said that the Panel would be most welcome to visit them.
The Chairman thanked everybody for their attendance and contribution.

The meeting ended at 5.35 pm

Chair(person) ....

Date Confirmed and Signed ....

Prepared by Democratic Services

Report to Early Years, Children & Youth Panel - 26th November 2012

SEN funding in April 2013

Introduction

The Department for Education is intending to introduce national school funding reforms from April 2013. The final policy will be known in December 2012. These funding reforms affect all areas of schools and colleges, not just SEN, as the indictors used in the funding formula are refined.

The Dedicated Schools Grant (DSG) is to be divided into three streams (schools block, high need block and early years block), and the LA will set the budget it gives to schools according to a much-simplified formula, keeping back cash for a limited number of specified central functions. The LA has to outline its formula to the Educational Funding Authority (EFA) , which can act if it thinks the LA's budget is wrong or unfair. As part of these reforms how SEN funding works is also changing dramatically to allow more flexibility and a range of providers.

The Government's reform agenda "aims to encourage the development of high-quality provision", to "improve transparency", to "empower young people and their families" and to "increase choice". The document says the current funding system is insufficiently responsive and may create perverse financial incentives which prevent pupils getting the right educational experience.

The document refers to "high needs" students and pupils, who require provision <u>not normally available in mainstream settings</u>, and identifies four "fundamental problems" with existing arrangements. It says potential perverse financial incentives to place pupils and students in one provider over another must be removed, that the "awkward divide" in funding arrangements at the age of 16 must be addressed, that there must be a long-term basis for funding high needs pupils in academies and free schools, and that "bureaucratic process" must not get in the way of dialogue between the commissioner and provider about the student and their results.

What are the reforms to SEN funding?

Local Authorities will get a High Needs Block of funding with the DSG. The document says there will be a "… move to a funding approach based more on actual pupil numbers and to combine this with a base level of funding to offer specialist providers some stability. The new approach will see provision for high needs pupils and students funded on a mixture of a place- and a pupil-led basis."

Under a place-plus approach high needs funding will comprise of three elements, which can be applied across all provision for high needs pupils and students. Appendix 1 is a useful diagrammatic representation of SEN funding.

- **Element 1 or "core education funding":** the mainstream unit of per-pupil or per-student education funding. In the school sector for pre-16 pupils, this is the age-weighted pupil unit (AWPU), while for post-16 provision in schools and in the FE sector this is the mainstream per-student funding as calculated by the national 16-19 funding system.

- **Element 2 or "additional support funding":** a clearly identified budget for providers to provide additional support for high needs pupils or students with additional needs up to an agreed level. This is identified as the 'notional budget'

- **Element 3 or "top-up funding":** funding above elements 1 and 2 to meet the total cost of the education provision required by an individual high needs pupil or student, as based on the pupil's or student's assessed needs.

How will SEN Funding work in Bath and North East Somerset?

Special schools and units - regardless of whether the school is an academy of not, the school/unit will be funded by the EFA at the rate of £10,000 per commissioned place. This is the place element of the funding. It is important to note that this is not new funding - it will have been removed from our grant. The LA is then responsible for providing any 'top up' funding based on the pupils individual needs from the high need block. This will be determined by the SEN team through assessment and a banding mechanism. Other LAs placing pupils in our schools will deal direct with the school as recoupment arrangements will cease.

Mainstream schools – The Government has determined that each school has within its formula budget £4,000 core funding (element 1) and £6,000 additional support funding (element 2) and this funding must be used to support pupils with additional or SEN needs. If the school is unable to meet the needs of each pupil with SEN, within the core and additional support funding, they can ask the LA to provide 'top up' funding (element 3) from the high needs block. Any request will be assessed, as now, through a request for a statutory assessment. The difference to the current system is that as the Government have introduced a financial threshold, the LA will be asking schools for details of how they have spent the additional needs funding to the value of £6,000.

Currently, schools have a notional SEN budget and additional funding called MAF (Mainstream Additional Funding) as well as any funding attached to a statement of SEN. From April 2013, the MAF funding and the first £6,000 of any statement funding will be distributed to schools via the new formula. Where a school currently has a child with a statement of SEN, from April

2013, the LA will only be providing the 'top up' funding i.e. the school will provide the first £6,000.

Where a school has more statements than the sector average e.g. 1:60 in the primary sector, the LA will provide an additional £5,000 in recognition of the financial strain this may place on an individual school.

The Government have asked the LA to identify for schools; a new 'notional' SEN budget i.e. the old formula that made up the notional budget is changed. As it suggests, this budget is not a figure that schools must spend or only spend on SEN. It is an indicator of the likely level of funding that might be reasonable to spend given the demographics of the school. In practice schools must make provision for all pupils with SEN and a lack of funding is not a reason for failing to do so.

In the FE sector – funding is calculated using the national 16-19 funding formula and will be paid direct to them by the EFA. Elements 1 and 2 are within this funding and colleges will be expended to contribute £6,000 to meet the needs of Learners with Learning Difficulties and Disabilities (LLDD). Additional 'top up funding' can be provided by the LA, as it would in schools, from the high needs block. This would normally be identified through a Learning Difficulties Assessment (LDA). A proportion of the funding currently held by the EFA for colleges and LLDD will come to the LA in April 2013.

Author

Nigel Harrisson
Education Inclusion Service Manager

October 2012

Appendix 1

	Pre-16 SEN and AP		Post-16 SEN and LDD
	Mainstream settings	Specialist settings	All settings
Element 1: Core education funding	Mainstream per-pupil funding (AWPU)	Base funding of £10,000 for SEN and £8,000 for AP placements, which is roughly equivalent to the level up to which a mainstream provider would have contributed to the additional support provision of a high needs pupil. Base funding is provided on the basis of planned places.	Mainstream per-student funding (as calculated by the national 16-19 funding system)
Element 2: Additional support funding	Contribution of £6,000 to additional support required by a pupil with high needs, from the notional SEN budget		Contribution of £6,000 to additional support required by a student with high needs
Element 3: Top-up funding	"Top-up" funding from the commissioner to meet the needs of each pupil or student placed in the institution		

Bath & North East Somerset Council	
MEETING:	Early Years, Children & Youth Policy Development & Scrutiny Panel
MEETING DATE:	26th November 2012
TITLE:	Medium Term Service & Resource Planning – 2013/14-2015/16
WARD:	ALL
AN OPEN PUBLIC ITEM	
List of attachments to this report: ANNEX 1 – Draft Children's Services Medium Term Service & Resource Plan 2013/14-2015/16	

1 THE ISSUE

1.1 The draft Children's Services Medium Term Service & Resource Plan (MTSRP) is presented for consideration by the Panel:

(1) To ensure all members of the Panel are aware of the context for Service Action Planning and budget setting

(2) To enable comment on the choices inherent in the medium term plan

(3) To enable issues to be referred to the relevant Portfolio at an early stage in the service planning and budget process.

2 RECOMMENDATION

The Panel is asked to:

(1) Comment on the medium term plan for Children's Services

(2) Identify any issues requiring further consideration and highlighting as part of the budget process for 2013/14

(3) Identify any issues arising from the draft plan it wishes to refer to the relevant portfolio holder for further consideration

3 FINANCIAL IMPLICATIONS

3.1 This report sets the framework for the service planning and budget processes relevant to this Panel for the next 3 years. The financial implications are set out in the enclosed annexes.

3.2 The overall financial background for the Council is set out in Appendix 5.

4 THE REPORT

4.1 This report forms part of the service and resource planning process. As set out in the enclosed medium term plan (Annex 1), the next steps include:

(1) Panel comments considered by Portfolio Holders

(2) PDS Resources meeting in January to take overview of comments from Panels and progress on budget setting plus equalities issues.

(3) February Cabinet budget recommendations to Council

(4) February Council approval of budget and Council Tax setting.

4.2 The draft Medium Term Service & Resource Plan for Children's Services is attached as Annex 1, and includes its own appendices.

4.3 The Panel needs to consider the implications of this medium term plan and make recommendations to the relevant portfolio holder(s) and Cabinet. Where the panel wishes to either increase expenditure or reduce savings targets alternatives should be proposed.

4.4 The Panel should concentrate only on the parts of the plan relevant to its own remit as the PDS Resources meeting in January will be taking an overview.

5 RISK MANAGEMENT

5.1 A risk assessment will be completed as part of the final budget papers and inform the Council's reserves strategy. The main risks relate in the next financial year to:

(1) The robustness of the savings estimates.

(2) The potential for some service levels to deteriorate as a result of the savings, some savings are from service reductions but most savings are directed at efficiencies.

(3) The implications for staff arising from savings albeit that the costs of severance will be budgeted for corporately and unions are being consulted together with the affected staff.

(4) The need to maintain a planned and phased approach to savings at a time when pressures are starting to require substantial and immediate cuts.

(5) Equalities impacts of the savings.

6 EQUALITIES

6.1 Service Action Plans will be developed for management purposes and will be subject to Equalities Impact Assessments as they are completed.

6.2 Equalities issues will be considered in more detail as the budget is prepared. The PDS Resources meeting in January will take an overview of progress.

7 CONSULTATION

7.1 The corporate implications of this report have been considered by Strategic Management Team (SMT) including the Section 151 Finance Officer; Chief Executive & Monitoring Officer

7.2 Further consultation has taken place as part of developing the revised Corporate Plan. Budget fairs took place on 6th and 7th November and feedback from these has helped inform the draft plan.

8 ISSUES TO CONSIDER IN REACHING THE DECISION

8.1 All the following issues are relevant to service and resource planning: *Social Inclusion; Customer Focus; Sustainability; Human Resources; Property; Young People; Human Rights; Corporate; Health & Safety; Impact on Staff; Legal Considerations*

9 ADVICE SOUGHT

9.1 The Council's Monitoring Officer (Council Solicitor) and Section 151 Officer (Finance Director) have had the opportunity to input to this report.

Contact person	*Ashley Ayre, Strategic Director, People & Communities Department*
Background papers	
Please contact the report author if you need to access this report in an alternative format	

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MEDIUM TERM SERVICE & RESOURCE PLAN
PEOPLE & COMMUNITIES (Children's Services)
2013-14 until 2015-16

1. Introduction

This plan shows the changes that are already taking place and proposals for the future in response to the key influences and challenges facing the People & Communities Department (Children's Services).

This plan is one of a series of plans that make up the Council's **Medium Term Service & Resource Plan:**

- People & Communities
  - Children's (this plan)
  - Adult Social Care, Health and Housing
- Place
  - Service Delivery (Planning, Transport, Waste, Highways, Libraries, Tourism Leisure & Culture)
- Regeneration, Skills & Major Projects
- Resources

The overall context is raising demand for services but public expenditure cuts that are unparalleled since the Second World War. In the short term this Council's reserves and commercial sources of income, together with its long term financial plans and efficiencies, put it in a strong position. However, the situation is now radically changing with the need for a shift towards substantial reductions in service provision to supplement efficiencies.

A separate document summarises the main financial assumptions and parameters (See Appendix 5).

The **external and corporate influences** on this plan can be summarised as follows:

- Cuts in public expenditure and reduced council budgets – this is the third year of the 2010 Government Comprehensive Spending Review which covers the four years to 2014/2015 – the savings are very challenging and are set to continue well beyond 2013 – CSR 2010 took 28% out of local government funding (for the first 3 years of this settlement) and additional cuts are now coming in.
- There is a key demographic change with a projected 40% increase in the older population by 2026 creating a significant additional financial pressure and an increase of the entire population of 12% by the same date.
- Increases in Council Tax will in future be supplemented by 6 year's worth of new homes bonus – these changes are helping to offset the cuts but only have a relatively marginal impact.

- Business rates growth (or decline) will from April 2013 become the responsibility of local government (as at least 50% will be retained or lost locally) and a level of growth below 1% p.a. is expected - with 90% of growth occurring as a result of growth in the enterprise area in Bath.
- No end is yet in sight for the review of funding of social care – following the Dilnot Commission - the increasing costs of care run the risk of making Council budgets unviable over the next decade, although there have been suggestions there may be some announcements as part of CSR 2013 to help mitigate this.
- The Government estimates that there are 220 families in Bath and North East Somerset experiencing a range of needs and who are costing services between £250K and £300K p.a. per family. Joining up services between agencies supporting such families is becoming a national and local priority.
- Schools continue to self-fund (though the Direct School Grant ring fenced budgets) but those that become Academies, which is the majority of secondary schools, are independent of the Council and its support. This creates diseconomies that have to be absorbed as the local education authority role diminishes.
- Government expects that councils will continue to deliver further efficiencies and minimise Council Tax increases – Government guidance says increases are to be below 2% in 2013 to avoid triggering a local referendum and a 1% grant (for 2 years) to temporarily reward Councils for a 2013/14 Council Tax freeze.
- Changes in Government legislation, regulations and guidance - there are some simplifications and some new scope for local decision making but at the same time radical and demanding changes such as:

    - Localism, Planning Reform, new grant funding to support local government (less money and less types of grant),
    - Return of a share of Business Rates and related growth to local government, new Benefits system (Universal Credits and Council Tax Benefits – the latter now called Council Tax Support),
    - Incentives for growth (new homes bonus, regional growth fund, Business Rates growth, Local Enterprise Partnerships, more discretion over Council Tax discounts such as for empty homes and a second homes premium).
    - The Council will also be taking on significant statutory functions for Health and Wellbeing in the area and the connected strategies and Boards.
- Proposed legislation to reform the educational and decision-making system for children with Special Educational Needs; the impact of the proposals is difficult to gauge as the pilot schemes established by Government will not have reported prior to the changes that are being piloted are enshrined in law.
- Introduction of a third Ofsted Inspection Framework for Safeguarding and Looked After Children Services within a two year period. The new framework will follow the ‘journey’ of the child or young person and will focus upon quality of practice and management oversight whilst the new framework (implemented in May 2013) will be multi-agency in focus,

greatest emphasis will continue to be upon the Local Authority as the lead agency.

The Council published a new corporate plan in 2012 which outlined a new vision and objectives. The Council Change Programme remains a key driver for internal efficiencies and improvements in services to customers. Note: A summary from the latest Joint Strategic Needs Assessment – the source of some of the above needs-related statistics - is attached as an Appendix. (More detail is also available on the Council's website).

2. Existing Staff Resources & Finances

The services incorporated in this plan are listed below together with related staff numbers.

	2011-12 Actuals		**2012-13 Budget**		
	Gross £m	**Net £m**	**Gross £m**	**Net £m**	**Staff FTEs**
Children, Young People and Families	14.24	11.503	23.452	22.263	132.58
Learning and Inclusion	23.283	17.223	10.761	8.516	207.78
Health, Commissioning and Strategy	16.431	-87.398	13.961	-111.833	70.28
Schools	86.317	76.936	100.748	100.748	0
TOTAL	**140.271**	**18.264**	**148.922**	**19.694**	**410.64**

A more detailed analysis of planned revenue and capital expenditure is contained in the Appendix 1 and 2.

3. Key Proposed Changes – Years 1 to 3 – 2013/14 to 2015/16

There is a need to take a structured approach to the next 3 years. The scale of the cuts across all services means that individual years should not be progressed in isolation. **A 3-year programme** is needed with cuts front loaded as far as possible whilst involving the community as far as possible and being mindful of impacts on specific groups within our local community.

Taking account of the above the approach in the People & Communities (Children's Services) Department is to:

- Continue to restructure the Department to deliver sufficient quality targeted and specialist services to meet our statutory responsibilities including safeguarding. Maintain as many early targeted support services as possible to support children & families within the community and prevent the need for more costly services later on.

- Review and rationalise our pathways for service delivery to recognise reduction in services
- Develop our commissioning intensions to work with local organisations including the voluntary sector in the light of reduced budgets.
- Managing the impact of centralisations and reductions in corporate support services
- Managing further the impacts of the creation of Academies and the changing Local Education Authority role
- Retain sufficient capacity so that the council can implement local change resulting from new legislation over the next three years
- Maintain a focus on providing quality social care services to targeted children, young people and families and improving these within the resource envelope available
- Review policies and pathways around early help and intervention across the age range to ensure that policy and operational thresholds reflect the re-designed services and reduced resource levels available
- Establish a new 'Connecting Families' service and response to address the factors identified by Government and align this within our re-configured range of services for children, young people and families

Restructuring of People & Communities Department

The restructuring of People & Communities Department is the culmination of consultation undertaken as part of the corporate Change Programme and Council decisions. It seeks to bring together work streams which considered: our changing external policy and legislative environment; the strengths and weaknesses of a commissioner- provider separation; the on-going implications of health service reform; the increasing autonomy of the schools and education system; the potential impact of the Munro Review and the increasing pressure upon Social Care systems; our profoundly shifting demography and the increasing complexity of society and the challenges this presents.

Our structure proposals must equip us to manage the challenging financial agenda as well as helping us to be more efficient and deliver value for money.

Phase 2 of the restructuring to appoint 3rd tier managers will be completed by January 2013. Phase 3 to determine other tier structures will start before the new structure is in place in April 2013 and it is anticipated the new structure will be fully operational by September 2013.

The main aims of the restructuring changes are to:-

- Introduce an internal commissioning function for children and young people's services, with appropriate safeguarding and quality assurance arrangements;

- Align commissioning functions across children's, adults, public health and health to enable effective joint working to improve our collective response to the needs of our communities and manage public resources effectively

- Create a strategic team focused on Education outcomes, supporting and challenging schools and academies in the shifting educational landscape;

- Allow children's provider services to focus on their core business and be responsive to a new 'market place' for their services;

- Create a Business Support Team post, managing a range of functions that support the whole department and provide a link to restructured corporate functions as appropriate.

- To introduce, within the Children and Young People's Specialist Service Provider Division a new model for delivery of the Children's Social Care Service, which was initiated by the Lean Review and informed by the re-design pilots, the Munro Review of Child Protection Services, and the outcomes, recommendations and actions taken subsequent to our Ofsted Inspection in January 2012. This is intended to enable the service to continue to work effectively as part of the multi-agency disciplinary response to families in difficulties across Bath and North East Somerset.

- Enable the Music Service to adapt to the reduction in funding and move towards trading directly with parents (instead of schools). This will enlarge our customer base for marketing opportunities and offer a more flexible model of delivery.

4. Finances and Service Impacts

The savings proposals totalling £4.345m set out in Appendix 3 can be summarised as follows:

- Management and service re-structure to remove a range of posts as some service areas reduce in size and scope.

- Further stripping out of education service capacity as schools become more autonomous and responsible for their own operation and improvement.

- Discontinue the current Connexions Service contract and create an integrated, mainly targeted Youth/Young People Service combining Youth and Connexions Services.

- Reduced commissioning of additional services for certain groups of children, young people and families. This aligns with Government announcements in further reductions in the Early Intervention Grant.

- Reduced Children's Centre and Early Years Services leading to a whole-service re-structuring and consideration of new models of service delivery to be fully implemented from April 2015.

- Reduced Family Support Services leading to a redesign of the overall provision of these services.

The service impacts of the changes are set out in the attached impact analysis at Appendix 3.

The following targets have been set for the next three years:

- 2013/14 £0,995m
- 2014/15 £1,163m
- 2015/16 £2,187m

When unavoidable growth is added in for 2013/14 to 2015/16 itemised in Appendix 3 and is mainly associated with contract inflation, pay increments and demographic growth. This means the real savings over the 3 year period will need to be in the region of 9.02% of gross spend (excluding schools).

The proposals to meet the three year targets (including the corporate items) can be categorised as follows:

» Cashable Efficiencies £0.383m
» Additional Income £0.021m
» Reduced Service Levels £3.941m

Savings proposals totalling **£4.345m** are set out in Appendix 3

5. National and local Performance Frameworks

There have been significant changes in the national performance regime in the last 18 months. An initial reduction in the national performance framework has been replaced by a number of service specific requirements in Adult Health & Social Care and Public Health. National inspection frameworks are anticipated to emerge in the future. National inspection frameworks in Adult and Children's Services (CQC and OFSTED) are continuing.

Further national performance frameworks are anticipated to emerge in the future. The local government Association (LGA) has introduced a new national Peer Challenge scheme. Most local authorities are expected to participate in this scheme which replaces the Audit Commission's Corporate Peer Assessment (CPA). This will allow local authorities to identify their own strengths and areas for improvement. It is anticipated that Bath & North East Somerset Council will undergo a peer assessment in 2013.

The Council has developed a new performance framework which meets service specific national requirements and also provides local performance information to support effective decision making. This incorporates value for money (VFM) and benchmarking where information is available and a corporate VFM judgement continues to form part of the annual audit of accounts.

Currently, it is not possible for councils to compare their relative overall performance as this information is now not gathered nationally. However, continuing local monitoring indicates that levels of performance have been broadly sustained and we are currently reviewing how we can actively demonstrate this using new LGA mechanisms.

6. Workforce Planning

Workforce planning, as part of a broader Organisational Development, will remain critical during the course of this medium term plan as the Council reshapes to meet the financial challenges alongside the expectations of local communities
The aim must be to develop an agile workforce in terms of numbers, skill and competence that can be 'flexed' to meet changing needs. Each division in the department will be considering future organisational models and service plans for the next and subsequent years will be identifying workforce issues that will inform the development of the Council's on-going Organisational Workforce Development plan.

Over the next 3 years, there will be a reduction in overall staffing levels across the People & Communities (Children's Services) Department of around 34 FTE posts. A range of measures utilising the Council's Organisational Change Policy & Procedures will be deployed to minimise job loss and compulsory redundancy. Forward planning, together with sound staff and union consultation will help to mitigate the potential impacts. The potential impacts on staff morale, wellbeing and motivation will need to be considered, given both the Council's financial decisions and the more general economic climate in the country.

7. Longer Term Options – Years 4 to 10

The longer term solutions are more speculative and will in part be driven by the wider agenda for local government, city regions, Local Enterprise Partnerships, demand pressures on social care (with an aging population), climate change issues but also perhaps the growth and economic prosperity opportunities arising from an expanding population.

The proposed changes in the next 3 years are radical and will set the agenda for some years to come. Public expenditure reductions will also continue for some years to come. The slow recovery of the economy and public sector finances at a national level is a major concern and threat to local government.

The Council's role as an enabler and community leader is crucial so that local people have access to the right services is central to the changes described here. The changes in schools and health and social care alone will radically take this agenda forward over the next 3 years.

The fundamental issue remains the funding of social care. The increasing demands and associated costs are linked to the demographic change affecting all Councils as people are living longer and the population of people in care continues to grow. This runs the risk of making Council budgets unviable if a new approach and national funding system is not introduced. Councils will not be able to support their other priorities in the medium term if this issue remains unresolved.

A link to a report showing the potential effect of social care funding in the medium term is provided below – just after list of appendices. The analysis has been provided by the Local Government Association.

Approval of this plan

This plan is to be considered by the Early Years, Children & Youth Policy Development & Scrutiny Panel in November 2011.

The Portfolio holder for People & Communities (Children's Services) will then review it again so that any changes will be incorporated into a final version of the plan for approval alongside the overall budget in February 2013.

Appendices

Appendix 1	Children's Services Headline Numbers 2011/12- 2017/18
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More information about:
The Change Programme, the existing Sustainable Community /Strategy and Corporate Plan can be found on the Council's web site www.bathnes.gov.uk/

The Local Government Association has analysed the impact of the problem with social care funding and increased demand. This has a fundamental impact on the viability of council budgets beyond 2015/16. A link to this report is enclosed below:

http://www.local.gov.uk/web/guest/publications/-/journal_content/56/10171/3626323/PUBLICATION-TEMPLATE

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Children's Service Department - Analysis of Headline Numbers **APPENDIX 1**

Appendix 1. Analysis of headline numbers

	2011-12 Actuals		2012-13 Budget			2013-14 Budget						2014-15 Budget						2015-16 Budget						
	Gross £m	Net £m	Gross £m	Net £m	Staff FTEs	Pressures £'000	Savings £'000	Gross £m	Net £m	FTE changes	Staff FTEs	Pressures £'000	Savings £'000	Gross £m	Net £m	FTE changes	Staff FTEs	Pressures £'000	Savings £'000	Gross £'000	Net £'000	FTE changes	Staff FTEs	
Children, Young People and Families	14.24	11.503	23.452	22.263	132.58	350	-122	23.680	22.491	-0.50	132.08	340	-55	23.965	22.776	0.00	132.08	350	-97	24.218	23.029	-1.00	131.08	
Learning and Inclusion	23.283	17.223	10.761	8.516	207.78	45	-443	10.363	8.118	-6.97	200.81	45	-365	10.043	7.798	-5.00	195.81	45	-1,986	8.102	5.857	-32.00	163.81	
Health, Commissioning and Strategy	16.431	-87.398	13.961	-111.833	70.28	268	-430	13.799	-111.995	-2.15	68.13	11	-743	13.067	-112.727	-9.42	58.71	29	-104	12.992	-112.802	-1.13	57.58	
Schools	86.317	76.936	100.748	100.748	0	0	0	100.748	100.748	0.00	0.00	0	0	100.748	100.748	0.00	0.00	0	0	100.748	100.748	0	0.00	
TOTAL	**140.271**	**18.264**	**148.922**	**19.694**	**410.64**	**663**	**-995**	**148.590**	**19.362**	**-9.62**	**401.02**	**396**	**-1,163**	**147.823**	**18.595**	**-14.42**	**386.60**	**424**	**-2,187**	**146.060**	**16.832**	**-34.13**	**352.47**	
							-2.07%						-2.41%						-4.54%					-9.02%

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Draft Capital Programme - 2013/14 - 2017/18

Project Title	Costs 2013/14 £'000	Costs 2014/15 Onwards £'000	Costs 5 Year Total £'000	Funding Borrowing / Capital Receipts £'000	Funding Grants / External Funding £'000	Funding RIF / Development Funding £'000	Comments
People & Communities							
Children's Services							
Full Approval							
Ralph Allen ALC	52	-	52	-	52		
St Gregorys, St Marks 6th Form	1,050	-	1,050	1,050	-		
Provisional Approval							
Schools Capital Maintenance Programme	2,403	-	2,403	-	2,403		Detailed project plan required & confirmation of grant funding
Schools Basic Need Schemes	1,564	-	1,564	-	1,564		Detailed project plan required & confirmation of grant funding
Schools Devolved Capital	402	-	402	-	402		Detailed project plan required & confirmation of grant funding
New/Emerging Schemes							
Short Breaks for Disabled Children	72	-	72	-	72		Detailed project plan & confirmation of grant funding required
School Energy Invest to Save Fund	790	-	790	500	290		Business Case & detailed project plan required
MOD Sites - School Provision		-		-	-		Detailed project plan required
Sub Total - Children's Services	**6,333**	**-**	**6,333**	**1,550**	**4,783**	**-**	
Adult & Housing Services							
Full Approval							
Supported Housing Development	77	-	77	-	77		
Provisional Approval							
Disabled Facilities Grant	1,000	4,000	5000	-	5,000		2013/14 proposed for full approval - detailed project plan required annually for 2014/15 onwards
Affordable Housing	700	-	700	700	-		Business Case & detailed project plan required
Gypsy & Traveller Sites	775	775	1550	1,550	-		Business Case & detailed project plan required
Sub Total - Adult & Housing Services	**2,552**	**4,775**	**7,327**	**2,250**	**5,077**	**-**	
Grand Total	**8,885**	**4,775**	**13,660**	**3,800**	**9,860**	**0**	

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MEDIUM TERM SERVICE & RESOURCE PLAN – SERVICE IMPACT STATEMENT – ASHLEY AYRE – CHILDREN'S

Growth and Saving Items

1. PROPOSED REDUCTIONS TO BALANCE BUDGETS

(A) Change Programme Savings

<table>
<tr><th>2013-14 Saving £000</th><th>2014-15 Saving £000</th><th>2015-16 Saving £000</th><th>Risk to Delivery</th><th>Impact on staff</th><th>Impact on Assets and Property</th></tr>
<tr><td>20</td><td>28</td><td>4</td><td>M</td><td>1.7fte</td><td>None</td></tr>
<tr><th colspan="2">How saving to be achieved</th><th colspan="2">Impact to Service Delivery</th><th colspan="2">Additional Information (Inc. PDSP Feedback)</th></tr>
<tr><td colspan="2">Savings identified from the customer services workstream which looks at redesigning the customer pathway making better use of IT systems and implementing streamlined processes (including family information)</td><td colspan="2">Yet to be determined. Service will transfer work to the Customer Service equivalent to this reduction. Savings will need to be made available to the School Forum as partly DSG funded</td><td colspan="2"></td></tr>
<tr><th>2013-14 Saving £000</th><th>2014-15 Saving £000</th><th>2015-16 Saving £000</th><th>Risk to Delivery</th><th>Impact on staff</th><th>Impact on Assets and Property</th></tr>
<tr><td>31</td><td></td><td></td><td>M</td><td>1.5 fte</td><td>None</td></tr>
<tr><th colspan="2">How saving to be achieved</th><th colspan="2">Impact to Service Delivery</th><th colspan="2">Additional Information (Inc. PDSP Feedback)</th></tr>
<tr><td colspan="2">P2P Efficiency savings</td><td colspan="2">Restructure of administration in relation to Invoice payment and purchase orders</td><td colspan="2"></td></tr>
<tr><td>51</td><td>28</td><td>4</td><td colspan="3">Sub Total – Change Programme Savings</td></tr>
</table>

(B) Other Cashable Efficiency Savings

2013-14 Saving £000	2014-15 Saving £000	2015-16 Saving £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
200		100	L	3/4fte	None
How saving to be achieved		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Management restructure. Deletes 1 x Divisional Director post, 1 x Service Manager and 1 x Team Manager post from 1 April 2013		Leaves four Divisional Directors to lead the re-structured Department across 2013-15. Merges a number of management posts across these services.			
200	**0**	**100**	**Sub Total – Other Cashable Efficiency Savings**		

(C) Additional Income

2013-14 Saving £000	2014-15 Saving £000	2015-16 Saving £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
16	5		L	none	None
How saving to be achieved		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Growth in sales of childcare vouchers					
16	**5**	**0**	**Sub Total – Additional Income**		

(D) Reduced Service Levels

2013-14 Saving £000	2014-15 Saving £000	2015-16 Saving £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
35	65	0	M	1.77 FTE	N/A
How saving to be achieved		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
School Improvement and Achievement Services Further re-structuring of our support to schools and consequential restructuring of administrative support		Following a 30% (£373k) reduction over 2011-12 and 2012-13 and the move towards more commissioned support for schools, further reductions will have a significant impact on our ability to deliver our statutory duties of promoting school improvement and challenging underperformance. This saving would require whole team restructure and realignment of responsibility with some tasks moved to managers. This would reduce our advisory work in schools to only those schools identified as failing or likely to fail and remove early advice/support. This further shifts the balance to commissioned support. The LA will hold further discussions with schools about the respective roles and responsibilities for school improvement.			

2013-14 Saving £000	**2014-15 Saving £000**	**2015-16 Saving £000**	**Risk to Delivery**	**Impact on staff**	**Impact on Assets and Property**
30	30	0	13/14 = L 14/15 = H	1 FTE	None
How saving to be achieved		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Children Missing Education Service In 13/14 cease remaining activity to secondary schools. In 14/15 £26k reduction plus income target of £4k		Service reductions 2012/13 to a Primary only and prosecution (on behalf of schools in most extreme cases) service. This will reduce support for schools to achieve high levels of attendance and pupil tracking of more vulnerable children, where they are removed from a school roll or where no school place is immediately available. Further reduction of 1 FTE, limiting service to statutory work and little preventative work on behalf of schools. This could result in a higher level of absence, which could impact on attainment, more schools categorised as having increasing levels of persistent absence and adverse inspection (Ofsted) outcomes.		NB as Primary schools become academies funds must be delegated to them, reducing central funds.	

2013-14 Saving £000	**2014-15 Saving £000**	**2015-16 Saving £000**	**Risk to Delivery**	**Impact on staff**	**Impact on Assets and Property**
30			L	0.5	
How saving to be achieved		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Restructure Educational Psychology Service to undertake only statutory work		Restructure of the Educational Psychology service as part of the People			

	and Communities restructure. Move to Statutory work only related to pupils with statements. Schools could commission work from this service (generating income to provide more capacity) or from other providers.	

2013-14 Saving £000	2014-15 Saving £000	2015-16 Saving £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
20	37		M	3 FTE posts	None

How saving to be achieved	Impact to Service Delivery	Additional Information (Inc. PDSP Feedback)
Inclusion Support Service restructure of administrative support	Restructure of the Inclusion support service as part of the People and Communities restructure to remove posts. Impact on workload and efficiency of the wider team.	

2013-14 Saving £000	2014-15 Saving £000	2015-16 Saving £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
13			L	-0.2 FTE (25%)	N/A

How saving to be achieved	Impact to Service Delivery	Additional Information (Inc. PDSP Feedback)
Post 16 Education Training and NEET Reduce staff FTE working on raising participation	Majority of funding directly on projects for more vulnerable 16-19 year olds. Reduction in staffing (currently 0.8fte) would mean reduced capacity to support raising the participation age and to work with young people Not in Education Employment or Training. (NEET).	

2013-14 Saving £000	2014-15 Saving £000	2015-16 Saving £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
17			L	nil	nil

How saving to be achieved	Impact to Service Delivery	Additional Information (Inc. PDSP Feedback)
Post 16 Education, Training and NEET Reduce commissioning spend	Reduced capacity to commission work to reduce the numbers of young people Not in Education Employment or Training. (NEET).	

2013-14 Saving £000	2014-15 Saving £000	2015-16 Saving £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
	480		M/H	7 FTE	N/A

How saving to be achieved	Impact to Service Delivery	Additional Information (Inc. PDSP Feedback)
Connexions – Discontinuation of current form of service	Connexions Service would be merged with Youth Service to provide focused provision for 16-25 yr olds. The new combined service would be a mainly targeted service working with referred vulnerable young people. Connexions contract with Learning Partnership West to be terminated as our statutory duties are reduced and remaining statutory duties (such as Section 139A Assessments for Young People with LDD and monitoring and support for most vulnerable young people likely to become NEET) brought in-house. LA would have to meet redundancy and pension costs. Youth work to continue the move to increased targeted services. Work in rural areas where deprivation is lower (although there are issues of transport	

	and accessibility) would cease or be much reduced. Reduced number of sessions that centres would be open with less access for non-referred young people as part of sessions for referred young people.	

2013-14 Saving £000	2014-15 Saving £000	2015-16 Saving £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
	60		M	0	
How saving to be achieved		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Schools Capital and Reorganisation Team Reallocation of costs to capital programme		The savings from capital team will result in less resources be available through the capital programme for maintenance and improvement in schools. Some officers of the team may be charged to the capital programme. This will have a limited impact upon the number of projects undertaken.			

2013-14 Saving £000	2014-15 Saving £000	2015-16 Saving £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
178	175		L	0.5 FTE internal. Not known how many posts lost in voluntary sector.	n/s
How saving to be achieved		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Reductions in commissioned services. (i) 2013-14 Removes additional funds to commission extra CAMHS type services and cuts		(i) 2013-14 Impact will be small. Most significant will be SARI. We are retaining one key support service for BME, CYP.			

spend on IT Software Licences. Reduces lower priority elements of service such as Contact Centre (private law cases) and Relate. Reduces spend on BME/Equalities advice, CYP services and requires providers to make efficiency savings. (ii) 2014-15 Reduces funding available for a range of additional /complementary services for a range of groups: Anti-bullying; Family Support (Southside); Play Rangers; Short Breaks (CYP with disabilities); CYP Participation and commissioning capacity.	(ii) 2014-15 Significant impact in that the range of commissioned additional services and opportunities for vulnerable groups will be reduced. Core services will continue but there will be fewer opportunities available which add to the quality of life for some children, young people and their families/carers. Some children may well require support from the more 'acute' section of the care pathway. These reductions terminate a few of the contracts for short break services. The reduction in the number of contract means we have included a reduction in commissioner time.	

2013-14 Saving £000	2014-15 Saving £000	2015-16 Saving £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
20				None	None

How saving to be achieved	Impact to Service Delivery	Additional Information (Inc. PDSP Feedback)
Skills and Employment	Will remove the ability of the service to commission up to date labour marker information and data.	

2013-14 Saving £000	2014-15 Saving £000	2015-16 Saving £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
		100	M	4 FTE	

How saving to be achieved	Impact to Service Delivery	Additional Information (Inc. PDSP Feedback)
Reduce Youth Service to a mainly targeted service	Reduction of the Youth Service to a mainly targeted service working with support for referred young people would reduce access for vulnerable young	

	people below the threshold for support. Work in rural areas where deprivation is lower would cease or be much reduced, adversely affecting those without access to transport. Less support would be available to the Third Sector, risking a reduction in both quantity and quality of non-Council provided Youth Services. See Connexions – page 6	

2013-14 Saving £000	2014-15 Saving £000	2015-16 Saving £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
273	228	1836	M	30 FTE & 2 FTE (modern apprentice)	

How saving to be achieved	Impact to Service Delivery	Additional Information (Inc. PDSP Feedback)
Whole service re-organisation of Children's Centre and Early Years Services with work starting in January 2013 to achieve complete re-structure and consideration of different models of service delivery to be fully implemented by April 2015. In 2013-14 and 2014-15 a number of service areas and commissioned services will be reduced or stopped. These will be in addition to those commissions being reduced by the Children's Commissioning Team.	Complete re-structuring of services to move to a wholly targeted model. Children's Centres will cease all Council-funded 'universal' access services with services targeted upon the most vulnerable/deprived children and families. Teaching advice and support to Private and Voluntary providers will be reduced to respond only to adverse Ofsted Inspections, this will adversely affect sector quality. Play, support and family support activities will be reduced (these are provided by	

		voluntary organisations). Children's Centre budgets will be reduced by between 40-50%, this will be dependent upon the configuration of new service levels. Early Years Service contributions to specialist services e.g. breastfeeding, speech and language and post-natal parent/child attachment will cease. The Children's Centres also provide an increasing community focus and access point and a move to targeted service and partial opening will affect this aspect of work.			
2013-14 Saving £000	**2014-15 Saving £000**	**2015-16 Saving £000**	**Risk to Delivery**	**Impact on staff**	**Impact on Assets and Property**
		25	M	1 fte	
How saving to be achieved		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Management restructure in children's services will merge responsibilities at tier 3 and reduce management costs.		Council funding for YOS is only £261,000 out of a total budget of £700,000 with Youth Justice Board grant and other partners contributing two thirds of funding. Therefore reductions risk partnership arrangements.			
2013-14 Saving £000	**2014-15 Saving £000**	**2015-16 Saving £000**	**Risk to Delivery**	**Impact on staff**	**Impact on Assets and Property**
		50	M	Increased charges not reduced Staffing as staffing directly relates to music provision	
How saving to be achieved		**Impact to Service Delivery**		**Additional Information (Inc. PDSP**	

				Feedback)	
Music service		Net cost to Council has been reduced to minimal level £50K after Government Grant. This funding leverages in national grant of £750k per annum for Bath NES to be a regional music hub. Removal of Council funding therefore risks loss of grant. Costs to parents would increase impacting adversely on those least able to pay.			
2013-14 Saving £000	**2014-15 Saving £000**	**2015-16 Saving £000**	**Risk to Delivery**	**Impact on staff**	**Impact on Assets and Property**
76	28	37	H	2 fte	
How saving to be achieved		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Safeguarding, Social Care and Family Support Services Review 117 Service and redesign overall provision of Family Support Services with reducing staffing capacity.		This would significantly reduce the Service's capacity to provide targeted services to prevent family breakdown (in accordance with its statutory duties under section 17 Children Act 1989). This would impact upon the Service's ability to divert children and young people age 11-16 years from care, and would inevitably lead to an increased demand for care placements and budgets----on average care placements cost £20k- £40k per annum.			
2013-14 Saving £000	**2014-15 Saving £000**	**2015-16 Saving £000**	**Risk to Delivery**	**Impact on staff**	**Impact on Assets and Property**
36	27	35	H	4fte	
How saving to be achieved		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	

Family Support. Review Specialist Child and Family Support Service and redesign overall provision of family support services with reduced staffing capacity.		This would significantly reduce the Service's capacity to provide targeted services to prevent family breakdown (in accordance with its statutory duties under section 17 Children Act 1989). This would impact upon the Service's ability to divert children aged 5-11 years from care, and would inevitably lead to an increased demand for care placements and budgets----on average care placements cost £20k- £40k per annum.			
728	**1,130**	**2,083**	**Sub Total – Reduced Service Levels**		

(E) Discontinued Services

2013-14 Saving £000	**2014-15 Saving £000**	**2015-16 Saving £000**	**Risk to Delivery**	**Impact on staff**	**Impact on Assets and Property**
How saving to be achieved		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
0	**0**	**0**	**Sub Total – Discontinued Services**		
995	**1,163**	**2,187**	**TOTAL SAVINGS**		

2. PROPOSED Growth (Including Inflation)

(A) General (Including Inflation)

2013-14 Growth £000	**2014-15 Growth £000**	**2015-16 Growth £000**	**Risk to Delivery**	**Impact on staff**	**Impact on Assets and Property**
146	146	146	L	None	None
Description of Growth (including driver)		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
1% inflation on salary budgets		None			
2013-14 Growth £000	**2014-15 Growth £000**	**2015-16 Growth £000**	**Risk to Delivery**	**Impact on staff**	**Impact on Assets and Property**
78	78	78		None	None
Description of Growth (including driver)		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Increases in allowance paid to B&NES foster carers.		To reflect increases recommended nationally by the Foster carers' network and maintain competitive position.			
2013-14 Growth £000	**2014-15 Growth £000**	**2015-16 Growth £000**	**Risk to Delivery**	**Impact on staff**	**Impact on Assets and Property**
	92	92			
Description of Growth (including driver)		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Contract inflation of 3.5% for Home to School Transport					
224	**316**	**316**	**Sub Total - General**		

(B) New Legislation/Government Initiatives

2013-14 Growth £000	2014-15 Growth £000	2015-16 Growth £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
Description of Growth (including driver)		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Imminent changes in legislation regarding, employment and performance licencing as well as raising the participation age.		Unknown		Impact on service delivery unknown but likely to give service increased responsibilities.	
2013-14 Growth £000	**2014-15 Growth £000**	**2015-16 Growth £000**	**Risk to Delivery**	**Impact on staff**	**Impact on Assets and Property**
				unknown	
Description of Growth (including driver)		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
New SEN and welfare legislation due and this may have an impact on services and the attendant administration service		Unknown			
0	**0**	**0**	**Sub Total – New Legislation / Government Initiatives**		

(C) Increase in Service Volumes

2013-14 Growth £000	2014-15 Growth £000	2015-16 Growth £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
	120	120		None	None
Description of Growth (including driver)		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Increase in demand for placements for children in care.		Anticipating continued increase in numbers in care over the next few years which will be met from a combination of in-house and independently provided placements.			

		For 2013-14 the service has agreed that the sum of £120k is held in reserves to be called upon if the Children in Care population increases and the budget is required. This will allow for some testing of the demographic growth forecasts. However, if this pressure does emerge it will require fully funding in 2014-15 (in addition to the forecast growth identified already).			
2013-14 Growth £000	**2014-15 Growth £000**	**2015-16 Growth £000**	**Risk to Delivery**	**Impact on staff**	**Impact on Assets and Property**
100	50	50			
Description of Growth (including driver)		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Increased numbers of care leavers eligible for services		The number of Young People in care who will move into Care Leaving services is increasing. This growth will provide extra staff support and care package support to the increasing population.			
2013-14 Growth £000	**2014-15 Growth £000**	**2015-16 Growth £000**	**Risk to Delivery**	**Impact on staff**	**Impact on Assets and Property**
239	-110	-92			
Description of Growth (including driver)		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Increase in number of school days to 201 for the financial year 2013/14. The other years school days have yet to be calculated so an assumption is 195 days in 2014/15 and 190 in 2015/16.					
339	**60**	**78**	**Sub Total – Increases in Service Volumes**		

(D) Other

2013-14 Growth £000	2014-15 Growth £000	2015-16 Growth £000	Risk to Delivery	Impact on staff	Impact on Assets and Property
100	20	30		None	None
Description of Growth (including driver)		**Impact to Service Delivery**		**Additional Information (Inc. PDSP Feedback)**	
Increased legal costs as a result of increase in number of care proceedings.		The Care Proceedings work has to be completed and therefore service will overspend if budget is not adjusted. New Court process being implemented (Ryder Review) which will place greater pressure on the service.			
100	**20**	**30**	**Sub Total - Other**		
663	**396**	**424**	**TOTAL GROWTH**		

Bath and North East Somerset JSNA – 2012 – Executive Summary

- **Overview & Trends**
  - **Population**
  - **Mortality and life expectancy**
  - **Disability and Long Term Conditions (LTCs)**
  - **Mental Health**

Background

Increase in population over time (primarily students), 50/50 men women, population just under 180,000 in 2010, and low levels of ethnic diversity

Increase in births (more mothers over 30), expected increases in some young people ranges and older people.

7% have physical disability, 12% sensory impairment, 1% autism, 16% mental health

Assets

- Low rates of long term conditions, and key disorder
- Vaccination rates for people with LTCs are high
- Emergency bed days, smoking levels are low amongst people with Long Term Conditions
- SEN pupils are achieving well
- Prevalence of mental health conditions are generally lower or in line with national rates
- Suicide rates are low

Needs

- Conditions of the heart, cancer, lungs and diseases of the digestive system are the most common forms of death (in line with national)
- Cancer incidence increasing
- High rates of asthma amongst young people
- Excess winter mortality is high, but this is not down to an increase in winter deaths
- Self-harm and depression prevalence high (1000 more depression cases than expected)
- Dementia highlighted as a concern by Healthy Conversation
- BME population identified as at risk of mental health problems

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- **Service Use & Quality**
- **Safeguarding**
- **Carers**

Assets

- Low rates of outpatient attendances, planned & unplanned admissions, low weighted prescribing costs, death rates in RUH low
- 11% of population self-define as a carer, and evidence of carer satisfaction with services
- High user satisfaction with social services
- Over 700 voluntary sector agencies, delivering a wide range of service

Needs

- Ambulance service quality recorded as weak by CQC
- Referrals into children's services increasing, Child Protection Plans increasing (increasing complexity in cases), but may relate to increased awareness following Baby P.
- Year on year increase in adult safeguarding, national evidence of under-reporting and demographic trends suggest this increase will continue
- 11 care institutions measured by CQC have improvement notices (out of 500 within 20 miles of Bath.)
- Evidence of internal pressures across health and care system

Costs

- Older people's social care has low spend compared to comparable areas
- Schools, child welfare and children's service all have low levels of spend.
- Total NHS spend per head is higher than other areas and expenditure has increased by 34% since 06/07
- Adult care costs are comparably high

- **Health Improvement and Protection**
- **Health Determinants**

Assets

- Low rates of infectious diseases
- Lower level admissions for injuries than nationally
- Reducing no. road traffic collisions
- Low no. abortions, increase in contraceptive prescribing
- Child health & immunisation uptake is generally good
- 84% of adults know how much exercise they should be doing, (4% cycle to work, 19% walk)
- No. of adults registered with GP as obese is low.
- High fruit & veg consumption
- Smoking rates are low, 56% would like to quit and evidence of cessation effectiveness
- Rates of alcohol attributable hospital admissions are low compared to other areas but rising
- Illicit drug use is stable and acquisitive crime is low, hospital admissions for CYP substance misuse is also low

Needs

- Chlamydia screening uptake increasing, but lower than national, % positive is lower than national
- Increasing births placing strain on education places,
- Increase in respiratory tract infections in <1 year olds
- Significant GP practice variation in MMR
- Significantly higher rate of overweight amongst children starting school, childhood obesity rate is still increasing – but this is in line with national and regional rates.
- Between 74-90% adults not taking enough exercise – Cost and time main barrier to organised events, driver behaviour & road safety main reasons for not cycling more
- Smoking a significant cause of death and higher in some groups than others
- Alcohol specific admissions in U18s are higher than national, but most admissions still occur in over 25's. For men the highest rate of admissions is in 40-49yr olds.
- Significant crime and disorder impacts of alcohol, and significant determinant of mental health problems
- Proportion of drug users completing treatment low but rising

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- **Social Determinants & Natural Environment**

Assets

- High levels of education achievement, bullying in line with national levels, absence low
- No. benefits claimants and no. NEET are low
- Highly skilled residential workforce
- Overall child poverty levels are low
- Historically low levels of crime an d adult and youth reoffending levels are reducing
- Evidence of untapped social capital
- 53% of those in care feel they have good community connections
- Interventions which boost individual social functioning have been highlighted as an opportunity by the care forum
- Good access to natural environment
- Reducing no. calls with regards environmental issues

Needs

- 1/3 of pupils do not feel their school deals effectively with bullying
- Benefit claimants and NEETs increasing over time, teenage mothers and those with learning difficulties are highly represented.
- Older people and those with mental health conditions likely to be affected by disability benefit changes
- Significant evidence of under-reporting of Domestic Violence (78% victims recorded as women).
- House prices and affordability is a significant challenge and benefit changes will increase pressure. High % of people aged 65+ are residents of nursing and care homes
- Different approaches to social capital required in different areas.
- Poor air quality in some areas which has been linked to poor health outcomes
- Severe weather risk, fuel and utility price increases linked to climate change – 30,000 houses (over 40%) currently improperly insulated.

Data is accurate as provided to JSNA team at 22/03/12

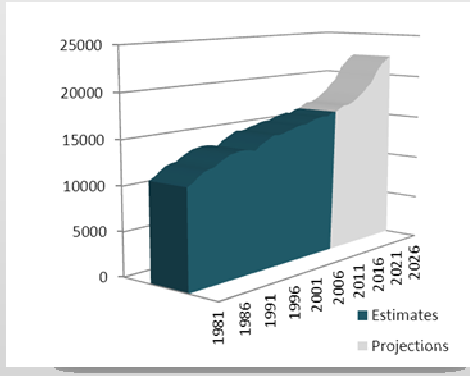
- **Cross-cutting Themes**
  - Complex Families
  - Aging Population
  - People with multiple conditions or needs (co-morbidity)
  - Social and Economic Differences
  - Rural Areas

Complex families

- The Government estimates that there are 220 families in Bath and North East Somerset experiencing a range of needs and who are costing services between £250k and £330k each per year.
- Early work has identified 500 individuals in B&NES who are within a complex family
- There are notable geographical concentrations of these families

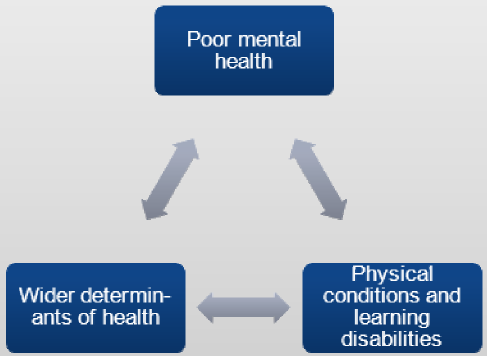
Aging Population

- Increases in life expectancy will change the local population



- 7% of the population 75+ in 1981, increasing to 11% in 2026, (3% - 7%, 80+)
- Changes to disease profile and causes of death. For example, 85% of 85+ have moderate or severe hearing loss. Older people with LTC felt less confident in managing health
- Pressure on care provision (over 4700 elderly carers by 2026) and suitable accommodation (including affordable warmth)
- Strong desire to play more of a role in managing own health, care forum highlights need for activities to support independence

People with multiple conditions or needs (co-morbidity)



- There is a strong relationship between conditions.
- 46% of people with mental health problems have a long term condition and 30% of those with long term conditions have a mental health problem.
- Further relationships with sensory impairment and dementia.
- Higher rates of poverty and unemployment (and at risk of benefits changes) and people with mental health problems considered a particular risk group.
- 80% of homeless people have physical health conditions and 70% have mental health conditions
- Relationship between alcohol misuse and mental health conditions and also with a range of criminal behaviour, both as victims and offenders

Rural Areas

- Certain rural areas have been identified as specifically high risk for fuel poverty and impacts of severe weather
- A number of complex families live in rural areas, and care forum consultation has raised accessing clients in rural areas as a barrier to service provision.
- Rural communities have been identified as possessing a greater than average level of social capital.

Social and Economic Differences

- 20% of the population live in certain communities where there is:
  - Shorter life expectancy, increased prevalence of long-term conditions.
  - Poorer general health, lower breastfeeding levels, higher admissions for self-harm and poisoning
  - Poor dental health, higher rates of smoking and more than four times as likely to be admitted to hospital for alcohol specific conditions.
  - Significant relationship between unemployment, offending and education achievement.
  - Strong relationship between lower levels of social capital and inequality, however small area studies have shown strong willingness to be more involved.

Appendix 5

MEDIUM TERM SERVICE & RESOURCE PLANS – 2013/14 to 2015/2016

FINANCIAL PLANNING ASSUMPTIONS

1. Context – The Financial Challenge

The Council's Budget for 2013/2014 will present a full and detailed Medium Term Service and Resource Plan for the three-year period from 2013/2014 through to 2015/2016. This will enable the Council to take a planned and structured approach to meet the significant financial challenge facing the Council.

2013/2014 represents the third year of financial planning prepared in the context of the Government's Comprehensive Spending Review (CSR) announced in October 2010. This CSR included a deficit reduction programme with 28% cuts to local authority spending spread over the four year period from 2011/2012 to 2014/2015.

However as we approach the next Comprehensive Spending Review in 2013 it is clear that the reductions set out in the previous CSR will not be sufficient to meet the Government targets to reduce the fiscal deficit as, the on-going impact of economic uncertainty both across Europe and indeed worldwide, means the UK economy continues to fall short of previous expectations.

The financial implications for the Council will not be clear until the Provisional Local Government Financial Settlement which is not expected until mid December 2012 and the overall position will be impacted by a range of significant changes affecting local Government Finance as set out below.

- The needs based Formula Grant funding system (the Four Block Model) for local government will come to an end and be replaced a combination of localised Business Rates and (where appropriate) a top up grant to be know as Revenue Support Grant.

- The new Localised Business Rates (National Non Domestic Rates) will provide for the Council to retain 50% of local business rates going forwards to further incentivise growth. The Council will also share in the cost of non-payment, business cessation and NNDR appeals. There will be a safety net where business rates decrease by 10% or more. This system will be reset from time to time to allow an element of rebalancing – the first such reset being scheduled for 2020 or later.

- The new Revenue Support Grant will use a baseline needs assessment for 2013/2014 and will be set broadly at a level to cover the gap between funding need and the initial 50% share of local business rates. The RSG will then be reduced to reflect Government savings requirements from 2013/2014 onwards.

- Responsibility for setting Council Tax Benefit passes to local authorities from 2013/2014 in the form of the new Local Council Tax Support Scheme. At the same time the funding from Government will be reduced by over 10% resulting in a shortfall of around £1.5M, which is proposed to be met from adjustments to the new scheme. The elderly and most vulnerable claimants will be protected.

- Anticipated reforms to the Planning System to provide for full cost recovery did not progress as expected. Some fee increases are being permitted but this falls far short of the levels that had already been factored into budgets for 2012/2013.

- Public health responsibility and related services will pass to the Council from April 2013, together with an appropriate budget transfer from the PCT. It is assumed the grant received will fully cover all related costs of this service.

- The full implementation of planned changes to Government Funding for LEA and Academies through the Local Authority Central Spend Equivalent Grant (LACSEG) will go ahead in 2013/14. Whilst some recognitions of local authority concerns has been made by the Dept. for Education, the Council will still face reductions in funding well in excess of current levels of spending. This will become increasingly challenging as more schools move to become Academies.

- Early years funding for 2 year olds will move from the LEA into the Dedicated Schools Grant which is primarily a technical change however the remaining funding for Early Years within LEA's will be reduced nationally. The exact local implications of this will not be clear until the Settlement is announced.

These issues are reflected within the Medium Term Service and Resource Planning process for 2013/2014 to 2015/2016 to the extent the impacts can be reasonably anticipated.

There are also a range of service specific cost pressures that need to be addressed including impacts of national policy changes. The most significant of these include:

- Rising elderly population placing significant demands on Adult Social Care and Health services.
- Increased demand for Children's care services.
- Contractual inflationary costs particularly for care placements and external service contracts.
- Local impacts of the economic downturn and increasing competition e.g. car parking income.

It should be particularly highlighted that the scale of changes impacting in 2013/2014 makes the financial implications for the Council extremely difficult to predict and the Provisional Local Government Finance Settlement may vary from the assumptions we have made. However taking account of the anticipated reductions in government grant funding and the pressures outlined above suggests that around £30m of budget savings will be required over the period 2013/2014 to 2015/2016.

2. **Summary of Budget approach for 2013/2014 – 2015/2016**

The sound financial management of the Council over the years means it is in a better position than many other councils to face the continuing financial challenges arising as a result of the national economic situation.

The Council Budget currently being developed will cover the period from 2013/14 to 2015/2016, recognising the very difficult financial challenge now facing the whole of the public sector and the increasing need to prioritise resources. The following principles have been used to support this:

- Investing in economic growth
- Keeping Council Tax bills as low as possible
- Making every effort to protect essential frontline services for local people.

There are no longer the available resources to deliver the full range of services that have been provided in the past. New legislation and demographic changes similarly demand clear prioritisation and new approaches. This increasingly means difficult choices.

The development of the Budget has moved away from setting targets and budget top slices based on historic spending, to an approach more focussed on prioritisation supported where appropriate by zero based budgeting. This approach has included: -

- Ensuring only essential cost pressures are taken into consideration, challenging all proposals for inflationary increases and additional spending.
- A continued focus on achieving efficiency savings within and across service areas.
- Maximising savings achieved through the continued development of the Change Programme with projects like Customer Services and Procure to Pay.
- Seeking to increase income from new and existing sources. Developing and investing in a diversified income base to help protect the Council from reductions in Government funding.
- Minimising costs of borrowing utilising Council cash flow balances where appropriate to provide funding for capital projects.
- Exploring opportunities to support Communities to enable them to be more resilient and self-sustaining.
- Making better use of Council Assets, particularly council land and property, to reduce running costs and provide capital receipts.
- *Where Government is cutting its grants to local authorities, or other external sources of funding are being reduced, these savings requirements may need to be passed on to the relevant service.*

The scale of the projected savings required over the next three years, is such that the Council will need to prioritise services and whilst every effort will be made to protect essential frontline services for local people, this will inevitably lead to proposed reductions in service areas which are considered a lower priority.

The proposals put forward in the Medium Term Service and Resource Plans provide for a balanced budget in 2013/2014 and 2014/2015 subject to government funding announcements. 2015/2016 will be significantly dependant upon improvements to the global and national economy and whilst these MTSRP's proposals go some way to addressing the financial challenge in this year, it is likely that further savings will be required.

3. Council Tax

Council tax levels have now been frozen since 2010/2011, supported by Council Tax Support Grants from the Government. These grants are time limited and create a funding pressure when they are discontinued. The Council Tax Support Grant for 2011/12 is payable until 2014/2015, whereas the Council Tax Support Grant for 2012/2013 was a one off grant. Each of these grants was conditional on a Council Tax freeze in the respective financial year.

On 8th October 2012 the Government announced the provision of grant funding to support councils who freeze their Council Tax for next year (2013/2014) at the current level (i.e. a zero increase). The grant is equivalent to a 1% increase in Council Tax (approximately £700K) and has been confirmed as payable for two years at present i.e. for 2013/14 and 2014/15.

This announcement also indicated that Council Tax increases over 2% would trigger the legislative requirements for a local referendum on the proposed Council Tax increase. This is subject to confirmation in the Provisional Local Government Finance Settlement.

The Cabinet currently expect to be in a position to make recommendations on Council Tax levels to Council in February 2013 as part of the 2013/2014 budget setting process.

The figures in this plan assume no increase in Council Tax and the administration will take into account the Government's settlement (grants to local authorities to be announced in December), together with the results of consultation, in deciding the level of Council Tax to be recommended.

4. Government Grants

The Council currently receives approximately £41m in formula grant from the Government which is distributed using a complex needs based formula known as the Four Block Model. This formula includes significant weightings attached to deprivation based indicators across a range of specific service blocks

The Council has historically lost significant funding (around £2.5m per annum) from its formula grant settlement through the application of the damping system or, in layman's language, the protection by Government of other authorities who should be getting less on a needs basis than they currently are. For 2012/2013 the level of damping was £2.3M.

This needs based formula is being replaced from 2013/2014 as part of the Local Government Resource Review. This formula is currently being updated in order to arrive at a baseline funding level for local authorities. This will be used as the starting point for the new system – beyond this point funding needs will only be considered on a periodic basis to reset funding for local authorities. The first such reset will not be until 2020.

The main element of the new system will provide for 50% of Business Rates (National Non Domestic Rates) to be retained locally. This will provide an added incentive to local authorities to stimulate and encourage business growth in their area with 50% of this effectively being retained by the Council. However the Council will also share in the risk of non-payment, business rate appeals and most significantly business closure or failure. A national safety net will be put in place to provide some protection although this will only operate once business rates have reduced by over 10%.

In the case of most councils, including BANES, it will be necessary for the Government to top up the retained business rates to the initial baseline funding level. This will be done by way of a top-up grant to be known as Revenue Support Grant (RSG). As already indicated, once this RSG is set in line with the initial baseline it will not be reassessed every year for changes in need. It will however be reduced each year in line with the reductions the Government wishes to make to local authority funding. It is therefore likely that for many Councils, including BANES, RSG may disappear altogether within the next 10 years.

Given these changes it is therefore very difficult to predict with any degree of certainty the overall level of funding the Council will receive going forwards. Based on the Government's technical consultation on the proposed changes received over the summer period, it is possible to model the potential funding outcomes. Indeed this consultation identified up to a 13% reduction in 2013/2014 although some of this reduction reflected potential changes to the funding for New Homes Bonus. Taking this into account an overall reduction in funding of up to 6% has been assumed for 2013/14 and approximately 5% in each of the years 2014/2015 and 2015/16.

The new arrangements for a localised 50% share of Business Rates provides the potential to produce some additional funding going forwards if new growth is achieved. However it should be recognised that the future planned closure of the MOD Sites will present an initial challenge as these business rates are lost. Based on modelling work a prudent assumption has been made for an initial ½% increase in Business rates income although this is reduced to a neutral position for 2015/2016 to reflect the aforementioned risk.

New Homes Bonus has been assumed to increase in line with experience to date – providing an additional £700K per annum. This income has been assumed to support the Revenue Budget to help minimise the impact of budget reductions on priority frontline services. This income will peak in 2016/2017 as New Homes Bonus is only payable for a 6 year period.

Whilst some small further reductions have been factored into specific service areas within the Medium Term Service and Resource Plans, the assumption for financial planning purposes will be for any further cuts in specific grants to be contained within the relevant service areas.

The Provisional Local Government Finance Settlement expected in mid December 2012 will provide further details of baseline funding allocations for 2013/2014. Future years funding will be dependant upon the outcome of the next Spending Review due in 2013 (CSR2013). The announcements will inevitable vary from the assumptions made above and may potentially require variations to be made to the proposals set out in these Medium Term Service and Resource Plans.

5. Medium Term Service and Resource Plans

The Medium Term Service and Resource Plans cover the financial planning period from 2013/2014 through to 2015/2016 and have been prepared by each service area to reflect the details of the specific proposed savings to ensure the Council is in a position to consider a balanced Budget proposal.

As set out in Section 2, the process was based on prioritisation of savings in order to meet the projected need to find £30M of spending reductions over the next three years.

All proposals are subject to on-going scrutiny and consultation with final proposals being put forward by the Cabinet to the Council in February 2013.

6. Reserves

The budget for the current financial year 2012/2013 provides for the Council's General Fund Balances to be maintained at their risk assessed minimum level of £10.5m. There are no assumptions to change this position going forwards and the risk assessed levels will be reviewed as part of the final Budget proposal in Feb 2013.

A range of Earmarked Reserves are maintained by the Council for specific purposes. The likely commitments against each of these reserves will reviewed as part of the ongoing development of the Budget for 2013/2014.

The Council's reserves position remains relatively strong and will provide some flexibility to support the Budget over the Medium Term Service and Resource Planning period, particularly to facilitate timing and implementation of recurring savings.

Any proposed use of reserves will recognise that they can only be used once, and will take account of the overarching principle of not using reserves to provide support for recurring budget pressures.

7. Pensions

The most recent actuarial review as at 31 March 2010 concluded a number of positive factors which did not require any significant variation in the Council's employers contribution level overall. These factors included:-

- The Avon Pension Fund investments have performed relatively well albeit since that review investments generally have been volatile and affected by poor stock market performance.
- The Government has switched the rate for future pensions increases from the Retail Price Index (RPI) to the historically lower measure of the Consumer Price Index (CPI).
- A national review of public sector pensions schemes is being undertaken by the Government (the Hutton Review).

The outcome of the actuarial review has factored into the Budget plans and whilst no change was provided for in terms of the overall contribution level for the Council, the implications of a reducing workforce may require a further adjustment by the Council to maintain this neutral cash position going forwards.

Work is currently commencing to consider the potential impacts of the next actuarial review due as at 31 March 2013. The implications of this review may lead to changes in contribution rates from 2014/2015. This valuation will take into account the national changes to the Local Government Pension Scheme from 1 April 2014 reflecting changes to employee contribution rates and benefits including a move away from Final Salary to a Career Average scheme.

8. Pay Awards

Discussions are currently taking place nationally between the Employee and Employer representatives regarding the potential pay award offer for 2013.

Provision has been made within the MTSRP for a small increase (1%) in line with previous national government expectations for a public sector pay in 2013/2014. Similar provisions have been made for 2014/15 and 2015/16.

9. Other Assumptions

Some of the other key assumptions being used in the development of the medium term plans include:

- Contractual inflation of 2% has been provided for each year throughout the period where it is deemed essential, except in the case of Adult Social Care costs where the provision for inflation has been set at 1.75%. No further inflation has been provided for general supplies and services.
- Balanced budgets are delivered for 2012/2013 - there is no provision for overspending.
- Interest earnings on the Council's cash balances are based on a 1% return – this will be reviewed in line with the Council's Treasury Management Strategy.

10. The Local Government Finance Settlement 2013/2014

The Provisional Local Government Finance Settlement is now expected in mid-December 2012 following the Government's Autumn Budget Statement, which is scheduled for 5th December 2012.

This Settlement will provide the detailed position for the Council in terms of exactly what Government funding it will receive for the year ahead – 2013/2014. We expect this to include confirmation of the baseline position for the Localised Business Rates scheme, new homes bonus funding, and to also reflect the recently announced 2013/14 Council Tax Freeze Grant provisions

The Settlement should also confirm the limits on Council Tax increases above which a local Council Tax Referendum would be required.

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Funding outlook for councils from 2010/11 to 2019/20:

Preliminary modelling

www.local.gov.uk

Executive summary

Councils were cut earlier and harder than the rest of the public sector as the government began to implement its deficit reduction policy. If the same pattern of cuts to the public spending is replicated in the next Spending Review, councils will not be able to deliver the existing service offer by the end of this decade. Fundamental change is needed to one or both of:

- the way local services are funded and organised
- statutory and citizen expectations of what councils will provide.

The Local Government Association (LGA) has modelled all future sources of council revenue, including grants, local taxes, fees and charges, investment income and reserves drawdown to the end of this decade on assumptions that offset grant cuts against the potential for growth in other revenue sources. Our income forecast is optimistic.

We have also modelled future service spending demand, assuming that efficiencies could make it possible to reduce spending in real terms over the whole decade. Our demand forecasts err on the side of caution.

On these assumptions, our model shows a likely funding gap of £16.5 billion a year by 2019/20, or a 29 per cent shortfall between revenue and spending pressures.

We have also modelled the funding available for individual services within the projected resource constraint. On the assumption that demand in social care and waste are fully-funded, other services face cash cuts of more than 66 per cent by the end of the decade. Assuming that capital financing and concessionary fares are also funded in full, the modelled cash cut for remaining services rises to over 90 per cent.

We need to face up to what that means. Local government is the most efficient part of the public sector and will maintain that record, but efficiency is not enough. Without money and reform, there is no solution. Future sustainability starts with social care funding reform, allowing a genuinely free conversation between councils and local residents about how much tax they want to pay and what services they want to receive in return, and rethinking the structures of local public services as a whole.

Preliminary analysis of the funding outlook for councils

1. Introduction

The LGA has set out to identify the level of service provision that councils could be expected to be able to sustain if their revenue base were to be constrained within the spending levels first set out by the Chancellor in the Autumn Statement in November 2011 and subsequently confirmed in the Budget on 21 March 2012. This paper describes the preliminary model we have constructed.

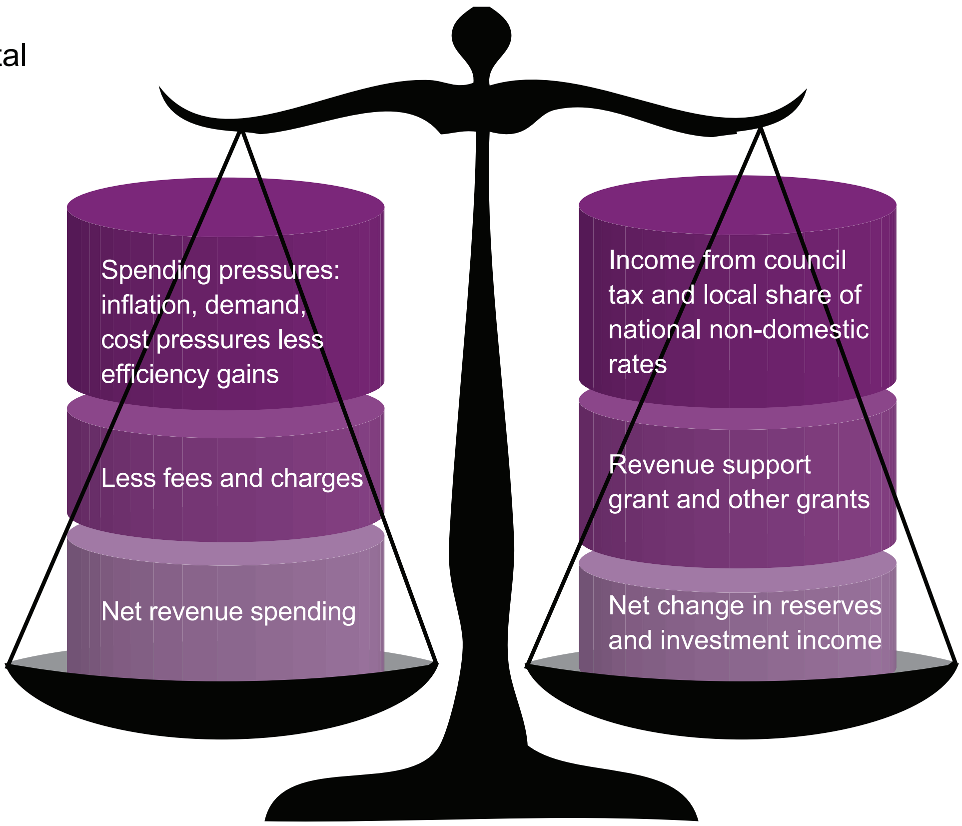
We have sought to present a credible analysis that recognises the reality beneath a headline account of council cuts based on only formula grant and simplistic assumptions about spending pressures.

Our model recognises that total council income rests on a number of sources, including non-negligible changes from year to year in fee income and reserve levels, and that councils are actively taking steps to mitigate cost pressures by reforming the way they deliver services.

Our analysis is built on:

- projections of council tax, national non-domestic rates (NNDR), grant and other income streams over the period 2010/11 to 2019/20
- projections of total annual net revenue spending in nine principal service blocks within council budgets over that same period.

The model works as follows:



2. The path of council income

The model projects the likely path of council revenue, based on a number of assumptions:

- **Council tax:** We have assumed that council tax will be frozen until 2014/15 and will thereafter grow by 2 per cent per year. This may be optimistic.
- **National Non-domestic Rates:** We have assumed future NNDR growth at 3.5 per cent, which assumes 2.9 per cent growth in retail price index (RPI), in line with the Office for Budget Responsibility's (OBR) forecast, and 0.6 per cent of growth above RPI to reflect future growth in the tax base. We have also assumed that councils will retain 50 per cent of total NNDR yield as the "local share" from 2013/14 when the new rates retention scheme comes in and that the share will remain constant throughout the period, in accordance with the intentions published by the Government in May 2012.
- **Government grants:** Detailed information on the Government's plans for grants to local government is not expected to be available until summer 2012. For the purposes of the model, we have derived current levels of grant funding from published sources up to 2012/13. For 2013/14 onwards, we have assumed that the central share will be returned to local government through grants, and that for 2013/14 and 2014/15 other grant will be allocated in line with the total funding for local government set in the 2010 Spending Review. For periods beyond 2014/15, we have assumed that the total funding for local government will be reduced in a broadly similar manner to that set in the 2010 Spending Review, which reflects the future path for Departmental Expenditure Limits set out in the Chancellor's 2012 Budget. Overall, in the 2010 Spending Review, central government funding for local government was cut from £29.7bn in 2010/11 to £24.2bn in 2014/15. The assumption made in the model is that there could be a further reduction in funding to around £17.6bn by 2020.
- **Investment income:** Future investment income is assumed to be responsive to changes in interest rates, although we have not modelled changes to the amount that councils invest. The level of investment income will obviously be linked to future levels of reserves.
- **Transfers to and from reserves:** We have assumed reserves will be drawn down through 2013/14 in line with councils' returns to the Government but gradually rebuilt as the new business rates retention scheme and localisation of council tax support will require authorities to manage an unprecedented level of volatility at the local level. We expect that the effect of these changes will be an inclination to build up reserves as a safeguard.
- **Sales, fees and charges:** We assumed that income from sales, fees and charges would be sensitive to prevailing economic conditions for market-facing services such as parking and planning but that care fees would increase in line with the CPI. Fees and charges are an adjustment to net spending rather than being treated as a revenue item.

The revenue lines are adjusted to remove income attributable to authorities whose spending is not modelled (see section 3).

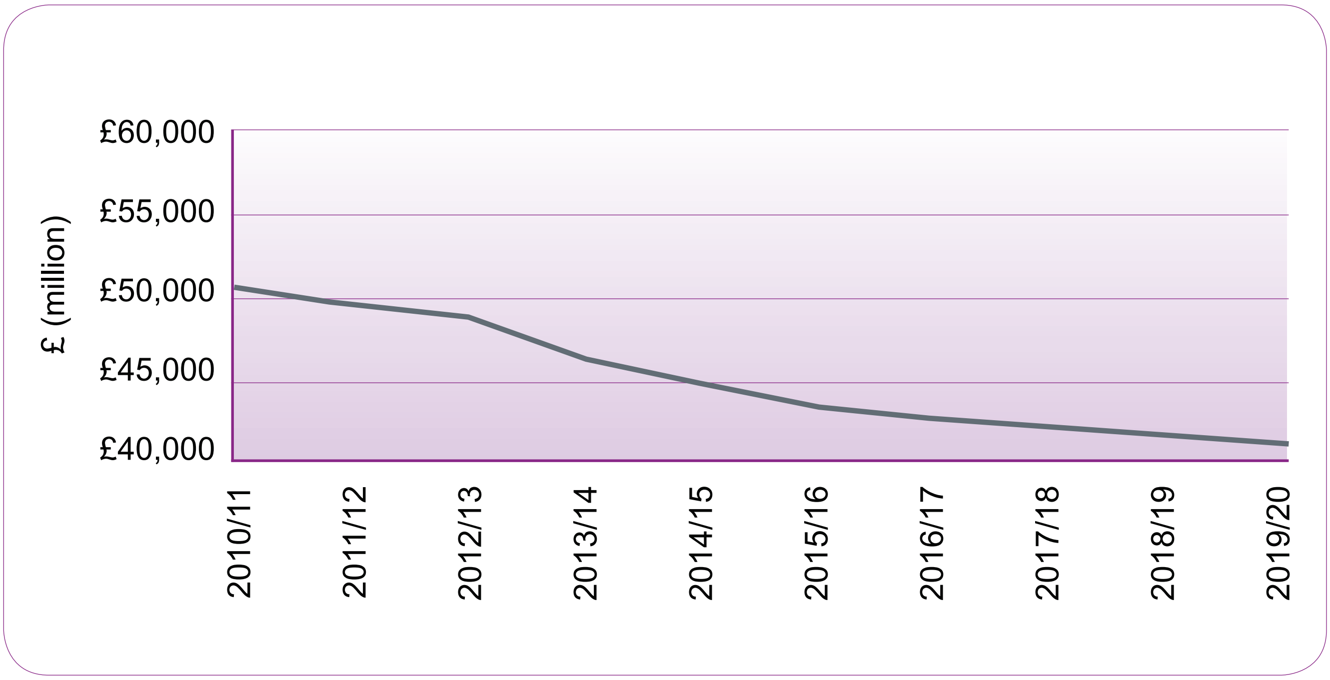
The following graph shows that total council income falls by £9.5 billlion in cash terms between 2010/11 and 2019/20. Over the period, income falls by 19 per cent in cash terms, or 23 per cent in real terms.

It should be noted that the model has not attempted to take account of volatility in income streams, particularly business rates. The model assumes that business rates grow at a uniform pace year-on-year; in reality, it is much more difficult to predict business rates yield from year to year. Some councils that are starting with a smaller tax base may find it a challenge to grow business rates at a rate that will keep pace with their spending pressures. Rates yield can go down as well as up and it is a near-certainty that some councils will face shocks from that source. Under the current system, that volatility has been smoothed out at the national level.

When the new rates retention system comes in to effect in April 2013, councils will have to manage the impacts of changes to their business rates income within their own budgets. The localisation of council tax benefit will also introduce a new source of volatility. The uncertainty is making it very difficult for councils to plan medium term financial strategies and many councils that are in a position to are considering adding to their reserves at levels beyond what has been assumed in this model as a safeguard against future volatility.

More detail on the revenue projections is set out in Annex A.

Chart 1 Projected income



3. The path of council spending

The funding model then projects the path of council spending between 2011/12 and 2019/20 in nine major service blocks:

- education (excluding the Dedicated Schools Grant)
- children's social care
- adult social care
- highways, roads and transport
- housing (not including housing revenue account (HRA) or housing benefit)
- culture, recreation and sport
- environment including waste
- planning and development
- central services.

Spending has been excluded on Fire (as a group of single-service authorities with their own precept), Police (for the same reason, as well as reflecting the likelihood that they will continue to receive differential treatment in the Spending Review and future council tax frameworks), HRA and housing benefit spending (as self- or separately-funded areas), and schools spending funded by the Dedicated Schools Grant and pupil premium. Spending has also been modelled on an assumption that council responsibilities remain unchanged from 2012/13 (so public health, which will transfer with corresponding revenue funding in 2013/14 is not included in this version of the model; nor is the outward transfer of schools support for academies).

For each service area, baseline spending has been set using 2011/12 Revenue Account data (and 2012-13 budget) and projected using the major drivers of cost for those services.

Drivers essentially break down into two categories:

- drivers of unit cost (eg inflation or efficiencies)
- drivers of service usage (eg population change).

The cost of servicing capital financing costs has also been included as an expenditure item and assumed to stay relatively flat throughout the period. This may be an underestimate since borrowing costs can be expected to return to higher levels over the decade. Although the Office for Budget Responsibility does forecast a 1 per cent increase in market gilt rates, higher interest rates will only apply to a small proportion of total local authority borrowing and the resulting cost pressures are not expected to have a material impact on expenditure for councils at a national level.

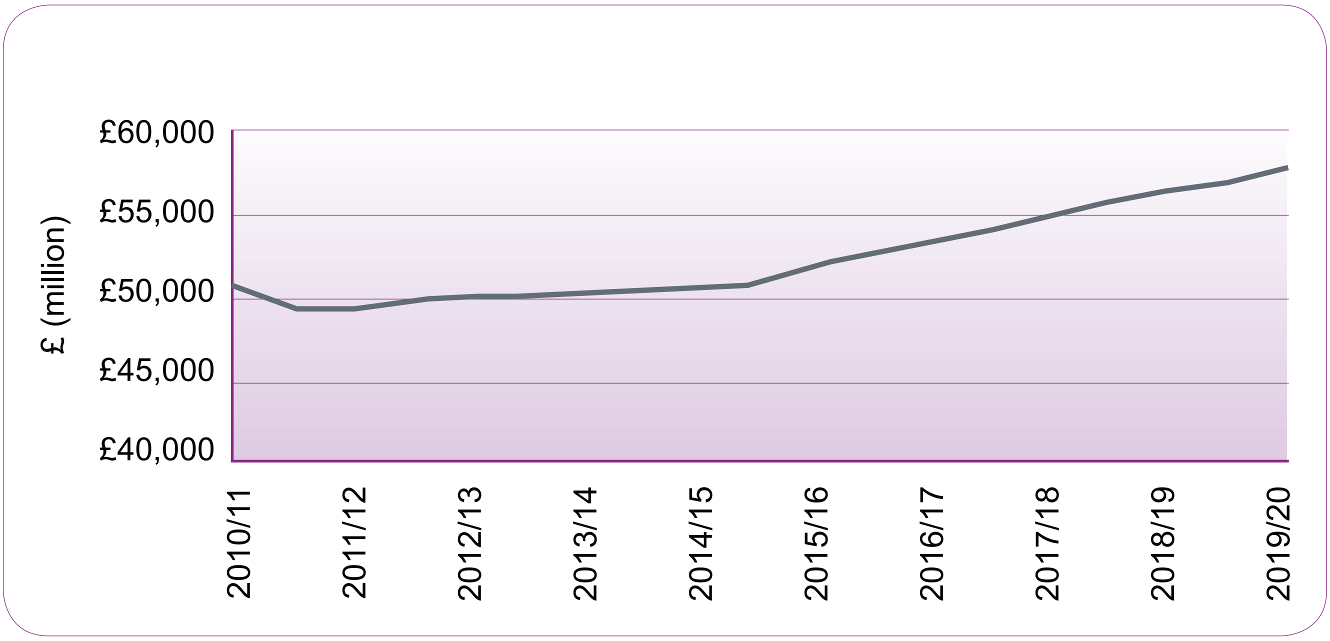
Cost drivers have only been included in the model where credible quantifiable data has been available, which means that in many instances the future expenditure on a service is likely to be higher than the estimate. Councils we have consulted on our figures have been unanimous that our estimates err on the cautious side compared to what they are expecting in their councils, in some cases significantly so. Annex B describes the block-by-block assumptions in more detail. We will be undertaking further work with councils to develop these.

The model also builds in efficiency assumptions. In this version of the model, the assumption is uniform for most services: councils start by achieving 2 per cent annual efficiency savings which tapers to 1 per cent by the end of the period.

It is sensible to assume diminishing returns from efficiency: nearly two-thirds of councils are already engaging in shared service arrangements and over 200,000 jobs have been shed since 2010. More detailed analysis will be required to estimate the scope for further efficiencies in each service block (eg savings from further outsourcing, different models of provision, sharing services, etc.)

The overall result for council spending pressures is shown in the graph below. The model shows that, thanks to assumptions about rising fees and charges and sustained efficiency increases, there is a very modest rise in expenditure demand throughout the period, with total predicted expenditure demand up in cash by only some £7 billion, or 14 per cent, by the end of the decade. This represents a historically-unprecedented real-terms fall of 6 per cent, with real terms cuts in every year for the first half of the decade and annual real increases below 1 per cent in the second. Many will question the plausibility of such a projection of success in containing spending pressures.

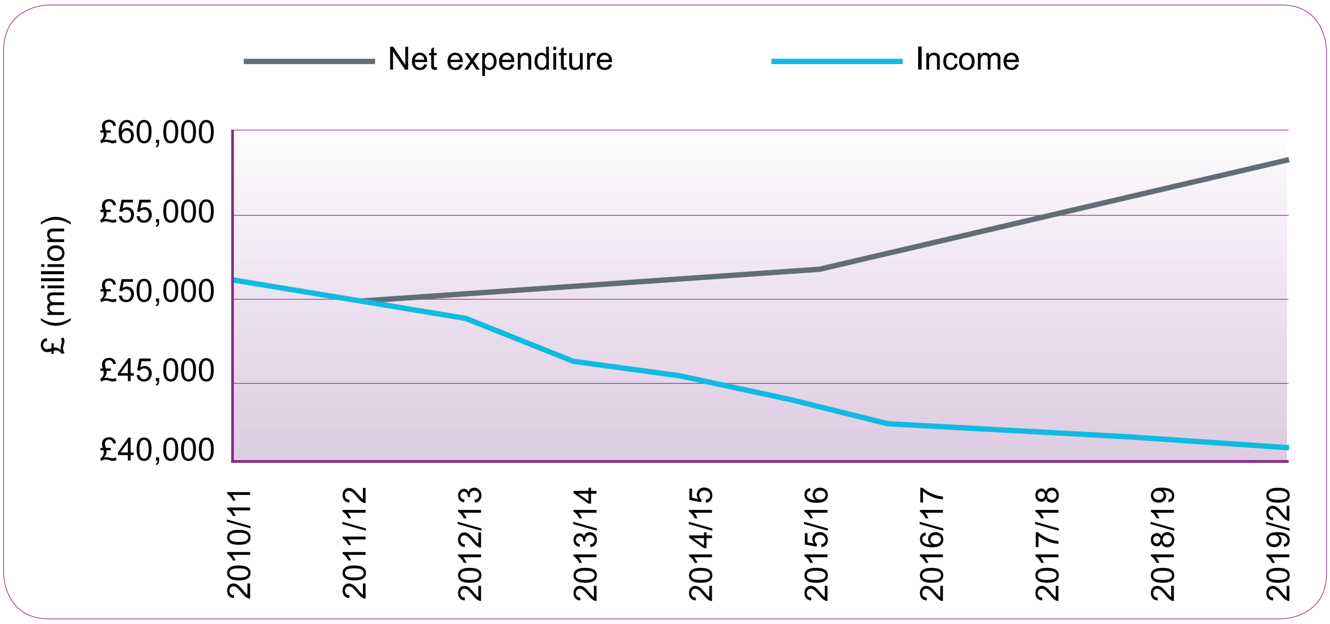
Chart 2 Projected net expenditure



4. Mapping income against spending

Our analysis then balanced projected spending against projected revenue to 2019/20. A gap opens out in 2012/13 and then continues to widen every year through to 2019/20. The overall funding gap starts at about £1.4 billion in 2013/14 in cash and amounts to over £16.5 billion in 2019/20.

Chart 3 Income vs Expenditure



In former times, such an analysis would have begun a conversation with central government about an increased path for grant income. The Government has, however, already made its broad intentions for public expenditure beyond 2015 clear. The question, therefore, is what those intentions mean for services.

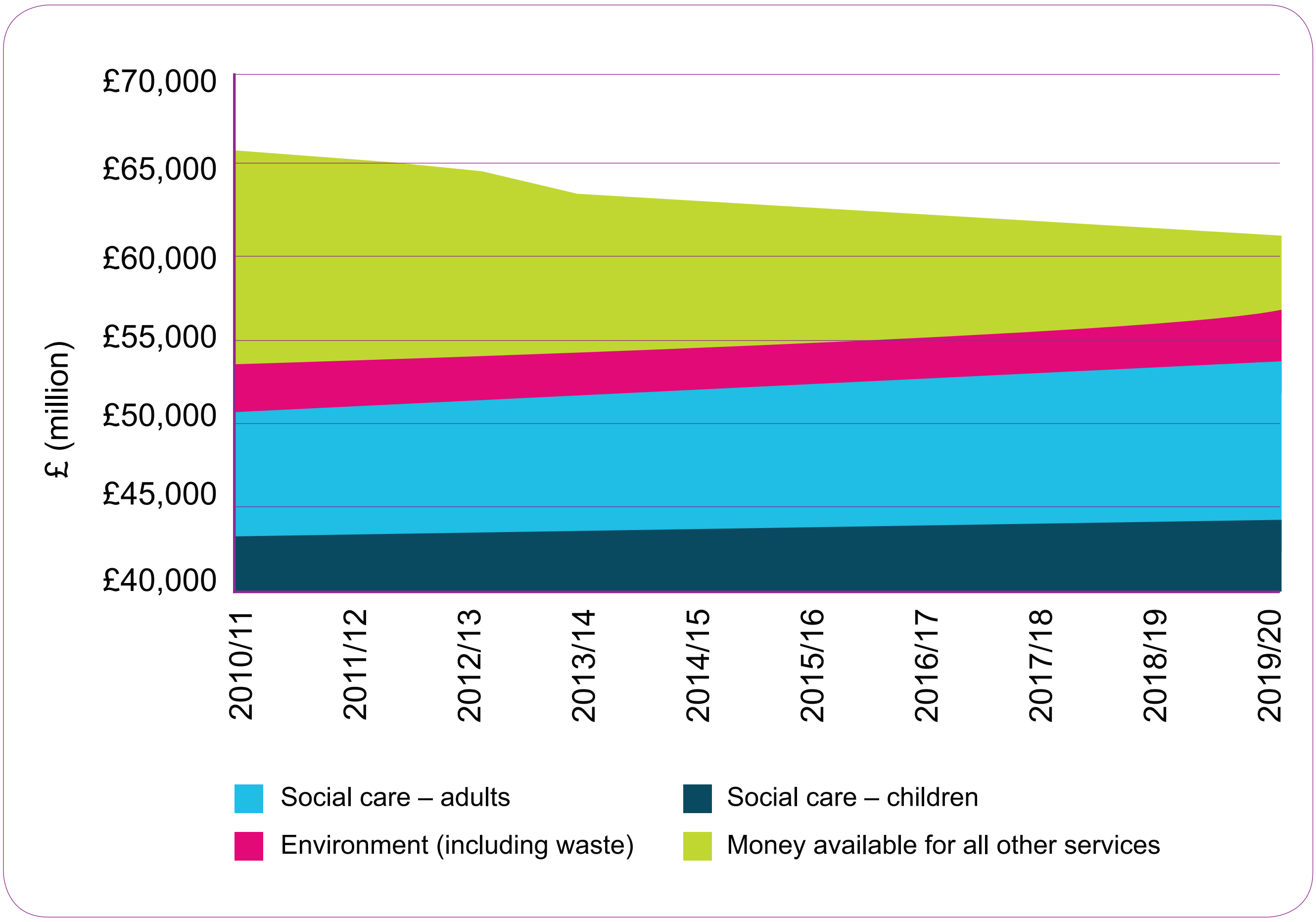
5. Funding for all council services

The model provides an opportunity to test councils' ability to deliver their unavoidable statutory obligations within the available resource envelope.

At this stage, we have made a very simplistic definition of "unavoidable statutory obligations" and deemed it to cover social care and environment/waste only. The model does, however, allow us to approach this in a more sophisticated way and we look forward to doing so.

The result, on this version of the model, is this graph:

Chart 4 Social care and waste spending within the overall funding envelope



With social care and waste spending absorbing a rising proportion of the resources available to councils, funding for other council spending drops by 66 per cent in cash by the end of the decade, from £24.5 billion in 2010/11 to £8.4 billion in 2019/20. This is the equivalent of an 80 per cent real terms cut.

If capital financing costs, worth about £4 billion a year in 2019/20, are also assumed to be an unavoidable cost, the resources available for other services drops to just under £4.4 billion by the end of the period, an 82 per cent cash cut.

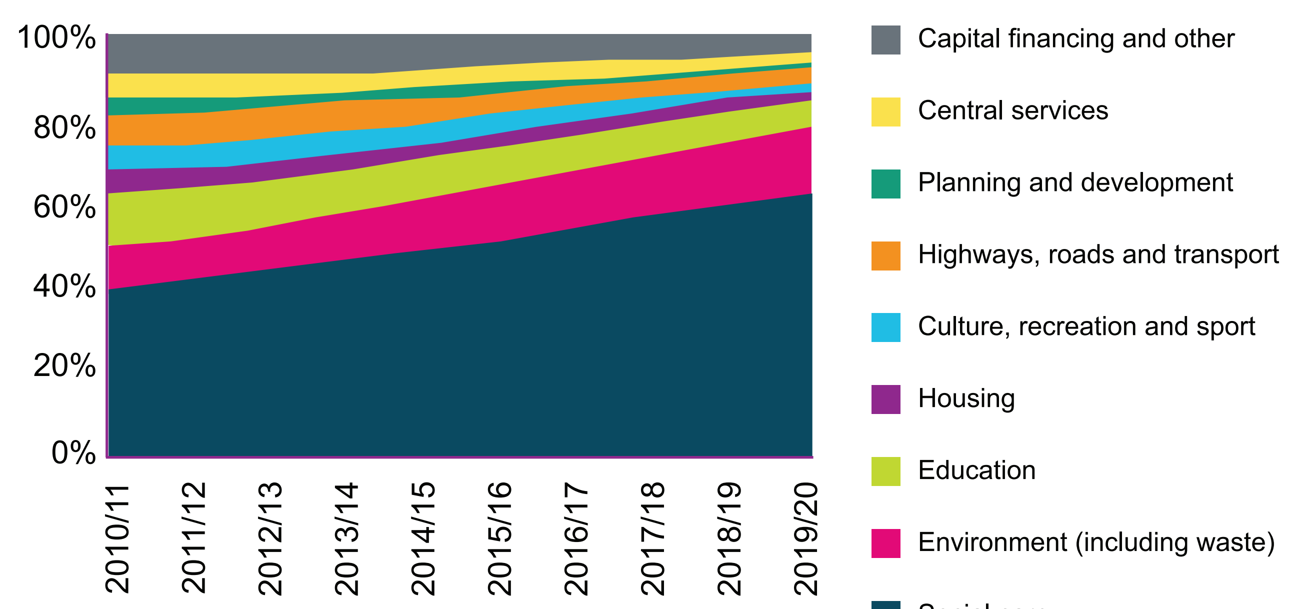
Our projections show that spending on public transportation alone, driven largely by concessionary travel – another largely unavoidable statutory obligation – is likely to amount to about £2 billion by 2019/20.

To fit within the envelope left after social care, waste, concessionary travel, and capital financing costs are taken into account, the spending projections in other service blocks would have to be cut by over 90 per cent in cash terms – which, in real terms, leaves practically no funding for them at all.

Reductions on this scale would be highly likely to leave councils vulnerable to legal challenge. Many of these service blocks have statutory elements which may not necessarily be prescriptive but have already proven to be highly-contested, such as spending on libraries and road maintenance.

It should be noted that the national picture masks a wide variation in the positions of councils within each type; this is particularly true for shire districts and unitary councils. These outliers face a number of risks which are likely to manifest themselves earlier than the end of the decade.

Chart 5 Service spending as proportions of overall budget



We also tested the assertion that sufficient savings can be achieved by sharing back office functions, or cutting senior management posts to avoid the need for frontline service reductions. The following graph shows the budgets available for each service within the modelled revenue constraint. It is clear that, with the best will in the world, cuts to central services spending could not make enough money available to protect frontline services from drastic reductions.

It is also worth considering the impact of 66 per cent cash reductions in service spending on electors and other residents. Even in the starting position, the largest amount of council spending is on the fewest people, as shown in the following charts:

Chart 6 Spending by service area

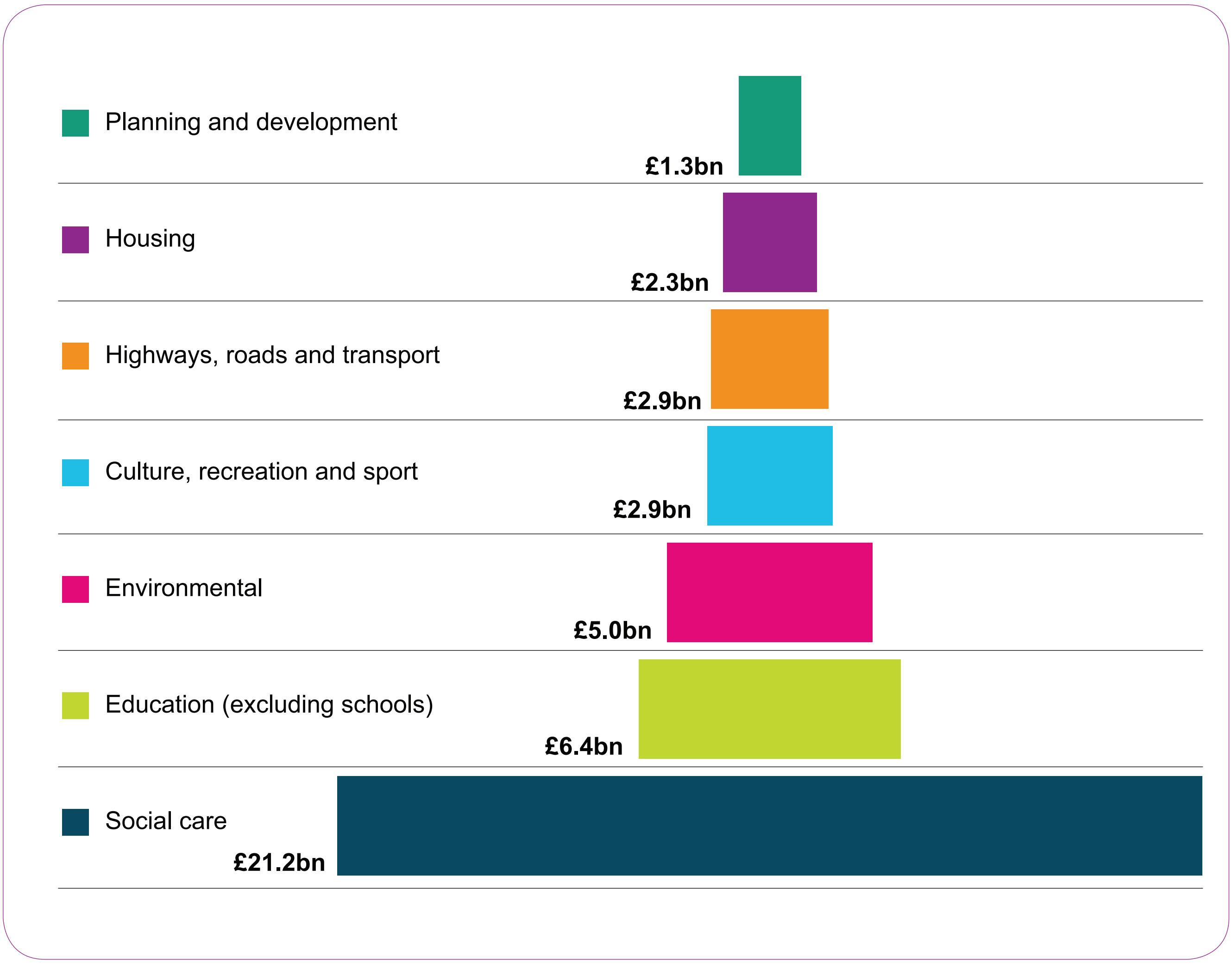
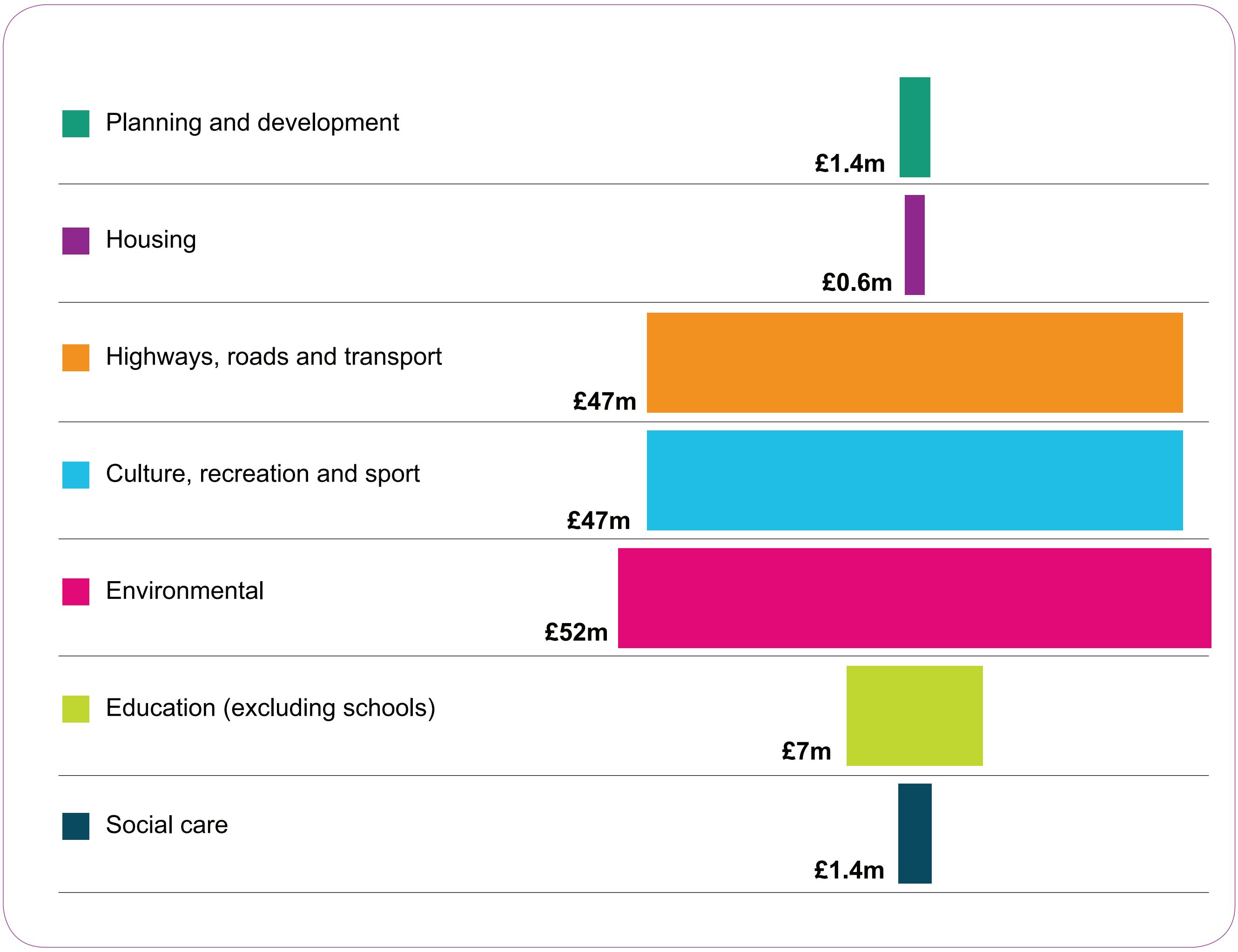


Chart 7 Numbers of service users by service area



It should be noted that chart 7 reflects only the number of care users for whom councils commission or directly provide care, which does not take into account how many people look to their council for support in this area. The majority of those receiving social care actually fund their own care, and councils have important responsibilities for market development and for ensuring the continuity and stability of care for local people. Nevertheless, there is a mismatch between where the bulk of council spending goes and the number of people who access those services. This mismatch risks being even further entrenched given the growth in social care demand that is expected by the end of the decade and beyond.

In the absence of fundamental reform to the way public services are funded and delivered in a local area, it would appear that either the statutory framework or citizen expectations for the mix of services that councils provide or commission will have to change – or, more likely, both. Our funding projections suggest that conflict between statutory duties as they currently stand may be unavoidable, leaving little room for funding of non-statutory services. This may, in turn, require a renegotiation of public expectations of services and central government expectations that councils can continue to deliver national policy outcomes that reflect less austere times. Simply put, the 'business as usual' service offer appears not to be possible for the end of the decade.

6. What does this mean for the future of council services?

This paper has modelled an extremely conservative account of the future spending pressures councils face, and a possible path for future revenue that errs on the optimistic side. All the councils with which we have discussed this work agree in telling us that their demand pressures are more acute than described here. The model shows that, even on that doubly benign scenario, councils will not be able to deliver their existing service offer and that radical change to existing policies for those services will be needed within the next few years.

Decentralising the politically difficult only works for a while

Councils were cut earlier and harder than the rest of the public sector as the government began to implement its deficit reduction policy. They have faced tougher spending cuts than most central government budgets.

It is precisely not the case that councils took the brunt of the cuts because they were perceived to be inefficient or overfunded to start with: indeed, the Prime Minister said that councils were "the most efficient part of the public sector" even as his government cut them harder than Whitehall. However, the government is fortunate that councils, with their greater local and public accountability and democratic immediacy, have shown over many years that they can manage tight budgets and take very difficult decisions. It was Ministers' easiest course to rely on councils to keep on taking those difficult decisions in a way that central government remains unable to.

The financial analysis in this paper shows, however, that the government cannot continue decentralising the politically difficult.

Magnifying the spending protection problem

The difficult choices that councils have already faced and the financial outlook described in this paper are a direct consequence of the Government's decisions about how to allocate public spending in the last Spending Review.

Government grants to councils were cut by 28 per cent while central government's own budgets were only cut by 8 per cent. But many central government budgets faced cuts of far more than 8 per cent. That is because the Spending Review prioritised spending strongly: demand-led budgets such as welfare benefits and interest payments received automatic protection; the NHS and schools were protected in real terms, and overseas aid as a share of GDP. Between them, those budgets account for three-quarters of all public spending, which means that almost the entire pressure of cuts has been brought to bear on the remaining quarter (which includes grants to councils).

What this paper has shown, however, is that council spending itself includes budgets that must be protected. That gears up and magnifies the effect of the spending protection in central government's budgeting. The 66 per cent cash cuts to non-waste, non-care budgets modelled in this paper is a residual of a residual – they are what is left behind after central government's budgets have been prioritised to protect schools and hospitals, pensioners and bondholders, leaving council grants at the bottom of the priority list, and after council budgets have then in turn been prioritised to fund care.

As a result, spending on services such as planning and road maintenance have had to take a bigger hit – a perverse consequence, when one considers that it is councils' ability to invest in the services that help to generate economic growth that is being hampered.

There is no particular logic to this position. It is largely a by-product of how Spending Reviews are run and how the budget lines Ministers consider are labelled. We can speculate that if Ministers had considered future spending using categories based on the service being delivered, rather than on departmental labels, they would not have regarded care of the elderly as being in the lowest-priority bracket and eligible for the highest proportion of cuts.

Efficiency is not enough
Councils have now shed 200,000 jobs in this decade. With two years of the current spending review period still to go, this number will increase significantly before the next Spending Review period. Pay has been frozen for three years in a row in local government, senior salaries are on a downward slope; and local government remains the only part of the public sector that has managed to negotiate a deal with both trade unions and central government to ensure the future stability and affordability of their pension scheme. As this paper shows, the money spent on corporate and back-office functions only came to less than £3 billion at the start of the decade: the cuts to non-care and waste services required by the end of the decade are worth more than five times that.

It is simply the case that the financial outlook for councils will not pay for the services they currently provide by the later years of the decade.

Both central and local government need to face up to what that means.

Councils cannot, unaided, change the legal or institutional framework that dictates their service responsibilities, limits their scope to do things differently, and constrains their revenue base. Councils cannot repeal the statute law that requires care must be provided, library service provision must be comprehensive and efficient, roads must be maintained, equality must be promoted, or – even – that local newspapers must be provided with copies of papers for council meetings. Unlike the Exchequer, councils cannot borrow their way out of trouble or raise new taxes. At present, impact assessments on narrow policy changes are conducted by individual departments without considering the cumulative impact on councils and the demands they place on their funding. Central government and Parliament can no longer delegate their part of the responsibility for making hard choices about local services. The next wave of decision-making will require a more explicit partnership between local and central government.

Options: Reform of adult social care
Future sustainability starts with social care funding reform. The conservative model in this paper makes it clear that care spending will continue to grow strongly while councils' revenues will fall and then stagnate. In fact, the situation is even more challenging for individual councils whose demographic profile is most heavily characterised by an ageing population. We are aware of councils which are modelling social care demand growing at twice the rate of the assumptions in our model.

As the model shows, the financial future of the local government sector is driven by care spending, It will pass 45 per cent of council spending in 2019-20, eating up other budgets as it does so.

We believe that reform must involve a number of components:

- Fairer funding: a fairer funding system with clarity about what the public and the state is expected to contribute towards care costs
- Simplification: a simpler legal framework for care and support to make the system easier to understand and navigate
- Integration: progress on making the right links with health, public health and housing to improve services for the individual and efficiency for the tax payer
- Increased funding: adequate resource for the system and recognition that structural reform and increased funding must go hand in hand

However, as fundamental reform of the system will take some years to legislate for and implement, let alone to take financial effect, the immediate funding issue needs to be urgently addressed. The Treasury has to recognise that it has a strategic misallocation of spending on its hands and correct that with an injection of Exchequer funding into social care to deal with the immediate problem, alongside implementing reforms to reduce long-term public sector costs. Independent analysis by the King's Fund points to a £1.2 billion gap in social care funding by 2014/15. On the scale of Treasury spending decisions, this is modest, a third of 1 per cent of total departmental expenditure limits, and is considerably less than the best estimate of the amount by which the Barnett Formula over-provides for Scottish public spending.

It may seem that transferring responsibility for social care to a better-funded part of government might solve councils' funding problem. But it would not solve the nation's problem and would, we believe, significantly worsen the prospect of keeping spending under control in the long term. If there is one lesson from the last 20 years it is that spending on care has been better controlled, better targeted, and better focussed on the user as a result of local control than it would have been under national management. When care was last nationally funded prior to 1993, the budget was wildly out of control and if there is a problem now it is arguably because councils have managed an underfunded system too well and the lid has consequently remained on for too long.

Local government can act as an integrated commissioner bringing health, housing, transport, leisure, training and other local services to support those with care needs and care providers in a way that no other public body would be able to match. Councils have already demonstrated that they are able to develop dynamic markets with a diversity of care providers to meet care and support needs along the whole spectrum.

We believe that social care reform along the lines that we have proposed can go a long way towards securing councils the headroom they need to maintain their current service offer in future.

Options: local public services should work together better

A number of councils have now gone well beyond shared back offices and brought service delivery together in shared organisations that answer to councillors representing more than one area.

South Oxfordshire and Vale of White Horse district councils created a shared management structure in the last Spending Review period. The West London councils of Hammersmith and Fulham, Westminster and Kensington and Chelsea have developed tri-borough arrangements for social care and public libraries, while East Lindsey and South Holland Districts have an integrated delivery structure for a wide range of services. The Greater Manchester Authorities have established a formal Integrated Authority to deliver economic development and transport services on behalf of the whole conurbation. Such initiatives are already spreading widely – although it would be mistaken to think these measures can do more than make a contribution to the overall need for savings: one recent estimate suggested they might contribute £2 billion, or one-tenth of the reduction in prospect for services apart from care and waste.

Much more significant savings are potentially available from reengineering the local public sector as a whole. The costliest and most intractable public service issues are almost without exception a responsibility shared among a number of local agencies, but those agencies in general share little else: neither budgets, staff, plans, objectives, or customer information. Hospitals spend huge sums of money maintaining elderly patients in acute beds while councils firefight within the care system, while joint arrangements to commission preventive work to keep people out of hospital are rare and riddled with bureaucratic barriers.

Intuitively, bringing more services of this kind together at local level with a collective budget and strategy would save money, both now and in the future, through focussing on reducing demand.

The evidence now available to show how this is possible is growing and improving in quality. The current Whole-Place Community Budget pilots are attempting to set the evidence from their places out in a compelling business case for radical change. Should they succeed, the economic and social arguments for seeking short- and long-term savings from integrating local services and commissioning will be compelling.

At the same time, councils in other places are working with other local public sector organisations to improve their collective effectiveness and efficiency. From the partnerships developing a single caseworker approach to Troubled Families, to the Creative Councils pilots, to the Capital and Asset Pathfinders, further evidence and more developed models of collective working are emerging to feed the business case for whole-place public sector management. Over the coming months, the LGA will be working to bring that, sometimes disparate, body of work together into a coherent picture of what the future local public sector might look like and how it might work.

Options: proper dialogue with residents about the local taxes they pay

A further option to buttress the future financial stability of councils is to give them greater ability to self-fund expenditure through local taxation, agreed and voted on by local residents. This might involve removing the continuing barriers to setting council tax levels without Ministerial interference, a more thoroughgoing localisation of the business rate than is currently on the table, the transfer of a buoyant national tax to local control – many countries have local sales taxes, for example, which could be replicated in this country by hypothecating a proportion of VAT revenue – or allowing councils the discretion to raise their own supplementary local taxes from a predetermined menu of options. Allowing a genuinely free conversation with local residents about how much tax they want to pay and what services they want to receive in return is not only in the close spirit of localism, it is also fully consistent with the government's ambitions not to add further to public borrowing. The importance of this local democratic conversation with taxpayers has been highlighted in the recent work of the House of Commons Political and Constitutional Reform Select Committee on a Code for independent local government, and the LGA is pursuing it in its response to the Committee.

Options: cutting services out, not back
Finally, councils and the government will inevitably need to consider how to frame an effective conversation with electors and other residents about a service offer that is simply reduced from its current level.

The most direct option is to change the law. Parliament could repeal a proportion of councils' 1300 statutory duties and councils would cease to fulfil them. When the Government consulted on a review of councils' statutory duties in March 2011, the exercise proved to be controversial, difficult and painful. It was clear that the public is not ready to consider a significant change in the scope of what they have come to expect from the state. However, if public spending is to be constrained in the next Spending Review on the scale the Government is intending, central government must surely recognise that it will have to undertake a realistic review of the duties of the state.

In line with the government's commitment to transparency and localism, such a review would ensure that accountability rested in the right place: Parliament cannot expect to vote through spending limits that are inconsistent with the laws it itself has made.

A variation on this approach would be to exploit legal ambiguities to stretch the boundaries of what fulfilling a statutory service obligation involves. Councils could work with their communities to develop a shared and reduced set of expectations about what a park should look like or what the condition of a well-maintained road should be. As the latter example illustrates, though, providing "thinner" rather than fewer services carries legal and moral risks, as well as political ones.

Another option, though, is to reduce the scope of what councils do by transferring responsibilities to a better-funded part of government. Services which might be considered for transfer in this way might include regulatory services with a uniform statutory framework such as trading standards or animal welfare: but the sums of money at stake here are very small compared to the scale of the problem.

The need for a debate
Local government is the most efficient part of the public sector and will maintain that record. Its approach to overheads, shared services, senior salaries and procurement put central government's record in the shade.

It is also the most trusted part of government and the place where genuine and lively democratic debate with citizens about the public service offer can best be conducted. But now that the basic statutory service offer can no longer be reconciled with the funding outlook to the end of the decade, we need a debate about how to solve the problem in which local electors and councils, but also Ministers and central government, need to take a full and responsible part.

The last Spending Review decentralised the politically difficult. Over the second half of this decade, the challenge will be to prevent the consequences of that becoming politically impossible for councils and government alike. Without money and reform, there is no solution. We do not believe that this or any government would deliberately choose to do without filling potholes, funding the voluntary sector, commissioning public libraries, or planning for economic development. But planning future spending without planning the changes those spending plans require is to make that choice by inadvertence. The lines on the charts in this paper are the converging train tracks that will carry the most immediate and popular public services into history unless the passengers – government, councils and the voters – draw a new map for organising and funding local public service, and draw it now.

Annex A
Income assumptions

The model projects the likely path of council revenue, based on a number of assumptions:

- **Council tax:** We have assumed that council tax will be frozen until 2014/15 and will thereafter grow by 2 per cent per year. We have also assumed a very modest growth in the tax base of 0.50 per cent a year from 2013/14.
- **Formula grant:** We have used the Revenue Outturn (RO) returns for 2010/11; Revenue Account (RA) returns for 2011/12 and the 2012/13 Department for Communities and Local Government (DCLG) Local Government Finance Settlement for NNDR and revenue support grant (RSG) figures.
- **National Non-Domestic Rates:** The business rates system is set to undergo massive reform in 2013/14 but very little of the operational detail is publicly available. We have tried take into account how the new system is expected to work from the information that is in the public domain, particularly the Statements of Intent released on 17 May 2012. We have assumed future NNDR growth at 3.5 per cent (equivalent to 2.9 per cent in RPI, in line with the OBR's forecast, and 0.6 per cent in growth above RPI to reflect growth in the tax base, which is roughly on trend). To project income from 2013/14 when the new rates retention scheme comes in, we have assumed that councils will retain 50 per cent of total NNDR yield as the "local share" and that the share will remain constant throughout the period as set out in the Statement of intent on central and local shares published by DCLG.
- **Revenue Support Grant and other grants:** Detail on the use of the centrally retained share of business rates income and funding of grants is not yet available, although the Government's Statement of Intent indicated that in future very substantial amounts of grant that are currently funded separately would in future come within the scope of being funded from the business rates central share. More detail is expected to be published for consultation in summer 2012. For the purposes of the model, we have derived current levels of grant funding from published sources, including the DCLG RO returns for 2010/11; RA returns for 2011/12 and the 2012/13 DCLG Local Government Finance Settlement information. For 2013/14 onwards, we have assumed that the central share will be returned to local government through grants, and that for 2013/14 and 2014/15 other grant will be allocated in line with the total funding for local government set in the 2010 Spending Review. For periods beyond 2014/15, we have assumed that the total funding for local government will be reduced in a broadly similar manner to that set in the 2010 Spending Review. For 2015/16 and 2016/17, the trajectory modelled for grant funding is consistent with the assumptions set out in the 2012 Budget Statement on the likely overall level of Resource Expenditure. It is further assumed that, beyond 2016/17, the total level of government funding for local government continues to fall. Overall, in the 2010 Spending Review, central government funding for local government was cut from £29.7 billion in 2010/11 to

£24.2 billion in 2014/15. The assumption made in the model is that there could be a further reduction in funding to around £17.6 billion by 2020

- **Investment income:** We have used the RO returns for 2010/11, RA returns for 2011/12 and thereafter assumed that yield will be responsive to the changes in the market gilt rate, although we have not included any assumptions about changes to the levels of investment.
- **Transfers to and from reserves:** We have used the RO returns for 2010/11, RA returns for 2011/12 and data from DCLG on councils' planned reserves for 2012/13. We have assumed reserves will be drawn down through 2013/14 but gradually rebuilt as the new business rates retention scheme and localisation of council tax support will require authorities to manage an unprecedented level of volatility at the local level. We expect that the effect of these changes will be an inclination to build up reserves as a safeguard.
- **Sales, fees and charges:** The RA data that forms the baseline for this model does not include data on fees and charges, so we used 2010/11 RO data on the proportion of expenditure in service blocks that come from fees and charges and applied these splits to 2011/12 RA data. We assumed that income from sales, fees and charges would be sensitive to prevailing economic conditions and applied a multiplier derived by calculating the difference between consumer price index (CPI) and the output gap to market-facing services. Then we applied the additional income from sales, fees and charges against expenditure rather than income.

The revenue lines are adjusted to remove income attributable to authorities whose spending is not modelled (see section 3).

Annex B
Cost drivers in service areas

This section sets out the primary cost drivers that have been applied to each service area and identifies other factors which are likely to drive costs but which we have not been able to quantify.

Education

- Expenditure excludes services funded by Dedicated Schools Grant, Pupil Premium, and Further Education Funding.
- Inflation and the Office for National Statistics (ONS) projections for child population were applied as cost drivers in the model.
- Child population numbers were used rather than pupil numbers because education-related services that are funded from outside the Dedicated Schools grant have a user base that extends beyond pupils.
- The impact of central government policy decisions such as increased number of academies and knock-on effects of any future changes to the schools funding formula are not reflected in the model.

Children's social care

Inflation, the change in child population, and changes in the numbers of looked after children (LAC) are applied as cost drivers.

- The increase in the numbers of LAC are derived from the historic ratio of LAC to child population.
- The model assumes that pressures on LAC increase at the beginning of the period, reflecting the trend since the Baby Peter case in 2008, but it also assumes that these pressures will start to abate by 2014/15.
- It seems highly likely that projections in this service block underestimate future spending pressures since reliable data was not available for key cost drivers such as changes to the length of time spent in care, increase in referrals, use of agency staff, complexity of care needs, etc.
- The Children and Family Court Advisory and Support Service also report that there has been a sustained increase in the number of councils applying to the courts for Care Order since the Baby P case, but the numbers are still too volatile for a trend to be predicted and the average costs for councils leading up to a court application have not been accurately determined.
- Of cost drivers that have not been applied to the model due to the unavailability of reliable data, changes to the numbers of referrals and the type of care that is provided are considered by far the weightiest cost drivers and sector advisers suggest may even outweigh the three cost drivers that have been quantified in the model.

Adult social care

- We relied entirely on the 2011 projections of the London School of Economics Personal Social Services Research Unit projections about the growth in demand in both areas (driven by changes to changes to population over 65 and changes to population of adults aged 18-64 with learning disabilities).
- We split this area into two, projecting spending on older people and other adults with care needs.
- The model assumes that post-2015 social care staff pay will increase by 2 per cent per year in real terms.

- The impact of changes to the types of care that people receive, Dilnot proposals/ government changes to funding of ASC, changes to NHS spending on reablement and other services, and the impact of shortfalls in Disabled Facilities Grant funding have not been applied to the model.

Highways, roads and transport

- We split this area into two: concessionary fares and all other spending.
- For concessionary fares, we applied inflation but have made a highly ambitious assumption that demographic pressures due to increased numbers of pensioners will be offset by reductions to the discretionary element of spending, which amounted to about 18 per cent.
- However, this is likely to be optimistic as several of the key cost drivers in concessionary fares are in the hands of commercial bus operators and are factors over which councils have limited influence, eg commercial bus fares and the operating costs of bus companies.
- For other transport spending, we applied inflation and vehicle miles based on the Department for Transport's (DfT) 2011 Road Traffic Forecasts.

Housing

- We factored in inflation and changes in the number of households.
- The model does not include any estimates of the impact of housing benefit changes or the economic downturn on demand for housing advice, applications for homelessness, demand for Disabled Facilities Grant, etc.

Culture, recreation and sport

- We split this area into two: libraries and all other spending.
- For libraries, in addition to factors that increase costs such as CPI and population change, the model also takes account of deflationary pressures such as reduced library usage.
- We were not able to quantify aggregate savings from the four major reform models that libraries are using.
- Currently 50 per cent of culture and sport services are outsourced to social enterprises, charitable trusts or the private sector. This is especially so in London and big towns. We can expect this to increase although at the moment there is limited interest from most large cities.
- We also assumed that councils would be able to find a further 2 per cent a year efficiency savings either in their own operations or from contracts with other providers in the last four years of this period.

Environment

- We split this into two: waste management and all other environmental services.
- We applied the cost of landfill as a driver by multiplying estimates of household waste from Department for Environment, Food and Rural Affairs (Defra) statistics by the cost of the landfill tax.
- Figures are based on the assumption that the percentage decrease in the amount of waste landfilled will be 6.31per cent until 2014/15, based on the historic trend.
- In 2014/15 landfill tax will reach £80 per tonne. As the Government has not announced plans to increase the landfill tax further after this date, it is anticipated that the rate at which landfilling decreases

will slow because increases in landfill tax have been key in encouraging increased recycling.

- From 2015 onwards we have predicted that the percentage decrease year on year for landfill will be half the rate of previous years.
- It also will be harder to reduce the amount sent to landfill once certain levels of recycling have been reached.
- We also applied values for increases to collection costs based on the average percentage increase in the cost of waste collection from 2006/07 to 2010/11 (applied forward 2011/12 until 2019/20) and the projections for growth in households.
- On the whole, it is likely that waste management costs are underestimated as, apart from landfill tax, cost drivers associated with disposal such as volatility in the recyclates market have not been able to be factored in.
- For other environmental services, we factored in inflation and population change.

Planning and development

- The model factors in inflation and population change.
- It also projects that the number of planning applications will stay constant to 2013/14 but will thereafter increase by 5 per cent a year as a result of economic recovery and will climb gradually back to the levels received by councils at the start of the last decade.

Central services

- The model assumes that councils will continue to target corporate and back office functions to achieve maximum savings, but will reach a point about midway through the decade when they start to see diminishing returns, given the high levels of efficiency savings from these functions they have already realised.
- It is highly optimistic to assume that councils will be achieve savings that exceed their Gershon targets in this area.

Capital financing

- The Office of Budgetary Responsibility forecasts market gilt rates up to 2016/17. While methodologically it may be feasible to make an estimate of what these changes could mean for capital financing costs there are too many unknown factors for such estimates to be meaningful.
- The forecast interest rates would only apply to new borrowing that is undertaken between now and 2020. It is so far unclear what impact budget cuts will have on the level of prudential borrowing undertaken by local authorities. One outcome could be that councils borrow more to compensate from a loss of capital grant. However, it is equally plausible that councils rein in borrowing as a result of pressures on their revenue budgets.
- As it is not possible to forecast what future borrowing levels will be, it is also not possible to forecast the relationship between new borrowing and amortisation of historic debt. These unknown and unpredictable variables mean that any estimate of future financing costs that includes future interest rate changes would not be sufficiently robust.

- New borrowing was on average 7.3 per cent of the total amount of historic debt each year between 2005/6 and 2010/11, and it would optimistic to assume that borrowing levels will continue to be this high. The OBR's forecasts see interest rates changing by 1 per cent between now and 2016/17. Applying this 1 per cent fluctuation to somewhere between 5-10 per cent (based on historic trend) of borrowing would not be expected to yield a difference in funding pressure that is significant at a national level.
- As any changes that result from including future interest rate changes would be marginal, we believe that assuming that capital financing costs stay flat will not have a material impact on the outcomes of the model.

Local Government Association
Local Government House
Smith Square
London SW1P 3HZ

Telephone 020 7664 3000
Fax 020 7664 3030
Email info@local.gov.uk
www.local.gov.uk

For a copy in Braille, larger print or audio,
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L12-449

Bath & North East Somerset Council	
MEETING:	**EARLY YEARS, CHILDREN & YOUTH POLICY DEVELOPMENT & SCRUTINY PANEL**
MEETING DATE:	**26th November 2012**
TITLE:	**WORKPLAN FOR 2012/13**
WARD:	All
AN OPEN PUBLIC ITEM	
List of attachments to this report: Appendix 1 – Panel Workplan	

1 THE ISSUE

1.1 This report presents the latest workplan for the Panel (Appendix 1).

1.2 The Panel is required to set out its thoughts/plans for their future workload, in order to feed into cross-Panel discussions between Chairs and Vice-chairs - to ensure there is no duplication, and to share resources appropriately where required.

2 RECOMMENDATION

2.1 The Panel is recommended to

(a) consider the range of items that could be part of their Workplan for 2012/13

3 FINANCIAL IMPLICATIONS

3.1 All workplan items, including issues identified for in-depth reviews and investigations, will be managed within the budget and resources available to the Panel (including the designated Policy Development and Scrutiny Team and Panel budgets, as well as resources provided by Cabinet Members/Directorates).

4 THE REPORT

4.1 The purpose of the workplan is to ensure that the Panel's work is properly focused on its agreed key areas, within the Panel's remit. It enables planning over the short-to-medium term (ie: 12 – 24 months) so there is appropriate and timely involvement of the Panel in:

a) Holding the executive (Cabinet) to account

b) Policy review

c) Policy development

d) External scrutiny.

4.2 The workplan helps the Panel

a) prioritise the wide range of possible work activities they could engage in

b) retain flexibility to respond to changing circumstances, and issues arising,

c) ensure that Councillors and officers can plan for and access appropriate resources needed to carry out the work

d) engage the public and interested organisations, helping them to find out about the Panel's activities, and encouraging their suggestions and involvement.

4.3 The Panel should take into account all suggestions for work plan items in its discussions, and assess these for inclusion into the workplan. Councillors may find it helpful to consider the following criteria to identify items for inclusion in the workplan, or for ruling out items, during their deliberations:-

(1) public interest/involvement

(2) time (deadlines and available Panel meeting time)

(3) resources (Councillor, officer and financial)

(4) regular items/"must do" requirements (eg: statutory, budget scrutiny, etc)?

(5) connection to corporate priorities, or vision or values

(6) has the work already been done/is underway elsewhere?

(7) does it need to be considered at a formal Panel meeting, or by a different approach?

The key question for the Panel to ask itself is - can we "add value", or make a difference through our involvement?

4.4 There are a wide range of people and sources of potential work plan items that Panel members can use. The Panel can also use several different ways of working to deal with the items on the workplan. Some issues may be sufficiently substantial to require a more in-depth form of investigation.

4.5 Suggestions for more in-depth types of investigations, such as a project/review or a scrutiny inquiry day, may benefit from being presented to the Panel in more detail.

4.6 When considering the workplan on a meeting-by-meeting level, Councillors should also bear in mind the management of the meetings - the issues to be addressed will partially determine the timetabling and format of the meetings, and whether, for example, any contributors or additional information is required.

5 RISK MANAGEMENT

5.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.

6 EQUALITIES

6.1 Equalities will be considered during the selection of items for the workplan, and in particular, when discussing individual agenda items at future meetings.

7 CONSULTATION

7.1 The Workplan is reviewed and updated regularly in public at each Panel meeting. Any Councillor, or other local organisation or resident, can suggest items for the Panel to consider via the Chair (both during Panel meeting debates, or outside of Panel meetings).

8 ADVICE SOUGHT

8.1 The Council's Monitoring Officer (Divisional Director – Legal and Democratic Services) and Section 151 Officer (Divisional Director - Finance) have had the opportunity to input to this report and have cleared it for publication.

Contact person	Michaela Gay, Democratic Services Officer. Tel 01225 394411
Background papers	None
Please contact the report author if you need to access this report in an alternative format	

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Early Years, Children and Youth Policy Development & Scrutiny Panel Workplan

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
18th July 2011	Primary / Secondary Parliament Feedback	AA	Briony Waite	Verbal Update		
	Complaints Annual Report	AA	Mary Kearney Knowles	Report		
	LSCB Annual Report	AA	Maurice Lindsay	Report		May 2011
	Childcare Suffiency Final Report / Action Plan	AA	Philip Frankland	Report	Panel (Jan 11)	April 2011
	Youth Justice Plan	AA	Sally Churchyard	Report		
	Child Protection / Safeguarding (Performance)	AA	Maurice Lindsay / Trina Shane	Report		Report every 6 months
	Academies	AA	Ashley Ayre	Report		
	Children's Services Department Development	AA	Ashley Ayre	Report		
	Cabinet Member Update			Verbal Update		
	Children's Services Director's Briefing	AA	Ashley Ayre	Briefing		Paper to be issued on meeting day

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Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
10th Oct 2011						
	Lean Review of Children's Social Care	AA	Maurice Lindsay / Trina Shane	Presentation		
	KS2 / KS4 / 'A' level results	AA	Wendy Hiscock	Verbal		
	School Meals (nutritional value, payment options and provision)	AA	Ian Crook	Report	Panel (July 11)	
	School Sports Strategy		Marc Higgins / Tony Parker	Update	Panel (March 10)	
	Academies / Free School Policy	AA	Ashley Ayre	Report		
	Feedback from Head / Chair of Governor Conference		Peter Mountstephen	Verbal		
	School Recycling		Cllr Dine Romero	Verbal		
	Cabinet Member Update					
	People and Communities Strategic Director's Briefing	AA	Ashley Ayre	Briefing		Paper to be issued on meeting day
28th Nov 2011						
	2011 Exam Results	AA	Wendy Hiscock	Report / Presentation		Nov 2011
	Draft LSCB Annual Report 2011/12	AA	Maurice Lindsay	Report		Nov 2011
	Medium Term Service and Resource Plans	AA	Ashley Ayre	Report		
	Cabinet Member Update					
	People and Communities Strategic Director's	AA	Ashley Ayre	Briefing		Paper to be issued on

Last updated 22nd October 2012

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
	Briefing					meeting day
23rd Jan 2012						
	Service Action Plans	AA	Liz Price	Report		
	Interim Admissions Report	AA	Helen Hoynes	Verbal		
	Feedback from Head / Chair of Governor Conference		Peter Mountstephen	Verbal		
	‘Shape of Things to Come’ Update	AA	Mike Bowden	Verbal		
	Cabinet Member Update					
	People and Communities Strategic Director’s Briefing	AA	Ashley Ayre	Briefing		Paper to be issued on meeting day
19th March 2012						
	Youth Democracy & Participation Overview	AA	Briony Waite	Presentation		
	Preventing Drug and Alcohol Abuse by Young People	AA	Kate Murphy	Report		
	Primary and Secondary School Organisation Plan 2011 - 2015 (Including General Place Planning up to 2026)	AA	Helen Hoynes / Kevin Amos	Report		
	Child Protection Activity Report	AA	Maurice Lindsay / Trina Shane	Report		
	Ofsted inspection of Safeguarding and Looked After Children’s Services	AA	Maurice Lindsay	Report		
	School Partnerships	AA	Mike Bowden	Report	Panel Nov 2012	
	Cabinet Member Update					

Last updated 22nd October 2012

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
	People and Communities Strategic Director's Briefing	AA	Ashley Ayre	Briefing		Paper to be issued on meeting day
21st May 2012						
	Home to School Transport Review – Terms of Reference		Donna Vercoe / Lauren Rushen	Report		
	The Role of the Children's Services Director	AA	Ashley Ayre	Briefing		May 2012
	People and Communities Service Redesign	AA	Ashley Ayre	Report		May 2012
	Skills & Employability Update	AA	Jeremy Smalley	Report		May 2012
	Safeguarding and Looked After Children's Services Improvement Plan	AA	Maurice Lindsay	Verbal		
	Supporting Young People Strategy Update	AA	Tony Parker	Briefing		May 2012
	Cabinet Member Update					
	People and Communities Strategic Director's Briefing	AA	Ashley Ayre	Briefing		Paper to be issued on meeting day
9th July 2012						
	Youth Democracy & Participation Overview (Primary / Young People's Parliament Feedback)	AA	Briony Waite	Presentation		
	Children's Centres	AA	Sara Willis	Report		July 2012
	Play Partnership	AA	Sara Willis	Report		July 2012
	Family and Friends Care Policy	AA	Charlie Moat	Report		

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Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
	Safeguarding and Looked After Children's Services Improvement Plan	AA	Maurice Lindsay	Report	Panel May 2012	
	People and Communities Strategic Director's Briefing	AA	Ashley Ayre	Briefing		Paper to be issued on meeting day
	Panel Co-opted Membership		Mark Durnford	Report		
24th Sept 2012						
	KS2 / KS4 / 'A' level results	AA	Wendy Hiscock	Verbal		
	Family Intervention Project	AA	Sally Churchyard / Chris Wilford	Briefing		
	Permanent School Exclusions	AA	Nigel Harrisson	Update	Panel March 2012	
	Adoption Action Plan	AA	Maurice Lindsay	Report		
	Cabinet Member Update					
	People and Communities Strategic Director's Briefing (inc. Restructure Update & Children's Health)	AA	Ashley Ayre	Briefing		Paper to be issued on meeting day
26th Nov 2012						
	Special Educational Needs School Funding	AA	Nigel Harrisson	Report	Panel on 24/9/12	
	Medium Term Service and Resource Plans	AA	Richard Morgan	Report		
	Cabinet Member Update					
	People and Communities Strategic Director's Briefing	AA	Ashley Ayre	Briefing		Paper to be issued on meeting day

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Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
28th Jan 2013						
	Young People's Parliament Feedback (Writhlington School)	AA	Briony Waite	Presentation		
	Home to School Transport Review - Recommendations	AA	Lauren Rushen	Report		
	School Sports Partnership	AA	Tony Parker / Dave Burston / Beth Jones			
	Complex Families	AA	Jane Shayler	Update		
	Draft LSCB Annual Report 2012-13	AA	Maurice Lindsay	Report		
	Safeguarding and Looked After Children's Services Improvement Plan	AA	Maurice Lindsay	Update	Panel July 2012	
	The Role of the Children's Services and Director of Children's Services Assurance Test	AA	Ashley Ayre	Report		
	Cabinet Member Update					
	People and Communities Strategic Director's Briefing	AA	Ashley Ayre	Briefing		Paper to be issued on meeting day
25th March 2013						
	Skills, Employability & Participation Update	AA	Jeremy Smalley / David Percival	Update		May 2012
	Academies and Services to Schools	AA	Mike Bowden	Update	Panel May 2012	Services from the Council
	Sector Led improvement	AA	Ashley Ayre	Briefing		
	Cabinet Member Update					
	People and Communities Strategic Director's	AA	Ashley Ayre	Briefing		Paper to be issued on

Last updated 22nd October 2012

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
	Briefing					meeting day
3rd June 2013						
	Cabinet Member Update					
	People and Communities Strategic Director's Briefing	AA	Ashley Ayre	Briefing		Paper to be issued on meeting day
Future items						
	APEX Legacy Presentation					
	2012 Exam Results	AA	Wendy Hiscock	Update		

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