

Committee: Children and Young People Overview and Scrutiny Panel

Date: 8 February 2011

Agenda item: 6

Wards: All wards

Subject: Business Planning 2011/12

Lead officer: Chris Pope

Lead member: Cllr Mark Betteridge

Forward Plan reference number:

Contact officer: Kate Martyn

Recommendations:

- A. That the Panel notes the council's new approach to business planning.
 - B. That the Panel considers and comments on the format and content of the individual service plans presented as Appendix I to this report.
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1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report introduces the new business planning process for 2011/12 and presents the service plans to the scrutiny panels for their consideration and comment.
- 1.2. The Panel is requested to focus on those service plans which most closely relate to its remit.

2 DETAILS

The business planning framework

- 2.1. In previous years the council's service plans have formed part of the 'golden thread' of the council's overall planning and performance management framework. Service plans have traditionally sat at the lower end of the planning hierarchy, below the council's Business Plan and the five departmental plans. The Business Plan incorporates the performance management framework, the budget is handled and published separately and risk is not covered in any detail.
- 2.2. Whilst this established approach to business planning was well understood by officers and members and provided a consistent methodology across the council there were some drawbacks, perhaps most significantly the lack of a clear link with the resources (set in the budget process) and outputs described in departmental and service plans.
- 2.3. For 2011/12 a new approach is being adopted. The plans that develop out of this will look very different to those currently in place and their development and delivery will drive and support a more commercial approach. The reasons for adopting this new approach include:

- a need to more closely align service planning decisions with the financial reality; the new service plans will link inputs (resources) to outputs and outcomes;
- to provide a clearer picture of the direction the service is travelling in, its planning assumptions, key performance measures, expected changes to delivery models and how these link to the service's available resources;
- to enable strategic resource allocation and investment decisions to be made that allow for services to transform and change at different times in the future and which would otherwise be very difficult to plan under an annual planning framework. A four year planning horizon will be introduced; and
- to demonstrate a clear link between the council's strategies and delivery plans.

2.4 Plans will now be introduced at two levels: a Corporate Plan and a series of service plans. Departmental plans will no longer be produced.

Corporate Plan

2.5 The council's Corporate Plan will incorporate sections on:

- the overall strategy of the council;
- the resource plan including the revenue budget, the medium term financial strategy, the capital strategy and programme, the treasury management strategy, the manpower plan and the procurement plan;
- the performance management plan;
- the risk management plan; and
- the major programmes and projects plan.

2.6 Draft narratives for the procurement, performance management and risk management plans are attached to this report as appendices II to IV. Scrutiny panels have received reports on the various budget and financial papers previously so they are not included within this report.

Service Plans

2.7 The new approach will result in each service delivering a four-year service plan from 2012/13. However, for this initial year services have focused on year one of their plans (2011/12). This is because a series of service reviews are scheduled to take place from January to June 2011 as a fundamental part of the Merton 2015 programme and the outcomes of these reviews will feed into the planning for years 2012/13 onwards. The service plans presented for 2011/12 should therefore be regarded as transitional documents which will be superceded by fuller plans as the service reviews are completed.

2.8 Departmental Management Teams were given the discretion to select how to aggregate or disaggregate their service divisions in the way that most naturally reflects service delivery. The table below lists the services that have completed plans for 2011/12. The Children and Young People panel is requested to focus its attention on

the service plans relating to its work areas; these are highlighted in bold and are attached as appendix I.

Community & Housing	Environment & Regeneration	Children Schools and Families	Corporate Services/Chief Executives
Libraries and Heritage	Waste	Early Years	Due to the restructure affecting these two departments the preparation of service plans is currently on hold.
Adult Social Care	Transport	SEN	
Adult Education	Traffic	Children's Social Care	
Housing Needs	Highways	Youth Inclusion	
	Street Cleaning	School Standards and Quality	
	Future Merton	Commissioning, Strategy and Performance	
	Property		
	Parks and Green Spaces		
	Leisure Development		
	Parking		
	Environmental Health, Trading Standards and Licensing		
	Development and Building Control		
	Commercial Services		
	Safer Merton		

3 ALTERNATIVE OPTIONS

- 3.1. The council could decide to continue with its current planning framework but this would not address the issues described at paragraph 2.2.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. Senior officers have been consulted on the new approach to service planning.
- 4.2. Cabinet members have been involved in developing the content of the plans through their ongoing discussions with directors.
- 4.3. The Corporate Capacity Overview and Scrutiny Panel was briefed on the new framework at its meeting on 12 January 2011.

5 TIMETABLE

- 5.1 The 2011/12 service plans are scheduled to go through the council's democratic process in line with the timetable below.

Forum	Date	Content to be presented
Scrutiny panels	25 January to 9 February	<ul style="list-style-type: none"> • Service plans • Performance narrative • Procurement narrative • Risk narrative

Cabinet	14 February	The service planning package will be presented alongside the budget and will comprise: <ul style="list-style-type: none"> • Service plans • Budget papers • MTFS • Capital Strategy • Capital Programme
Council	2 March	As 14 February Cabinet meeting

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. The new service planning process has not required any additional resources as it has been undertaken in house. The financial, resource and property implications for service areas are contained within the individual service plans.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. None.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. Highlighted in individual service plans.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. Highlighted in individual service plans.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. Highlighted in individual service plans.

11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- Appendix I – Collated service plans relating to Children and Young People
- Appendix II – Risk statement
- Appendix III – Performance statement
- Appendix IV – Procurement statement

12 BACKGROUND PAPERS

- 12.1. None

Appendix I – Collated service plans relating to Children and Young People

Please refer to the attached Excel documents.

Appendix II – Risk statement

Risk management forms a fundamental part of the council's corporate governance framework and since 2007 has been managed under the corporate Risk & Safety Services function. Each year the council's strategy has been endorsed by members to reflect the direction in which risk management needed to take in line with the comprehensive performance assessment (CPA) criteria as audited by the Audit Commission. Having achieved the aims of the council in embedding risk management across the council and fostering a more positive risk appetite it is appropriate that the council takes risk management to the next level particularly as the CPA process no longer drives the plan.

Whilst risk management continues to be a fundamental part of our governance framework and forms the basis of all key decisions and reports to members, the Merton 2015 programme sees risk management moving out of safety services within the Corporate Governance division and into the Resources division under the Business Improvement Team. The direction in which risk management will develop is yet to be decided, however it will build on the current strategy and toolkit and will form an integral part of the business planning process.

In the meantime departmental management teams are expected to maintain their current risk registers which can be accessed via the intranet and progress risk mitigation action plans through the management teams.

Appendix III – Performance statement

The council has a Performance Management Framework which lays out the principles of how we plan and manage improvement to our services. It shows how budgetary and workforce planning feed into the business planning process and it demonstrates how each member of staff contributes to the council's overall priorities for improvement as laid out in this Business Plan. It also shows how the work of the council feeds into the Sustainable Community Strategy, which has been developed by the Merton Partnership.

During 2011 we will be reviewing the performance management framework to ensure that it remains fit for purpose, this will include:

- a review of the performance indicators that we collect as the recently published Government consultation will potentially lead to a reduction in the number of statutory indicators that we have to report and will mean that we are able to develop indicators locally that reflect the work that we are doing in Merton and give residents a better understanding of how we are doing
- a review of the way that we report performance in order that the information we are publishing provides a wider picture of how the council is performing, including financial, workforce and other data where appropriate
- a review of how we manage performance, in particular taking into account Lean principles and the importance of performance in achieving sustained improvements to service delivery.

The priorities and targets set in this Business Plan were agreed after considering the expected budget and staffing resources of each department. We are in the process of carrying out a review of each service that we provide in order to determine how this will be delivered in the

future in the light of the demands on the service and funding available. This ensures that the targets, whilst challenging, can realistically be met.

Appendix IV – Procurement statement

During 2011 the corporate procurement function will continue to grow with the addition of two Commercial Advisor posts. This will increase procurement skills and capacity in Merton helping it respond to the financial challenges.

In Adult Social Care work is underway on the development of a commissioning and procurement strategy for domiciliary care services. A range of advice and guidance will continue to be provided for the important tender exercises that are underway in the wider department, including library services.

There is a continued drive for competition and value for money in purchased services in Merton's in-house transport service; including the way in which taxi services for children with Special Educational Needs and fleet procurement is undertaken. The recommendations of the passenger transport services review are being taken forward and the Procurement Board will retain oversight of the procurement changes and subsequent improvements.

In Human Resources the procurement exercise to provide temporary staff to Merton and Sutton has resulted in the appointment of Manpower as the supplier. The procurement of HR related services through the Recruitment Partnership (up to 30 London Boroughs) is underway and new contracts are being awarded. Services will begin in April 2011.

Alongside the progress on specific projects further improvements to procurement governance and control have been achieved, through the strengthening of the Procurement Board. In addition the procurement gateway process is being developed and will begin operating in summer 2011 alongside the operational procurement groups, once the new Commercial Advisor posts are filled. Both will commence after the completion of the Support Services restructure.

Work will shortly begin in conjunction with the heads of service and the Joint Head of Human Resources to assess the level of procurement and commercial skills of staff across the organisation. A range of learning and development measures in procurement will be provided to staff.

Merton's new E-Tendering system is on schedule and is at present being adopted by departments. The system allows staff to conduct Request For Quotes and tenders online and much more quickly than before and also allows staff to automatically evaluate and allocate scores to the received quotes/tenders. The system also enables staff to undertake and co-ordinate a large majority of the contract management activities with key suppliers, online.

In the South West London region Merton is taking the lead with neighbouring boroughs to seek out further opportunities for joint and collaborative procurement to compliment those already underway. The Heads of Procurement for the South West London region are identifying opportunities for collaborative procurement and joint working opportunities. Merton's spend data for 2009/10 has been gathered, interrogated and provided to London Councils and is for the first time starting to be used to inform the activities of departments when developing their own and region-wide collaborative procurement strategies.

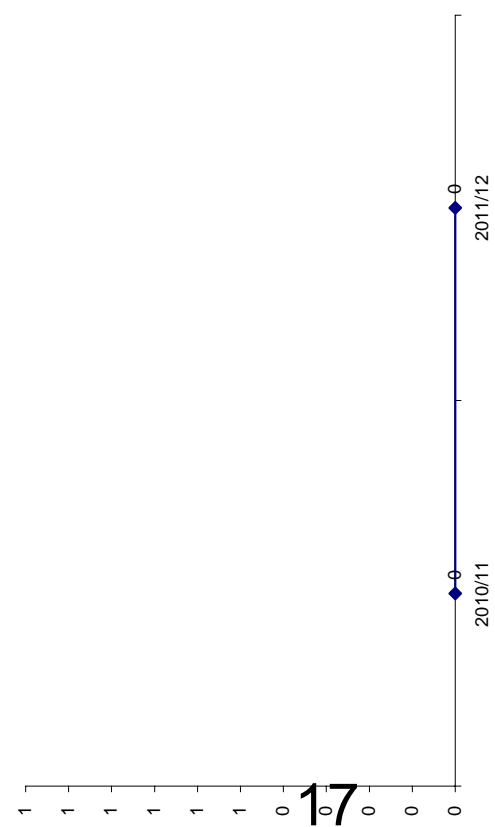
Relationships between the Corporate Procurement Team and our partners, including MVSC and the Police, are being built upon. Merton's commitment to the voluntary and community sector and to the Compact has been reaffirmed with particular emphasis on the way in which Merton carries out commissioning and procurement activity.

ACTION PLAN					
DESCRIPTION	BENEFIT Expected Benefit	IMPACT		RISK	
		Equalities	Other departments	Delivery Risk	Reputational Risk
1. Recruitment and retention strategy to develop staff capacity and reduce agency 2. Increase numbers of foster and adoptive carers following Lean reviews. 3. Prevention / rehabilitation from care service 4. Screening project for child contacts at front line 5. Consolidate early intervention and support services 6. Carefirst review	reduce use of agency staff to a minimum Use of in house placements reduces costs. Continue to maintain low numbers of Eventually reduce numbers of contacts Reduce duplication of work and increase Reduce staff time on computers	No impact No impact - a range of carers No impact Nil impact Some families may no longer No impact	No impact No impact No impact No impact IT	Low risk Medium risk - market forces beyond Medium risk - managin risk in Medium risk - critical judgements Medium risk Medium risk - dependent on carefirst	

ACTION PLAN					
DESCRIPTION	BENEFIT Expected Benefit	IMPACT		RISK	
		Equalities	Other departments	Delivery Risk	Reputational Risk
Staffing Reductions in CSP - Require restructure of R+I team; transfer of H+S role to Corporate services; reallocation of work in admissions team Recommendations from pilot shared admissions service with LB Sutton	Savings target achieved Potential for cost reduction for admissions function	No specific implications No specific implications	H+S in schools - responsibilities transferred None	Low Medium	Low Medium
Recommissioning of early intervention and prevention services	Improved targeting of preventive services and cost reductions	Loss of some services but increased effectiveness of services for key equalities groups inc children with disabilities	None	Medium	Medium
Establishment of ART Team	Greater budgetary control for high cost placements for LAC/SEN; improved procurement in terms of cost and quality; improved monitoring of placements	Improvements in placement services for key vulnerable groups	None	Medium	Medium
Implementation of primary school expansion strategy	Sufficient primary school places for Merton residents	Specific additionally resourced provision (ARP) for SEN children will be developed	None	Medium	High

SERVICE DESCRIPTION		PLANNING ASSUMPTIONS					STRATEGY DELIVERY	
Anticipated Demand	2011/12	2012/13	2013/14	2014/15	Key driver of demand	Key deliverables from related strategies		
Additional places (and funds) for 3 and 4 additional places for vulnerable 2 year olds supporting families at all levels on MCWBM					30% increase in birthrate central government new legislation increase in population AND central govt drivers	Key deliverables from related strategies children and young people's plan EYOD plan, CC strategy, 2 year old Strategy, CSA and action plan, child poverty strategy, education priorities, ECAT delivery plan, capital strategy, pupil place planning		
Anticipated Supply	2011/12	2012/13	2013/14	2014/15	Key driver of supply			
expansion of PVI					increased places and entitlement changes			
staff resources at higher level of MCWB					shift from universal to targeted			
Re-engineered Cs services and delivery m					LA priorities and central govt policy			
PERFORMANCE MEASURES AND TARGETS								
Performance Measure/Target	Polarity	2011/12	2012/13	2013/14	2014/15	Indicator Type	Impact if not met	
NI172 Foundation Stage Profile 78+	High	TBC				Outcome	payment by results??	
NI192 Foundation Stage Profile NTG	High	TBC				Outcome	payment by results??	
Ofsted inspection Childrens centres	High	60%				Outcome	payment by results??	
Ofsted inspection Childminders, Nursery & EV	High	81%				Outcome	payment by results??	
Number of parents satisfied with CC services	High	TBC				Outcome	payment by results??	
Reading Test at 6	High	TBC				Outcome	payment by results??	
Numbers taking up evidenced based parentir	High	TBC				Outcome	payment by results??	
EXPECTED CHANGES								
2011/12	2012/13	2013/14	2014/15					
1. Target higher level needs. 2. Extend 2 yr provision. 3. Target speech + language/parental involvement. 4. Develop Literacy Strategy 5. Implement new EYSFF 6a. Outsource LA CCs (+ 1 nursery) 6b. Outsource/close DN nursery 7. Local delivery models. 8. Locality working/shared management in CC/rationalisation of CCs. 9. Use of resources for targeted work as core delivery of CCs. 10. Greater alignment with HV programmes. 11. Greater co-ordination/pathways across EIP services and partner agencies, targeting resource level 3 .12. Self serve for customers via ICT developments and use of web and social media 13. Embed LEAN processes 14. Project scoping for shared services with other LAs. 15. New staff structure implemented. 16. Develop charging strategy (income generation) for CC universal aspect								
ACTIONS AND SAVINGS								
Revenue Budget	2010/11	2011/12	2012/13	2013/14	2014/15			
Expenditure	9,489,880	7,800,850	0	0				
Employees	3,684,520	2,850,140			406,000 employees (reduction 26 posts)			
Premises	292,320	205,340						
Transport	24,100	17,500						
Supplies and Services	3,141,790	3,078,460			90000 supplies & services			
3rd party payments	2,166,710	1,468,970			50,000 CPD PVI			
Support services	148,380	148,380						
Depreciation	32,060	32,060			-50,000 Growth 2 yr places demand led grant fall out including salaries			
Income	(9,489,880)	(7,800,850)	0	0				
Government grants	(8,717,580)	(7,021,050)			EIG £4,985k DSG £2036k (+ gth)			
Other reimbursements	(772,300)	(779,800)			Nursery income			
Customer and client receipts								
Reserves								
Capital Funded								
NET BUDGET	0	0	0	0	###	£0	£0	
Capital Budget					Finance Comments (Capital Budget or otherwise)			

NET BUDGET



ACTION PLAN				
DESCRIPTION	BENEFIT	IMPACT	RISK	
	Expected Benefit	Equalities	Other departments	
			Delivery Risk	
			Reputational Risk	
1. Greater emphasis on targeting resources to need	Families better supported at level 3. Early identification for families through improved partnership working with the PVI sector, outreach working, home visiting and parenting support. Less resource at higher end of MCWM	better targeting of resources for vulnerable groups	reduction in universal aspect of CC delivery	Enable community groups and private sector to deliver from CCs to mitigate risk
2. Extension of 2 year old provision	Deliver funded provision to specified children and families eligible for entitlement to improve outcomes for children, Prepare children for "school readiness" and KPI changes from central govt. Well placed for legislative changes	targetted grant for families living in poverty and at risk of poor outcomes	not enough places in the borough for placing 2 year olds	won't meet statutory duties - payment by results?
3. Targetted work children's speech and language and parental involvement	Better learning outcomes for children and ability to participate more positively in life	targetted work in settings and CCs where there is evidence of poor learning outcomes	workforce skills engagement from sector without grant incentives	low assessment scores at EYFS profile (published at school level for the first time?) and 6 year old reading test
4. Development of Literacy Strategy 0-7s with health, schools, PVI and CCs (led by early years and school standards)	co-ordinated approach to supporting children's language 0 -7. Better outcomes at EYFSP, good reading test results at 6 - payment by results	targetted work in health visiting, MATs, settings and CCs and schools where there is evidence of poor learning outcomes	buy in from all partners	as above
5. EYSFF (early years single funding formula)	Single funding formula across sector	ensure free access for most needy	destabilises sector	
6. Outsourcing of direct services Childrens Centres - Inter Generational Centre /Adventure Play Ground and Lavender sites	Reduction in number of services directly delivered, possible reduction in expenditure, reduction in number of employees	must specify equalities requirement within tender documents	no providers, unable to commit to more than 2 year budget. Unrealistic fee increases, reduction in services for low income families over time	very sensitive to parental response/political issues/may not be any gain in real terms. Serves large numbers of families
7. Outsourcing or closure of David Nicholas nursery	As above. Closure savings to DSG	nursery serves teachers only not specifically equalities group		sensitive to parents (maximum 20 families) and politicians
8. Define local delivery models (reduction from central govt for statutory guidance for delivery of early years initiatives)	Greater synergy across departmental priorities, re-engineer services to meet departmental priorities	targetted work for vulnerable families	changes from universal to targeted services	reduction in available universal aspects, services may continue with charges
8. Local delivery models of delivery for CCs/rationalisation of CCs	Value for money, sharing of resources/skills enables resources to be targeted from universal to 2/3	targets resource at most neediest families	loss of services for universal aspect, possible that some families fall through the net	political and parental sensitivities
9. Target resources for parenting and outreach	Utilise staff within CCs to deliver at higher end of MCWB - greater and improved outcomes for children	as above	training for staff currently delivered	some service users experience reduction in available universal aspects, services may continue with charges
10. Greater alignment with Home Visiting	maximise resources to work with HV and identified families in a more targetted way. Utilising CC staff resources to support HV services and meet needs of vulnerable families as part of CC core offer	as above	training for staff currently delivered	some service users experience reduction in available universal aspects, services may continue with charges
11. Early Intervention and Prevention services (EIP) and Multi Agency Team working - as part of EIP strategy	maximise resources across range of providers and agencies to greater c-ordiante and target at level 3 families	as above	no risk in terms of EY	no risk in terms of EY
12. Self serve and maximising web and ICT for information and communications	greater number of families and professional using web for information, maximise use of text messaging and social media networks. Reduction is staff and associated costs. Opportunities for supporting other service directories across council	need to maintain IAG for vulnerable groups	information accuracy and usability of web (new FSD will make a big difference to usability)	possible fallout in reduction of telephone help lines/face to face support available via CC work
13. Embed in LEAN processes	reduce waste, focus resources	all		political issues
14. Project shared services	lower unit costs, sharing of back office functions, sharing of staff, policies, procedures/service plans. Specific to: FSD/ECD, CC e-start, CPD in schools and PVI's (shared work with QSS and Sutton), selling of ECAT	specified in shared working agreements		
15. Staff structure implemented	Salary savings, reduction in management posts (SO and PO), reconfigured teams better placed to meet service plan priorities	targetted services accounted for in re-structure		
16. Charging policies/review of use of buildings/CPD and early years PVI and schools programmes	income generation and maximisation of business/partner working	services for vulnerable to be free at point of access	reduction in free at point of delivery	poorer quality outcomes for settings, parents reduction in free universal aspect of CCs, political interest

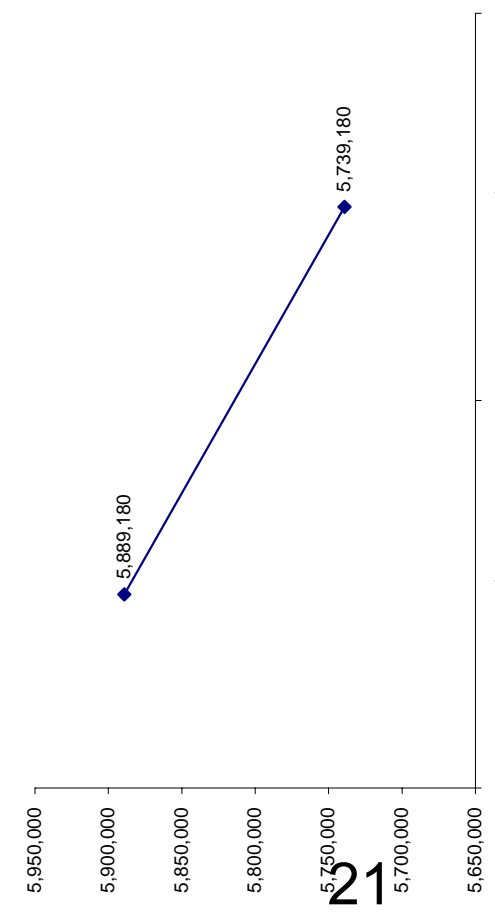
ACTION PLAN			
DESCRIPTION	BENEFIT Expected Benefit	IMPACT	
		Equalities	Other departments
		Delivery Risk	RISK Reputational Risk
1. New staffing structure in place	Reduction in costs , streamlined team with flexibility to respond to changes in school improvement landscape	Reduced capacity	Lower ofsted grades and lower outcomes
2. New ways of working with schools agreed	Good relationships with schools maintained, good school CPD maintained, school capacity developed, White Paper policies implemented; new commissioning partnerships established eg Parent Pay Scheme	Some schools choose not to work with LA team	As above
3. New SLA piloted	Sustainable funding established, schools supported	Schools do not buy in	LA support not highly thought of
4. Sixth forms embedded	Improved options and outcomes for Merton Yps; Merton secondaries more attractive to parents and pupils	Schools do not recruit; outcomes not good enough	School reputations suffer
5. School partnerships established	Singlegate/ William Morris partnership successful in improving WM; Number of primary challenge groups increased; Support for weaker schools; increased capacity and confidence of stronger schools; White Paper policies implemented	Partnerships fail to bring about improvement; schools choose not to work in partnership	
6. Local leadership capacity developed	Number of Merton LLEs increased; Local schools supported to improve	LLE process limits number of Merton LLEs	
7. Partnership work with Sutton in place	Strong CPD offer for Merton schools; 14-19 partner working develops capacity and brings benefits to secondaries	Pressures on Sutton or Merton make partnership uncertain	

SERVICE DESCRIPTION		PLANNING ASSUMPTIONS					STRATEGY DELIVERY	
Anticipated Demand	2011/12	2012/13	2013/14	2014/15	Key driver of demand			
Expectations for levels of service to increase.					30% increase in birthrate over last 6 years	CYP, SEN and Inclusion Strategy		
Increase for requests for Statements of SEN					Parental expectations & rights			
Continued demand for Short breaks					Short Breaks requirement in order to maintain in bor			
Anticipated Supply	2011/12	2012/13	2013/14	2014/15	Key driver of supply			
Integrated service development					Specialist support & statutory services - staff retention			
Centre of Excellence opening Spring 2011					skilled workforce			
Increasing capacity of CGS					Service delivery of statutory obligations.			
PERFORMANCE MEASURES AND TARGETS								
Performance Measure/Target	2011/12	2012/13	2013/14	2014/15	Indicator Type	Impact if not met		
Decrease in applications for Statutory. Assess	Low	TBC			business critical	increased costs		
Provision of short breaks	High	TBC			outcome	widen gap		
Narrowing the SEN and Non SEN gap. - KS2	Low	TBC			outcome	widen gap		
Narrowing the SEN and Non SEN gap. - GCSE	Low	TBC			outcome	widen gap		
Percentage of final statements issued within 2	High	89%			business critical	reduced customer service		
Percentage of final statements issued within 2	High	89%			business critical	reduced customer service		

BUDGET/RESOURCES		EXPECTED CHANGES				
2011/12	2012/13	2013/14	2014/15			
1. Lean Review						
2. Changes to Statutory SEN Process following Green Paper 02/11						
3. Early Intervention Grant & Implications for Aiming High & Short Breaks delivery.						
4. Brightwell & Outreach Review outcomes						
5. SEN Transport						
6. PCT restructure						
7. LA & School funding & organisation changes						

SERVICE DESCRIPTION		PLANNING ASSUMPTIONS					STRATEGY DELIVERY	
Transformation statement	2010/11	2011/12	2012/13	2013/14				
Special Educational Needs and Disabilities Integrated Service - 1. Early intervention and prevention 2. Direct support for schools and families 3. Best value local provision 4. Secure best outcomes for pupils locally where possible 5. Quality Assurance existing and future provision								
The purpose of this service is to:								
is to adhere to ALL requirements of Children Act 1989, 2004 Sec 47, 17, 20 & 31, The Special Educational Needs Code Of Practice, Education Act 1996 & SEN Regulations 2001. To build the capacity of schools and settings to meet the needs of C&YP with SEND use of resources efficiently to further the capacity of the community and their families to meet the needs of C&YP with SEND.								

BUDGET/RESOURCES		EXPECTED CHANGES				
2011/12	2012/13	2013/14	2014/15			
1. Lean Review						
2. Changes to Statutory SEN Process following Green Paper 02/11						
3. Early Intervention Grant & Implications for Aiming High & Short Breaks delivery.						
4. Brightwell & Outreach Review outcomes						
5. SEN Transport						
6. PCT restructure						
7. LA & School funding & organisation changes						



Revenue Budget		2010/11	2011/12	2012/13	2013/14	ACTIONS AND SAVINGS	
Expenditure	2010/11	2011/12	2012/13	2013/14	2012/13	2013/14	2014/15
Employees	17,924,110	17,774,110	0	0			
Premises	3,810,260	3,660,260			150,000		
Transport	35,860	35,860					
Supplies and Services	2,816,490	2,816,490					
3rd party payments	415,580	415,580					
Transfer payments	10,053,730	10,053,730					
Support services	16,990	16,990					
Depreciation	763,600	763,600					
	11,600	11,600					
Income	(12,034,930)	(12,034,930)	0	0			
Government grants	(10,527,750)	(10,527,750)					
Other reimbursements	(1,294,080)	(1,294,080)					
Customer and client receipts	(213,100)	(213,100)					
Reserves							
Capital Funded							
NET BUDGET	5,889,180	5,739,180	0	0	£0	£0	£0
Capital Budget	2010/11	2011/12	2012/13	2013/14	Finance Comments (Capital Budget or otherwise)		

ACTION PLAN					
DESCRIPTION	BENEFIT Expected Benefit	EQUALITIES	IMPACT Other departments	RISK	
				Delivery Risk	Reputational Risk
1. Lean Review	Increased service efficiencies within reduced not yet published	considered in detail of plans	Whole of CSF		
2. Green Paper changes	Final decisions on allocations not yet made	Detailed consultations to take Place	Possible link to adult social care for some families	Short breaks criteria not met	Some families receive reduced overnight respite
3. E.I.P (new grant)	Improved and more inclusive service	Each CYP considered	E+ R	Need to work closely with parent groups	Statutory responsibilities will need to be met
4. Brightwell Outreach and Review	Independent travel training Possible review of policy				
5. SEN Transport	Changes to commissioning arrangements Need to establish good arrangements with new provider side and ensure children are well represented in the new service				
6. PCT	Increased provision at St Ann's and Cricket Green			Risk to SEN provision of schools	
7. School Organisation	New primary complex needs places developed			Capacity and Accomodation	

ACTION PLAN				
DESCRIPTION	BENEFIT		RISK	
	Expected Benefit	IMPACT		
	Equalities	Other departments	Delivery Risk	
			Reputational Risk	
<p>Youth Transformation MYP agree re commissioning process: needs analysis; target areas/group; stakeholder meetings; partners commitment ; re commission/re provide and reduce cost and increase impact in some areas</p> <p>Connexions re commission Agree with south london 6 borough partnership level of funding and configuration of interim and future service - reduce universal service</p> <p>youth Justice quality assurance and payment by results Restructure to increase Q and A function to reduce cost configuration of support to prevent reoffending and custody</p> <p>behaviour support - increasing buy back Increase buy back from schools as income</p> <p>young people's health restructure Align services to deliver new health promotion functions around TP and substance</p> <p>participation restructure Align all services into a new team so that they deliver across CSF</p>	<p>needs analysis</p> <p>affects need vulnerable young affects need vulnerable young</p> <p>disprportional improvment for</p> <p>children with SEN have needs better met</p> <p>vulnerable young people</p> <p>vulnerbale young people</p>	<p>Property, HR , legal</p> <p>legal, schools, FE schools, FE</p> <p>safer merton, police, cps, magistrates</p> <p>schools</p> <p>adults services</p> <p>democratic services</p>	<p>requires community buy in</p> <p>funding from YJB not clear high cost to authority under new</p> <p>school funding not clear</p> <p>low</p> <p>low</p>	<p>reduction in service level</p> <p>Inspectiondue in 2012 high levels of offending - affect</p>