

Joint Report of the County Treasurer and Strategic Director People

2015/16 Budget

Recommendation : that the Scrutiny Committee consider whether it wishes to draw to the attention of the Cabinet any observations on the proposals contained within the draft Revenue Budget 2015/16 and Capital Programme for 2015/16 to 2019/20.

1. Introduction and Commentary

- 1.1 At its meeting of 10th December 2014, Cabinet set Revenue Budget targets for 2015/16. The targets incorporate inflation, commitments and budget reductions required to set a budget within reduced funding levels provided by Government in the recent provisional financial settlement.
- 1.2 A number of major decisions remain to be taken. At this stage, the final outcome of the Local Government Finance Settlement is awaited and details of the council tax base, collection fund surpluses and tax base yield have yet to be confirmed. Information should be available by the time that County Council considers final budget proposals for 2015/16 on 19th February 2015. However, given the late notification of the provisional settlement and in line with arrangements from previous years, 26th February 2015 has been set aside for a second County Council budget meeting if required.
- 1.3 The draft budget attached to this report complies with the targets set by Cabinet on 10th December 2014 which total £437.7 millions. The total includes funding for commitments of £8.2 millions that mainly relates to additional expenditure to allow for service growth to cater for demographic changes such as increased children and adult service users and unavoidable cost pressures. A further £11.7 millions is included to meet the effect of inflationary pressures within the Authority's service provision. Savings of £45.9 millions and the removal of £0.5 millions one-off spending in 2014/15 are required to set a balanced budget.
- 1.4 The targets set for each service area have been subject to different pressures and influences. The People's Services budget has provided inflation and commitments of £16.0 millions with budget savings set at £32.1 millions. The Place budget provides for inflation and commitments of £2.7 millions with budget savings set at £9.3 millions and removal of one-off spending in 2014/15 of £0.5 millions. Corporate Services provides for inflation and commitments of £1.2 millions with budget savings set at £4.5 millions.
- 1.5 This report provides detailed budget proposals in respect of all People Services, in line with the targets outlined in paragraph 1.1. The Budget Scrutiny day will provide Members with the opportunity to question further, budget issues for 2015/16 and beyond. In addition, detailed questions can be raised in advance of the Budget Scrutiny day by using the central DCC mailbox scrutiny@devon.gov.uk

2. Influencing Factors for Cabinet Consideration

- 2.1 The Secretary of State for Communities and Local Government announced the Provisional Local Government Settlements for 2015/16 on 18th December 2014.

- 2.2 The Comprehensive Spending Review established the financial strategy for the national economy, with Local Government bearing substantial reductions in grant funding. The Autumn Statement published in December, although not increasing funding reductions for local government, confirms that budget reductions for 2015/16 remain. This year's General Election brings a degree of uncertainty, but all main political parties have indicated their intention to maintain public sector spending reductions in to the foreseeable future, to reduce the debt of the nation.
- 2.3 In terms of the County Council the Provisional Settlement for 2015/16 provides for a baseline funding level of £178.918 millions which includes £85.750 millions of Revenue Support Grant. The baseline funding level includes an additional £553,000 in recognition of the additional cost of providing services in rural areas. The Provisional Settlement is in line with expectations.
- 2.4 In terms of the level of funding in 2015/16 compared to 2014/15 the Secretary of State has quoted a 'spending power' increase of 0.5% for Devon against an average of 2.1% reduction nationally. The way in which 'spending power' is calculated does not give a true indication of the way Government Grant has diminished because it includes some redirected NHS money and council tax revenues. As a result it understates the real level of grant reduction. A fairer underlying measure is how the baseline funding level has reduced. On a like for like basis this has reduced by 14%.

3. Changes to the 2015/16 People Services Base Budget

- 3.1 The major changes to the 2015/16 budget are as follows:-

	£'000
Adjusted Budget Approved by the Council for 2014/15	313,496
Inflation and Commitments	15,994
Budget reduction	(32,111)
Target Approved by Cabinet 10th December 2014	297,379

4. Service Specific Budget Issues

- 4.1 The overall financial approach in People is to strike a balance between the reality of financial austerity while protecting the most vulnerable and preventing future costs from rising. This involves driving out waste and eliminating any unnecessary spend, but increasingly it means looking for ways to deliver the services that are needed more effectively, while at the same time seeking to curb the cost pressures that otherwise arise from an ageing population and rising incidence of need for care within children and adults of working age.
- 4.2 Against these challenges, People has an established record of delivery of transformation, dealing with financial pressures at the same time as facing increasing expectations and regulatory challenges. Furthermore much of the savings included in this budget stem from decisions already taken that are now delivering results. However, the need to plan transformational change in several areas at the same time as dealing with increasing pressures of demand and price remains very challenging.
- 4.3 The Director's commentary to the budget pages discusses the changes that we face next year and those that are on the horizon. In regulatory terms, 2015/16

will see the implementation of the Better Care Fund. This is a pooled budget to the value of £59.7 million in total for Devon, that brings in funding from the current section 256 arrangements with the local NHS Clinical Commissioning Groups (CCGs), but is also considerably wider, largely due to drawing from health budgets for spending on joint health and social care outcomes. Increasingly funds will be diverted from spending in institutions to supporting people at home, and joining up care, so that people who need help are not passed around organisations. The principle of pooling budgets to achieve these ends is to be welcomed. Secondly, while the most financially significant effects of new duties introduced by the Care Act (namely those which relate to the funding of social care for adults) will take effect from April 2016, there will be extensive work in planning these in 2015/16 and there are also significant changes within the budget year, most notably the introduction of national eligibility criteria for social care and a new statutory duty to assess the needs of carers of adults.

- 4.4 In terms of strategies for meeting the challenges, the broad principles of these are well established, but can be summarised as follows –
- Continuing the transformation of children’s social work and child protection by improving decision making, listening better to children and families, understanding the statutory context and risks and intervening earlier when we are needed to achieve both improved outcomes for children and lower costs
 - Across adults’ and children’s social care, where care is needed, minimising that need or its duration by helping people to maximise their independence (eg reablement) and, for instance, speeding up the process and increasing the use of adoption where this is the most appropriate plan for a child
 - Targeting support to people who are more vulnerable, thus reducing risks of deterioration in people’s needs and hence more intensive and costly intervention later
 - Ensuring that we have an effective and professional work force, equipped to make the right decisions and judgements
 - Working closely and in a business-like way with providers of care to ensure we obtain the right balance of value and sustainable quality of service
 - Working closely with partners in schools, the NHS, the police, district councils and others to ensure that we jointly meet the needs of people in Devon efficiently, and without organisational barriers obstructing us.

5. Capital Programme

- 5.1 In recent years, Capital Programme New Starts have been restricted to those schemes where funding has been identified from external sources such as Grant and Contributions. Schemes requiring borrowing as a funding source have not been taken forward because of the additional pressure this brings to the Revenue budget.
- 5.2 However, the need to invest in Capital has been recognised. Consequently, a process to identify the highest priority schemes across the Authority has been undertaken and a programme of New Starts are recommended within the attached schedule, funded from Corporate Capital Receipts over the Capital Programme timescale.
- 5.3 Applying Capital Receipts as the funding source enables the capacity to undertake additional Capital investment without the adverse impact of creating additional capital financing cost burdens on the Revenue budget. This presents

an element of risk. If required receipts are not generated, other capital funding sources will need to be identified to finance required capital spending at the approved level.

- 5.4 Within People Services Devon is investing in a new community hub in Barnstaple. This will accommodate multi service facilities to support the local community. There is continued investment to support foster careers, disabled children and independent care homes providers. We are looking to work with range of partners to deliver the Extra Care Housing programme.
6. Equality Impact Needs Assessment
- 6.1 Under the Equality Act 2010, the County Council has a legal duty to give due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations when making decisions about services. This duty applies to the eight 'protected characteristics' of age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation. Where relevant, Impact Assessments and consultations are carried out to consider how best to meet this duty and mitigate against the negative impact of service reductions. The results of public consultations are published via Tough Choices.
- 6.2 The report Meeting the Challenge - Budget 2015/16 Impact Assessment is an assessment of the potential impacts and mitigations for all service reductions since 2014/15. With the majority of savings strategies agreed last year, only a handful of new proposals are being put forward this year. The report includes a corporate overview of all new and ongoing savings strategies as well as links to detailed service level assessments and has been informed by recommendations of the Equality Reference Group, made up of key equality stakeholder organisations from the voluntary/community sector.
- 6.3 The Council's new vision Better Together was launched in May 2014. It presents a set of desired outcomes for Devon and proposes a new partnership with citizens and communities. A new 'operating model' describes how we will change our structure, processes and culture to meet these challenges. Better Together has five themes: resilient, healthy, prosperous, connected and safe. The 'resilience' theme, in particular, will help mitigate against the negative affect of public sector cuts.

Mary Davis

County Treasurer

Electoral Divisions : All

Local Government Act 1972

List of Background Papers

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Background Paper Date File Ref

Nil

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Jennie Stephens

Strategic Director People

People Services

Director's Commentary

People has an established track record of delivery against challenging savings targets at the same time as facing increasing expectations and regulatory challenges. 2014/15 has been a year of great change for all the services within People. We have made difficult decisions to close certain services, to redesign others and we continue to work to improve our practice and performance in Children's social care. Many savings strategies announced last year are on the path to delivery and are progressing well now despite delays earlier in 2014/15.

Financially in 2014/15, after allowing for reduced funding to the Council, inflation and demand pressures, People had to find £21.4 millions of reductions, offset by £3 millions of additional protection for social care agreed by the local NHS Clinical Commissioning Groups (CCGs). In the budget presented here for 2015/16, we have to find a total of £32.1 millions of reductions, offset by £10 millions of protection for social care, agreed with the CCGs through the mechanism of the new Better Care Fund which will operate for the first time in 2015/16.

Many of the savings for 2015/16 represent the effect in next year of decisions already taken and plans already being progressed, for instance the ceasing of services in most of our in-house residential homes and many day centres for older people; the redesigning of the youth service around local hubs; the closure of children's homes. Many strategies are long term and we are beginning to see the beneficial financial effects of investment in the fostering service 2 years ago. Other highly successful strategies such as the reablement service for adults will be scaled up to reap further benefits, and there are continuing efforts in all services to ensure that we always obtain the best prices we can consistent with the right sustainable quality.

In Children's safeguarding, our focus is very much on early help. We are beginning to reduce demand and really focus on getting children the right support of the right quality at the right place and time. There is no easy menu for this process; it has to recognise the individual situation of children and their families and requires very difficult judgements, using intelligence across many different agencies. But the difficulty cannot become a reason for not making timely assessments of what is needed, and we have to support our front line staff in this. Early help also makes use of universal services - we are creating a continuum of support for the most vulnerable children from universal services in children's centres and schools through work targeted to support families who are experiencing difficulties. Ultimately if a young child does need to be taken into care, we must work decisively to find a solution that suits their needs - either returning to their family where this is possible with support from the Council and other agencies, or if this is not possible, to find a permanent home for the child by adoption.

In the meantime of course fostering remains and will always be a vital, hugely valued service, and we need to recruit foster carers with the right skills and the right levels of support from our fostering team that enable us to place children going through very difficult times in a caring family. Partly because the numbers of children needing care have fallen in Devon, and partly because we have children settled with external agencies, the increase in internal fostering has not been as fast as we anticipated in last year's budget, and so budget to budget, there is a switch in expenditure from internal to external fostering. It is to be emphasised that this does not mean a reversal in the strategy - in fact internal fostering placements continue to increase while external fostering is becoming rarer.

The strategy of increasing the number of children adopted has been very successful, with forty children adopted in the first 6 months of the financial year, and it is very pleasing that Devon won the LA Adoption Team of the Year award recently. We must continue to make successful adoptions at this rate, which is not only delivering improved outcomes for children, but is also effective for budgets.

As the strategies begin to take effect by reducing the number of children we are dealing with at any one time and by increasing the stability of placements for those children who are taken into care, we will be able to reduce the investment in staffing that has been necessary in recent years and especially reduce our reliance on higher cost agency staff – although it is highly likely that a certain level of agency staff will always be needed in the service to even out the peaks and troughs of need. We have successfully implemented a strategy to employ newly qualified social workers on to our ASYE (assessed and supported year in employment) programme, which represents a positive investment for the future – improving practice and reducing costs. As emphasised in last year's budget, we must have a financial plan that works on certain assumptions – we have to steer a financial course that is realistic but challenging. Inevitably it is difficult to predict caseloads in children's services, but that is what we have to do. At the moment we predict a reduction in the staffing need for the reasons given above and this budget contains a reduction of £883,000 in staff costs before inflation. This is our financial plan and it reflects a considered view of what is most likely to be needed - but it is also clear that the reduction can be activated only as caseloads reduce. The essential principle that the staff dealing with very difficult cases must not be overloaded is fully recognised, and if these savings cannot be made other savings will have to be identified.

Efficiency improvements in transport will be made across all people services by continuing route reviews, clearer eligibility criteria and processes of decision that consider more alternatives. Transport costs both for vulnerable groups and personalised transport for individuals are the greatest pressure in Education and Learning budgets. More generally contract changes for Children's Centres to become better targeted at supporting more vulnerable children need to be delivered, and there is a greater emphasis in schools in general on targeting work and contracts towards more vulnerable children. £500,000 of funding from public health is being supplied to support schools in dealing with emotional well-being under the Early Help Strategy to support children sooner. The virtual school has been reviewed to bring greater capacity within the DCC core and to develop roles that better promote educational outcomes for individual children in care.

In our wider responsibilities to all children, we are very pleased at the excellent job done by very many schools in Devon. We will now refocus the commissioning of the Learning and Development Partnership to address gaps in educational outcomes between vulnerable groups and their peers. The Council has welcomed the additional funding for schools of £390 millions nationally, (an extra £16 millions for Devon) identified by the government to provide minimum funding levels to all councils. While this is a step in the right direction, it still leaves Devon a relatively poorly funded council and is only an interim solution, despite the promise of a revised national funding regime in this government. We will continue to lobby for change until there is a fairer funding regime and importantly one that allows schools and the Council to plan properly for future education needs. Until we and schools can predict future funding better, it is inevitable that schools will take a cautious approach to budget setting and spend.

In Adult Social Care rising demand for services continues as the backdrop to all that our teams do. Services for younger adults with disabilities or a mental health condition continue to rise rapidly nationally, as does the number of older people who are more likely to need social care support. Devon has one of the most elderly population profiles in the country, with people over 75 years of age comprising 11.2% of our population - 3.2 percentage points above the average for England. The Office of National Statistics predicts that the number of people over the age of 75 in Devon will increase by 2% next year, rising to 4% per year by 2020. Clearly when underlying levels of demand are increasing at these rates year after year, while cash is reducing under austerity measures, how we respond and manage these services becomes ever more important.

Across the country, financial austerity means that the boundary between what the state will provide and what individuals or communities can be expected to do for themselves is being tested. It is essential that we continue to protect the most vulnerable and meet

our statutory duties, but now, in doing so, we must look always for innovative ways of maximising the effectiveness of our spending and must always ensure that we apply thresholds for needs appropriately.

While austerity in the public sector continues to restrain funding the upturn in the wider economy is putting pressure on providers of care, because labour costs are rising. This is important in care of all types commissioned from the independent sector, but is particularly so in the supply of personal care, because wage costs are a very high proportion of the price, while pay is relatively low and there is high turnover of staff, who may seek opportunities elsewhere if they are presented. We are actively seeking other ways to get care to vulnerable people including working with NHS providers. In 2015/16 we intend to tender for personal care, which has a value of approximately £30 million. Against rising costs, there is inevitably risk that the prices resulting from the tender will be higher than we have modelled.

2015/16 will see the institution of the Better Care Fund, which in Devon has a value of £59.7 millions, much of which is to be spent on health care. It should be noted that, in contrast to previous section 256 funding for additional social care, the Better Care Fund is not made up of additional funding. Its objective is to integrate social care with health care, and thus achieve better outcomes for people who need services as well as efficiency savings across health and social care by eliminating duplications and avoiding unnecessary costs. We are committed to the programme of change and the approach builds on existing strong relations at strategic level as well as practical work on the ground in our integrated teams. However we have to also recognise that the health organisations and the Council are all under financial pressure and that there are particularly strong financial challenges within the area of the North East and West Devon CCG. The risk of partners being under financial challenge is threefold; firstly there is a need for vigilance to ensure that statutory responsibilities of different agencies are maintained in areas where budgets are not pooled; secondly, wider pooling itself is far more difficult if there is not enough money in total; and thirdly there is a risk that insufficient funding is freed in the short term to create the changes in service delivery that are needed in the longer term. In Devon, although the difficulties of working with partners across geographical and organisational boundaries should not be understated, we have good governance established and are actively seeking to align our approach not just with the two Clinical Commissioning Groups, but also with NHS provider organisations including the hospital trusts and other health providers.

Financially the most critical new duties under the Care Act are effective from April 2016, although planning and implementation will proceed in 2015/16 so that we are ready at that point. There are new duties that start from April 2015, notably new eligibility criteria which are yet to be tested, and a new duty to assess the needs of and apply support where there are eligible needs for carers of adults which will lead to an increase in the number of staff required. Furthermore, from October 2015 people who currently fund their own care will be able to require an assessment in preparation for the Care Accounts mechanism starting the following April. There is high future uncertainty post 2015/16 concerning firstly the extent and pace of change of increased cost, and secondly, how much funding will be made available and distributed to local authorities. We continue to work on our predictions in conjunction with other authorities in the region and nationally so that we are as prepared as possible. For the coming year while we believe that the funding committed by the government (£2 millions of which has been allocated under government guidance within the Better Care Fund) will be sufficient to meet what we need to do in implementing the changes, there is great uncertainty in the 3 areas stated above – the funding reforms and the new duty to Carers are to be welcomed but costs are exceedingly difficult to predict.

In summary across all areas, to protect the most vulnerable people in Devon in these times of austerity, we have to respond to rising demand and higher cost by listening to what children and adults say they need, understanding the statutory context and risks, then considering all alternatives to meet those needs; manage our markets so that

providers and partners know our commissioning intentions; ensure that contracts are set at the best prices consistent with the right sustainable quality; build on existing successful strategies to reduce cost; meet increasingly rigorous inspection regimes; and ensure that we are vigilant in keeping watch on the statutory boundaries where our responsibility touches on that of other agencies.

Jennie Stephens

Strategic Director People

References

Projections of Demand for Social Care and Disability Benefits for Younger Adults in England

<http://www.poppi.org.uk/>

<http://www.pansi.org.uk/>

Care Act 2014

<http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

For more information on the contents of this section, contact John Holme, Assistant County Treasurer, 01392 38 2357 - john.holme@devon.gov.uk

How the 2015/16 Budget has been built up

	2014/15 Adjusted Budget	Changes	2015/16 Outturn Budget
	£'000	£'000	£'000
Adult Social Care	185,201	(6,768)	178,433
Childrens Social Work and Child Protection	71,135	(5,437)	65,698
Social Care Commissioning	11,579	(547)	11,032
Education and Learning - General Fund	45,581	(3,365)	42,216
Education and Learning - School Funding	0	0	0
Total	313,496	(16,117)	297,379

Reasons for changes in Revenue Budget	Change £'000
Technical and Service Changes	
Additional spend on services - inflation, demographic and other growth in demand	15,994
Savings requirements	
Cash Reduction	(16,117)
Removal of one-off budgets	0
Inflation and pressures	(15,994)
Total	(32,111)
Total	(16,117)

Savings Strategies Analysis	
Strategies to reduce the number of children needing care by early help to families; to reduce the cost of placements and ensure appropriate contributions by other agencies	(4,308)
Implementation of reduced in house residential care provision	(5,208)
Identify permanent places such as adoption more quickly where appropriate	(836)
Further personalise the approach to adult care, so that people choose how to direct resources to achieve the outcomes they need	(2,453)
Prevention strategies in adult care including extending the reablement service and introduction of extra care settings	(865)
Reduce staffing costs especially agency staff as Children's Social work caseloads decrease and practice improves	(883)
Consolidation and cost reductions from various external contracts	(2,504)
Home to school/college transport - efficiency savings and personalised approach to transport	(490)
High cost case reviews (Adults)	(671)
Review of services for youth	(997)
Review of Early Years contracts and service	(796)
Contributions from NHS Clinical Commissioning Group to protect Social Care within the Better Care Fund	(10,000)
Special School residential places review and redirection to DSG	(2,100)
	(32,111)

Staffing Data

	2014/15		2015/16		Total FTEs
	Adjusted Total	Changes	Revenue Funded	Externally Funded	
	FTEs	FTEs	FTEs	FTEs	
Adult Social Care	1,417	(298)	976	143	1,119
Children's Social Work and Child Protection	703	(24)	650	29	679
Social Care Commissioning	90	16	103	3	106
Education and Learning	160	(9)	117	34	151
Total	2,370	(315)	1,846	209	2,055

Explanation of Movements

Adult Social Care

Assessment & support staff funded by Better Care Fund to meet duties required by Care Act	56
Reconfiguration of service - Adult Mental Health Practitioners - front line specialist workers	3
Implementation of reduced in house residential care provision	(363)
Adult Safeguarding - National court ruling in respect of Deprivation of Liberty Safeguards	6
	(298)

Children's Social Work and Child Protection

Implementation of reduced in house residential care provision	(13)
Restructure of fostering service	(21)
Troubled Families externally funded posts	17
Restructure of social work	(7)
	(24)

Social Care Commissioning

Investment in the monitoring of the quality of care	7
Investment in high cost case review capacity	2
Externally funded investment in Direct Payments	1
Transfer of Youth Participation Workers from Children's Social Work and Child Protection	2
Additional capacity to deliver Care Act requirements and other strategic savings	4
	16

Education and Learning

Recommissioning escorts under external contractors for pupils with additional needs	(6)
Special Educational Services - Restructure	(2)
Facilitation and Representation - corporate centralisation of budget	(1)
	(9)

Total	(315)
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Analysis of Total Expenditure for 2015/16

	Gross Expenditure £'000	Grant and Contribution Income £'000	External Income £'000	Internal Income £'000	Net Expenditure £'000
Adult Social Care	241,242	(21,787)	(41,022)	0	178,433
Childrens Social Work and Child Protection	70,420	(3,308)	(270)	(1,144)	65,698
Social Care Commissioning	11,724	(688)	0	(4)	11,032
Education and Learning - General Fund	44,584	0	(1,584)	(784)	42,216
Education and Learning - School Funding	494,514	(494,009)	(339)	(166)	0
Total	862,484	(519,792)	(43,215)	(2,098)	297,379

The following services (which are not included above) are wholly self-funded and do not impact on Council Tax.

	Gross Expenditure £'000	Grant and Contribution Income £'000	External Income £'000	Internal Income £'000	Net Expenditure £'000
Childrens Social Work and Child Protection					
Atkinson Unit	2,754	(136)	(2,094)	(524)	0
Total	2,754	(136)	(2,094)	(524)	0
Grand total	865,238	(519,928)	(45,309)	(2,622)	297,379

Grants and Contributions

Service and Grant title	Funded by	Amount £'000
Adult Social Care		
Local Reform Community Voices Grant	Department of Health	177
Contributions	Health and other local authorities	21,610
		21,787
Children's Social Work and Child Protection		
Newly Qualified Social Workers / ASYE	Department for Education	26
Youth Offending Team	Youth Justice Board	332
Police & Crime Commissioner Grant	Office of the Police & Crime Commissioner	24
Unaccompanied Asylum Seekers Grant	Department of Health	61
Troubled Families Programme	Department for Communities & Local Government	1,689
Contributions	Health and other local authorities	1,312
		3,444
Social Care Commissioning		
Local Reform Community Voices Grant	Department of Health	305
Contributions	Health and other local authorities	383
		688
Education and Learning - Dedicated Schools Grant		
Dedicated Schools Grant*	Department for Education	460,401
Early Years - Disadvantaged 2 Year Olds**	Department for Education	5,175
Post 16 Funding	Department for Education	5,275
Pupil Premium	Department for Education	22,691
Contributions	Health and other local authorities	467
		494,009
Total		519,928

*The Dedicated Schools Grant is estimated on October 2014 pupil numbers.
The final grant allocation is expected to be notified by mid February 2015

** Initial allocations for the funding of 2 year olds will be announced in June 2015

Service Statistics

Education and Learning

Number of Local Authority Maintained schools and Academies

at Dec 2014

	Number of organisations	Number of Schools
Devon Maintained schools		290
Federations	38	103
Management Partnerships	12	22
% of schools actively collaborating		43%
Free Schools		3
All Academies		71
Number of schools in multi-Academy trusts/collaborations		59
% of Academies in multi Academy trusts/collaborations		83%
Total all schools and Academies		364

Number of pupils in LA maintained schools

		Oct-2013	Change	Oct-2014
Nursery Schools	Hours being funded converted to FTE	102	1	103
Maintained Nurseries within Primary Schools	Hours being funded converted to FTE	1,308	(3)	1,305
Primary Schools	Numbers on Roll	44,151	(598)	43,553
Secondary Schools	Numbers on Roll	14,895	(339)	14,556
		60,456	(939)	59,517

Number of pupils in Academy schools

Maintained Nurseries within Primary Academies	Hours being Funded (included with EY Independent Provision)	222	45	267
Primary Schools	Numbers on Roll	7,336	1,794	9,130
Secondary Schools	Numbers on Roll	19,715	(134)	19,581
		27,273	1,705	28,978

Number of pupils in Free schools

Primary Schools	Numbers on Roll	100	122	222
Secondary Schools	Numbers on Roll	86	126	212
		186	248	434

Total number of pupils in LA Maintained schools, Academies and Free schools

Nursery Schools		1,632	43	1,675
Primary Schools (including Free schools)		51,587	1,318	52,905
Secondary Schools (including Free schools)		34,696	(347)	34,349
		87,915	1,014	88,929

Percentage of pupils in academy schools

Maintained Nurseries within Primary Academies	Hours being Funded (included with EY Independent Provision)	13.6%	2.3%	15.9%
Primary Schools	Numbers on Roll	14.2%	3.0%	17.2%
Secondary Schools	Numbers on Roll	56.8%	0.2%	57.0%

Early Years Education Provision		2014/15	Change	2015/16
Early Years Independent Provision	Pupil Numbers FTE	8,050	126	8,176
Early Years Entitlement Take up	Percentage of eligible children	93.0%	4.6%	97.6%
Disadvantaged Two Year Olds	Pupil Numbers	2,400	200	2,600
Young People with Additional Needs		Actual January 2014	Change	Estimated January 2015
Statemented Pupils (Statutory)	Number of young people with a Statutory statement	2,416	(458)	1,958
Pupils with a 'My Plan' (non statutory)	No of young people with a 'My Plan'	0	91	91
Independent Special Schools (pre 16)	Pupil Numbers	140	(6)	134
		Places 2014/15	Change	Planned places 2015/16
Maintained Special Schools Pre 16	Number of Planned Places	809	15	824
Maintained Special Schools Post 16	Number of Planned Places	100	0	100
Post 16 placements: young people with learning difficulties & disabilities (excl Special Schools)	Number of Planned Places	452	(28)	424
Devon Personalised Learning Service	Number of Learners	250	0	250
Transport		Expected 2014/15	Change	Estimated 2015/16
School/ College Transport	Pupil Numbers p.a.	15,241	(530)	14,711
SEN Transport	Pupil Numbers p.a.	1,541	(33)	1,508
Looked After Children (incl ICS)				
External Residential	Number of young people	72	(14)	58
Fostering Placements	Number of young people	426	(76)	350
External Supported Lodgings/Housing	Number of young people	12	0	12
Independent Living	Number of young people	6	0	6
Internal Residential Special School	Number of young people	12	0	12
Medical Establishment	Number of young people	12	0	12
Placed For Adoption	Number of young people	75	43	118
Secure Welfare	Number of young people	2	0	2
Custody/Remand	Number of young people	3	0	3
Total Looked After Children		620	(47)	573

Other Childrens Services and Children with Additional Needs (incl ICS)

Staying Put/Care Leavers	Number of young people	59	(4)	55
Children subject to a Child Protection Plan	Number of young people	722	(142)	580
Children in Need - Assessments	Number of young people	7,290	(280)	7,010
Adoption Allowances	Number of young people	138	14	152
Special Guardianship Order Allowances	Number of young people	188	24	212
Residence/Child Arrangement Order Allowances	Number of young people	45	46	91
Adoption Orders	Number of young people	62	7	69

Integrated Children's Service

Direct Payments (Children with Special Needs)	Number of young people	1,272	103	1,375
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Adult Social Care

		2014/15	Change	2015/16
Reablement (across all client groups)	Service Users	1,920	384	2,304

These are new people expected to go through the reablement process

**Number of people receiving
service
Average through Year**

		2014/15	Change	2015/16
Older People and Disability - Commissioning				
Residential Care	Service Users	1,899	182	2,081
Nursing Care	Service Users	551	(43)	508
Respite	Service Users	16	22	38
FACS Eligible Community Based Services*	Service Users	6,391	176	6,567
Older People and Disability - In house				
Residential Care	Service Users	414	(357)	57
Day Care services	Service Users	389	(283)	106
Learning Disabilities - Commissioning				
Residential Care	Service Users	506	(18)	488
Nursing Care	Service Users	18	(4)	14
Respite	Service Users	87	2	89
FACS Eligible Community Based Services*	Service Users	1,640	168	1,808
Autistic Spectrum	Service Users	58	10	68
Learning Disabilities - In house				
Residential Respite Care	Service Users	19	(5)	14
Day Care services	Service Users	211	(17)	194
Community Enabling	Service Users	240	0	240
Mental Health Services				
Residential Care	Service Users	108	5	113
Nursing Care	Service Users	10	(2)	8
Respite	Service Users	2	0	2
FACS Eligible Community Based Services*	Service Users	719	26	745
Universal Services - Open access day care	Service Users	728	0	728
In house Care Provision - Open access day care	Service Users	470	0	470

* Community based services in Learning Disabilities and Mental Health have increased partly due to reviews of Targeted Support, some of whom are now FACS eligible. FACS = Fair Access to Care Service

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Adult Social Care

2014/15 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2015/16 Outturn Budget £'000	2015/16 Net Changes £'000
Older People and Disability Services					
18,688	Residential Care	56,273	(29,287)	26,986	8,298
9,024	Nursing Care	13,956	(6,037)	7,919	(1,105)
40,517	FACS Eligible Community Based Services	53,168	(17,130)	36,038	(4,479)
4,470	Targeted Support	4,327	(1,016)	3,311	(1,159)
12,615	Care Management and Brokerage	15,780	(2,136)	13,644	1,029
85,314		143,504	(55,606)	87,898	2,584
Learning Disability Services					
18,853	Residential Care	22,362	(3,480)	18,882	29
460	Nursing Care	481	(75)	406	(54)
33,589	FACS Eligible Community Based Services	37,533	(358)	37,175	3,586
1,726	Care Management	1,873	(199)	1,674	(52)
715	Autistic Spectrum	948	(30)	918	203
55,343		63,197	(4,142)	59,055	3,712
Mental Health Services					
1,932	Residential Care	2,932	(868)	2,064	132
191	Nursing Care	201	(18)	183	(8)
7,628	FACS Eligible Community Based Services	8,781	(965)	7,816	188
3,258	Care Management	3,450	(198)	3,252	(6)
13,009		15,364	(2,049)	13,315	306
In House - DCC Managed Provision Older People and Disability Services					
17,173	Residential Care Including Respite	6,361	(27)	6,334	(10,839)
2,383	Day Care Services	575	(68)	507	(1,876)
895	In House Management and Other	639	0	639	(256)
4,048	Reablement and In-House Domiciliary Care	4,822	(732)	4,090	42
24,499		12,397	(827)	11,570	(12,929)
In House - DCC Managed Provision Learning Disability Services					
1,372	Residential Care Including Respite	1,243	(6)	1,237	(135)
1,282	Community Enabling Service	1,257	0	1,257	(25)
3,197	Day Care Services	2,729	(38)	2,691	(506)
214	In House Management Support	51	0	51	(163)
6,065		5,280	(44)	5,236	(829)
971	Safeguarding Adults Team	1,500	(141)	1,359	388
185,201		241,242	(62,809)	178,433	(6,768)

2014/15 £'000	2015/16 £'000
Breakdown of Gross Income	
(44,931) Customer and Client Receipts	(41,022)
(177) Government and EU Grants	(177)
(22,736) Reimbursements	(21,610)
(67,844)	(62,809)

Service Commentary

This service relates to social care for adults. All services are jointly managed with relevant NHS Provider Trusts by integrated health and social care management teams.

Analysis of changes: **£'000**

Technical and Service Changes

Additional spend on services - inflation, demographic and other growth in demand	13,994
Agreed virements across Heads of Service	182

Savings strategies

Implementation of reduced in house residential care provision	(5,208)
Further personalise the approach to care, so that people choose how to direct resources to achieve the outcomes they need	(2,453)
Prevention strategies in adult care including extending the reablement service and introduction of extra care settings	(865)
Consolidation and cost reductions from various external contracts	(1,747)
High cost case reviews (Adults)	(671)
Contributions from NHS Clinical Commissioning Groups to support Social Care within Better Care Fund	(10,000)

Total	(6,768)
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Children's Social Work and Child Protection

2014/15 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2015/16 Outturn Budget £'000	2015/16 Net Changes £'000
16,011	Integrated Children's Services	16,105	0	16,105	94
	Looked After Children (Placements)				
5,450	Independent Residential Care	2,949	(695)	2,254	(3,196)
870	Independent Supported Accommodation	390	0	390	(480)
141	Independent Fostering	3,296	0	3,296	3,155
1,767	Internal Supported Accommodation	1,621	0	1,621	(146)
8,386	Internal Fostering	5,424	(61)	5,363	(3,023)
525	Secure Accommodation	558	(42)	516	(9)
17,139		14,238	(798)	13,440	(3,699)
	Looked After Children (Operations)				
1,677	Special Guardianship Orders	1,765	(16)	1,749	72
420	Child Arrangements and Private Kinship	506	0	506	86
1,274	Adoption Allowances and Fees	1,799	(318)	1,481	207
938	Independent Post 18 Placements	766	0	766	(172)
180	Internal Post 18 Placements	689	0	689	509
4,177	Fostering Team	3,475	(22)	3,453	(724)
1,618	Adoption Team	1,687	0	1,687	69
961	Supervised Contact	994	0	994	33
463	Children In Need Support	538	(26)	512	49
11,708		12,219	(382)	11,837	129
	Early Help				
0	Troubled Families	1,689	(1,689)	0	0
577	Family Group Conferencing and Centres	595	(1)	594	17
311	Devon Integrated Support Service	648	(221)	427	116
234	Early Help Co-Ordination	286	0	286	52
295	Reach	344	0	344	49
4,103	Youth Services	4,140	(1,156)	2,984	(1,119)
5,520		7,702	(3,067)	4,635	(885)
1,106	Independent Reviewing Unit	1,138	0	1,138	32
14,334	Social Work Teams	13,769	(131)	13,638	(696)
5,317	Strategic Management and Legal Costs	5,249	(344)	4,905	(412)
71,135		70,420	(4,722)	65,698	(5,437)

2014/15 £'000	2015/16 £'000
Breakdown of Gross Income	
(780) Customer and Client Receipts	(270)
(581) Government and EU Grants	(2,132)
(1,064) Internal Recharges	(1,144)
(1,017) Reimbursements	(1,176)
(3,442)	(4,722)

Service Commentary

This service includes all the statutory duties of the Council in relation to child protection and social work for children and young people. It also includes the Youth Service, the Youth Offending Team the Emergency Duty Team and a range of services targeted to support families and so help to avoid the need for children coming into care. The Integrated Children's Service is the Devon County Council element of a joint contract with Clinical Commissioning Groups

Analysis of changes: £'000

Technical and Service Changes

Additional spend on services - inflation, demographic and other growth in demand	1,235
Agreed virements across Heads of Service	365

Savings Strategies

Strategies to reduce the number of children needing care by early help to families; to reduce the cost of placements and ensure appropriate contributions by other agencies	(4,308)
Identify permanent places such as adoption more quickly where appropriate	(836)
Reduce staffing costs especially agency staff as Children's Social Work caseloads decrease and practice improves	(883)
Consolidation and cost reductions from various external contracts	(13)
Review of services for Youth	(997)

Total	(5,437)
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Social Care Commissioning

2014/15 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2015/16 Outturn Budget £'000	2015/16 Net Changes £'000
Social Care Commissioning					
1,273	Strategic Commissioning	1,502	0	1,502	229
672	Information and Quality	1,041	0	1,041	369
7,379	Centrally Managed Contracts	6,845	(642)	6,203	(1,176)
1,238	Change Management	1,383	0	1,383	145
1,017	Operations Support	953	(50)	903	(114)
11,579		11,724	(692)	11,032	(547)

2014/15 £'000	2015/16 £'000
Breakdown of Gross Income	
(469) Government and EU Grants	(305)
(4) Internal Recharges	(4)
(2,582) Reimbursements	(383)
(3,055)	(692)

Service Commentary

Social Care Commissioning operates across all People services and comprises the following functions:

Strategic Commissioning staff work to develop and shape the care provider markets from which Devon County Council purchases most of its social care services; to ensure that the right services are available for vulnerable people at the time they are needed and at prices which are affordable within the Council's social care budgets.

Information & Quality comprises the Management Information team responsible for statutory and internal performance, and quality improvement and assurance staff who monitor the quality of all services, whether they are provided internally or purchased externally.

Centrally Managed Contracts are those managed directly by commissioning staff including support to carers, homelessness and service user representation.

Change Management drives the complex transformation required to improve services and which underpins the budget savings strategies across People, in addition to business change in response to a constantly changing regulatory environment.

Operations Support comprises teams of placement brokers and an administration team for Direct Payments as well as business relations staff to manage communication and engagement with providers.

Analysis of changes: **£'000**

Technical and Service Changes

Additional spend on services - inflation, demographic and other growth in demand	37
Agreed virements across Heads of Service	(547)

Savings Strategies

Consolidation and cost reductions from various external contracts	(37)
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Total	(547)
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Education and Learning (General Fund)

2014/15 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2015/16 Outturn Budget £'000	2015/16 Net Changes £'000
Infrastructure					
150	Legal Disbursements	130	0	130	(20)
730	Strategic Management	831	(93)	738	8
0	Teacher Development	293	(293)	0	0
1,121	Teachers Pension - Historic Enhancements	1,141	0	1,141	20
2,001		2,395	(386)	2,009	8
School Improvement and Inclusion Services					
824	Attendance, Safeguarding and Behaviour	889	(64)	825	1
192	Effectiveness and Accessibility: Data	238	0	238	46
0	Early Years	46	(46)	0	0
2,030	Leadership, Management and School Improvement	1,725	0	1,725	(305)
272	Prevention and Advisory Services	274	0	274	2
175	Priorities For Strategic, Statutory and Service	227	0	227	52
936	Special Education Services	1,122	(174)	948	12
2,876	Targeted Specialist Services	2,945	(69)	2,876	0
7,305		7,466	(353)	7,113	(192)
Schools Organisation and Transport					
0	Admissions to Academy	81	(81)	0	0
449	Home to College	919	(470)	449	0
12,772	Home to School	13,225	(629)	12,596	(176)
7,092	SEN Transport	7,601	(133)	7,468	376
380	Transport Unit	383	0	383	3
20,693		22,209	(1,313)	20,896	203
206	14 - 19 Services	207	0	207	1
2,780	Vulnerable Groups (Inc. CSW Contract)	2,367	(85)	2,282	(498)
2,419	Special Schools - Residential	319	0	319	(2,100)
10,177	Children's Centres and Early Years Services	9,621	(231)	9,390	(787)
45,581		44,584	(2,368)	42,216	(3,365)

2014/15 £'000	2015/16 £'000
Breakdown of Gross Income	
(1,815) Customer and Client Receipts	(1,584)
(927) Government and EU Grants	0
(898) Internal Recharges	(784)
(3,640)	(2,368)

Service Commentary

This service represents the Council's responsibilities for education and learning other than those funded by the Dedicated Schools Grant and Post 16 funding which are shown separately. It includes infrastructure and support to ensure the delivery of more than 200 statutory duties in education and learning and to deliver a range of specialist support for inclusion services, admissions, home to school transport as well as education support for children with special needs and vulnerable groups of children.

Analysis of changes:	£'000
Technical and Service Changes	
Additional spend on services - inflation, demographic and other growth in demand	728
Savings Strategies	
Consolidation and cost reductions from various external contracts	(707)
Home to School/College transport - efficiency and personalised approach to transport	(490)
Review of Early Years contracts and service	(796)
Special School residential places review and direction to DSG	(2,100)
Total	(3,365)

Education and Learning (Dedicated Schools Grant and other schools funding)

2014/15 Adjusted Budget £'000		Gross Expenditure £'000	Gross Income £'000	2015/16 Outturn Budget £'000	2015/16 Net Changes £'000
Schools					
463	Nursery Schools	528	0	528	65
205,103	Primary Schools	217,924	0	217,924	12,821
172,180	Secondary Schools	184,769	0	184,769	12,589
377,746		403,221	0	403,221	25,475
De-Delegated Schools Budget					
335	Licences and Subscriptions	427	(17)	410	75
804	Schools and DSG Contingency	785	0	785	(19)
1,367	Targeted Specialist Services	1,377	0	1,377	10
124	School Intervention Fund	128	0	128	4
1,082	Maternity	1,134	0	1,134	52
141	Facilitation and Representation	149	(8)	141	0
3,853		4,000	(25)	3,975	122
Central Provision Within Schools Budget					
325	Admissions	416	(91)	325	0
2,000	Schools Broadband	0	0	0	(2,000)
1,550	Pupil Growth - Falling Rolls	1,550	0	1,550	0
873	Termination of Employment Costs	873	0	873	0
3,100	Local Learning Communities	930	0	930	(2,170)
223	Other DSG Services	300	(17)	283	60
292	Phase Associations	292	0	292	0
861	Support Services	946	(85)	861	0
9,224		5,307	(193)	5,114	(4,110)
High Needs Budget					
4,774	Alternative Provision	4,785	0	4,785	11
183	Attendance, Safeguarding and Behaviour	183	0	183	0
1,175	Social Inclusion Children In Care	1,175	0	1,175	0
19,905	Maintained Special Schools	22,501	0	22,501	2,596
1,743	Targeted Specialist Services	1,743	0	1,743	0
250	Hospital Education Services	256	0	256	6
5,821	Post 16 Special Educational Needs	5,803	0	5,803	(18)
750	Portage	750	0	750	0
12,900	Special Educational Needs	10,662	(467)	10,195	(2,705)
5,800	Other Special School Fees	5,914	0	5,914	114
3,274	Support Centre Funding	3,445	0	3,445	171
56,575		57,217	(467)	56,750	175
24,405	Early Years Budget	24,769	(287)	24,482	77
Schools Funding					
(437,360)	Dedicated Schools Grant (DSG)	0	(460,401)	(460,401)	(23,041)
(6,682)	Early Years - Disadvantaged 2 Year Olds	0	(5,175)	(5,175)	1,507
(6,568)	Post 16 Funding	0	(5,275)	(5,275)	1,293
(21,193)	Pupil Premium	0	(22,691)	(22,691)	(1,498)
(471,803)		0	(493,542)	(493,542)	(21,739)
0		494,514	(494,514)	0	0

2014/15 £'000	2015/16 £'000
Breakdown of Gross Income	
(1,433) Customer and Client Receipts	(339)
(471,072) Government and EU Grants	(493,542)
(100) Internal Recharges	(166)
0 Reimbursements	(467)
(472,605)	(494,514)

Service Commentary

Services funded by the Dedicated Schools Grant, Post 16 Funding and Pupil Premium. Most funding is delegated directly to schools.

Analysis of changes:	£'000
Changes in school budget due to increase in schools block funding rate per pupil, pupil numbers, pupil premium and new delegation	25,475
Changes in de-delegation due to academy conversion and increased demand	122
Delegation of Broadband subsidy and Local Learning Community funding to schools	(4,110)
Additional funding for children with complex needs in maintained special schools	496
Realignment of high needs top up funding to schools	(490)
Additional funding to support children in specialist provision	169
Changes in take up of early education for 2, 3 and 4 year olds	77
Increase in Dedicated Schools Grant arising from increase in schools block funding rate, changes in pupil numbers Post 16	(21,748)
Free early education for disadvantaged two year olds - based on estimated take up	1,507
Increase in Pupil Premium rates for deprivation	(1,498)
Total	0

Capital Programme

The following table details the medium term capital programme for this service and how that programme is being funded.

Project	*Total Scheme Approval £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Adult Social Care						
Adaptations - Disabled adults homes		150	150	150	150	0
Community hub (Barnstaple)	3,000	200	1,800	1,000	0	0
Community hub (Tavistock) Abbey Rise	799	523	0	0	0	0
Lifting and handling equipment		10	10	10	0	0
Works for Care Quality & Provider Services		60	120	0	0	0
Total		943	2,080	1,160	150	0
Children's Social Work and Child Protection						
Children in care (contingency)		10	20	20	20	10
Exmouth Youth Service - Catering Refurbishment	42	3	0	0	0	0
Exwick, Exeter - New Exeter Youth Centre		0	0	146	0	0
Grants to adapt foster carers houses		41	50	50	60	50
Haven Banks Outdoor Education Centre	5,317	90	0	0	0	0
The 100 Club (Exeter) Youth Service - Office accommodation & external works	132	3	0	0	0	0
The Junction (Newton Abbot) Youth Service – Music Room & Office Improvements	86	3	0	0	0	0
Youth Service - Minor capital works		37	37	37	37	35
Youth Service - Modernisation		0	346	0	0	0
Total		187	453	253	117	95
Education & Learning						
Early Years provision (Kingsbridge) - New Facility	600	50	450	100	0	0
Energy Efficiency Schools Initiative (EESI)		300	700	0	0	0
South Devon DPLS - Dartington School site	864	668	0	0	0	0
Stansfield Centre (Exeter) - Additional KS1 and KS2 accommodation	120	15	0	0	0	0
Vehicle Equipment Loans Pool (Schools)		100	100	100	100	100
Other Schools Managed Capital		1,518	250	250	250	250
Devolved Formula Capital (DFC)		2,501	2,005	1,972	1,685	1,685
Total		5,152	3,505	2,422	2,035	2,035
Integrated Children's Services						
Adaptations - Disabled childrens houses		140	140	140	140	140
Total		140	140	140	140	140
Social Care Commissioning						
Better Care Fund (Capital)	1,991	1,991	0	0	0	0
Disabled Facilities Grant	3,392	3,392	0	0	0	0
Extra Care Housing	13,521	132	5,318	6,150	0	0
Grants to independent care homes		500	500	500	500	0
Total		6,015	5,818	6,650	500	0
Total		12,437	11,996	10,625	2,942	2,270
Financed by:						
Borrowing - Unsupported		799	2,918	6,296	47	0
Borrowing - VELP		400	800	100	100	100
Capital Receipts - General		1,335	5,317	1,097	711	235
Capital Receipts - IID		327	346	0	0	0
Direct Revenue Funds - Services		205	200	200	200	200
External Funding - Contributions		50	50	50	50	50
External Funding - Grants		9,321	2,365	2,882	1,834	1,685
Total		12,437	11,996	10,625	2,942	2,270

* Scheme Approvals have been included for individual projects.

This table does not show expenditure on capital projects currently programmed in financial year 2014/15 which may be deferred to 2015/16 owing to changes in project delivery timescales.

People – Budget 2015/16 Risk Assessment

Service	Budget 2015/16 £'000	Risk and Impact	Mitigation
Social Care Commissioning and general risks across all services		<p>The change programme throughout People is engaged fully with the need to ensure budget savings (which total £32.111m in 15/16) are delivered.</p> <p>Throughout the budget there are a number of areas where there are financial assumptions which relate to decisions which will be taken during the course of the year.</p> <p>There are many strategies that are now advancing, but where the scale of change in implementation is likely to severely test the capacity of managers at different levels. This is generally an ambitious programme of far-reaching change in how we deliver and commission services, which affects managers at all levels. There are inevitably pressures on operational managers in particular to deliver the change that's needed while also keeping on top of day-to-day pressures of essential work that cannot be put off without risk to those who receive services.</p> <p>Several areas in education as well as social care commissioning for both adults and children, include savings which are predicated on contracts being renegotiated successfully and in time to achieve a full year effect.</p>	<p>The risk of the financial impact of a decision going outside the budget allocations cannot be avoided, since the financial constraint is only one element out of many that must be taken into account in reaching decisions on services that affect the public and vulnerable people.</p> <p>The change programme methods are well established and there is regular consideration by the Leadership Team for People as to whether resources are sufficient. Where necessary, resources to alleviate pressure will be brought in.</p> <p>Further mitigations are - good experience of successfully delivering change and an open discussion which includes acknowledgement of the efforts made by our workforce in delivering change while keeping things running, and importantly their understanding of the reasons for change.</p> <p>Considerable time in 2014/15 has been devoted to working in partnership with social care providers, and developing common understanding.</p> <p>Robust contract monitoring and early negotiations with providers are required in order to achieve savings</p>

People – Budget 2015/16 Risk Assessment

Service	Budget 2015/16 £'000	Risk and Impact	Mitigation
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			targets and reduce overspending.
Care Act	£5,843 grant funding from DCLG + £2,000 funding from the BCF	<p>The Care Act 2014 is landmark legislation which introduces a range of new duties for the Council which will impact across the organisation. The Council will need to sufficiently resource itself to discharge new duties and cope with the resultant demand for services.</p> <p>There is a risk that the total funding Devon receives is insufficient to fund the overall investment and resources needed to comply with the new legal duties and to cope with new unknown volumes of demand for Council services.</p> <p>Private individuals who up to now have funded their own care can present to the Council for assessment from 1st October 2015.</p> <p>The new duties with the highest financial risk for 2015/16 relate to Carers, and the introduction of new national social care eligibility criteria. The 2011 census records over 84,000 carers in Devon, which is one of the highest proportions in England. The new eligibility criteria comes into effect on 1st April 2015 with a financial risk that more individuals than under the current system become eligible for Council funded support. The effective demand levels and costs for meeting these new duties are uncertain but could exceed funding from central</p>	<p>A dedicated corporate programme board with accountable work streams is already established to provide risk control and oversight to a process of robust demand modelling and financial costings based on best estimate planning assumptions.</p> <p>Representatives of the Council are fully engaged with regional and national groups jointly considering the impact of Care Act reforms.</p> <p>Demand profiles are being modelled to inform required staffing levels for the recruitment plan which will be structured to avoid sudden recruitment drives.</p> <p>A dedicated carer project team is in place, and has undertaken detailed demand forecasting and service scenario modelling.</p> <p>An expert social care practitioner team is considering the possible impacts of the new eligibility criteria for the Council.</p> <p>Decisions on the services which will be provided cannot however be determined by budget allocations. Finance is a constraint, but only one element among many that must be taken into account</p>

People – Budget 2015/16 Risk Assessment

Service	Budget 2015/16 £'000	Risk and Impact	Mitigation
		<p>government.</p> <p>All Councils with social care responsibility will have to recruit additional social workers. The fact that this will happen at the same time across the country may make it impossible or extremely expensive to recruit sufficient qualified social workers to meet demand for assessments.</p>	<p>as the views of vulnerable people, carers, 3rd sector organisations and all other stakeholders must also be taken into account.</p> <p>DCC will expand its long running programme of social worker development and training as much as possible in order to effectively 'grow our own' qualified social worker talent pool.</p>
Personal care	29,632 (gross)	<p>Devon County Council will recommission how it purchases personal care from independent sector providers next year. Labour market conditions are very different from when services were last recommissioned in 2012, so there is a risk that budget planning assumptions are insufficient. Furthermore there is ongoing risk to the security of labour supply which could affect the delivery of care.</p>	<p>Robust financial modelling has been undertaken to inform budget allocations, and the service specification will be designed in such a way as to balance and minimise exposure of both the Council and providers to financial risk, but ultimately the price the Council will have to pay for care will be determined among other factors by a rapidly changing local labour market and how this is viewed by and affects providers of care.</p>
Better Care Fund	<p>Total pooled budget £59,657 of which £18,611 is included in DCC revenue budget as income</p>	<p>The Council is entering a pooled budget arrangement in 2015/16 with North East and West Devon Clinical Commissioning Group (NEWDCCG) and South Devon & Torbay Clinical Commissioning Group, described nationally as the Better Care Fund (BCF). This pooled arrangement includes circa £16m of support to DCC social care budgets including</p>	<p>A joint commissioning board with detailed governance and specialist support will oversee the implementation of BCF and will ensure fluidity of communication between DCC and its health partners.</p> <p>Strong professional relationships between the health and social care sectors have been developed over the past</p>

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Service	Budget 2015/16 £'000	Risk and Impact	Mitigation
		<p>£2m towards the costs of implementing Care Act duties as required by central government.</p> <p>All commissioning partners to the Better Care Fund, as well as provider organisations are under financial strain, and the health community in NEWDCCG has been identified as facing particularly strong financial challenges. This inevitably poses a risk to the short term deployment of BCF resources, ultimately making more difficult the very changes that are necessary to overcome the financial challenges all face.</p>	<p>years both with CCGs and provider trusts including hospitals. This creates better opportunities, both for resolving potential conflicts and for aligning strategic objectives of all to best meet the needs of the public.</p> <p>Both sectors are committed to working together to deal with similar challenges faced by each organisation and create integrated services across organisational barriers.</p>
Adult Social Care	178,433	<p>Devon continues to have one of the most elderly population profiles in the country, particularly in people over 75 years of age with 11.2% of our population falling into this category which is 3.2% above the average for England.</p> <p>Furthermore the Office of National Statistics predictions indicate that the number of people over the age of 75 in Devon will increase by 2% next year, rising to 4% per year by 2020.</p> <p>In addition to the pressures above (which are inherently unpredictable and always require careful management) there is a challenging programme of savings strategies and management action plans required.</p> <p>Demand for services is high,</p>	<p>Consistent application of eligibility criteria and continued development / enhancement of strategies to maintain people's independence while living at home.</p> <p>Continue to prevent reliance on ongoing care wherever possible by earlier intervention and reablement, and increase the proportion of care spending on community based services so that resources are redirected to where they will be most effective.</p> <p>Longer run risks are mitigated by further investment in preventative services.</p> <p>Maximise opportunities for joint investment with the</p>

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Service	Budget 2015/16 £'000	Risk and Impact	Mitigation
		<p>creating budget pressure across all services. In Learning Disability and in Mental Health, this means that the risk of overspending is viewed as very high in the coming year.</p> <p>The pressures associated with the Ordinary Residence rules are still relevant at the time of preparing the budget as up until 31st March 2015 Devon cannot control placements in our area made by other authorities.</p> <p>Continuing need to be aware of issues at the interface between Health and Social Care responsibility for funding of individuals (this includes but is not confined to cases eligible for aftercare under Section 117 of the Mental Health Act and eligibility for NHS Continuing Healthcare).</p>	<p>NHS, including joint agreements on the use of the Better Care Fund financial transfers, to achieve changes needed, and support essential services where appropriate.</p> <p>Monitor and manage budgets rigorously so that management at all levels are alerted if budgets start to overheat, and plans to restrain spending can be put in place.</p> <p>Ensure professional operational practice throughout the joint teams.</p>
Childrens Social Work and Child Protection	65,698	<p>Reduction in staff costs especially agency towards levels in comparator authorities can be achieved only as caseloads reduce and newly qualified staff take up full caseloads.</p> <p>Individual children in care need placements that can be both high cost and volatile, and which also meet their changing needs.</p> <p>Ambitious strategy to modernise fostering services, aiming to provide a more efficient, effective and flexible service to achieve better</p>	<p>Getting the quality and timeliness of decisions right is key to reducing caseload, and increasing the stability of the workforce.</p> <p>Improved practice and understanding of factors that drive the need for care, and achieving early permanence.</p> <p>Continue to develop and fully implement a placement strategy that will both divert children from care and provide appropriate, flexible and affordable mix of high quality placements for those</p>

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Service	Budget 2015/16 £'000	Risk and Impact	Mitigation
		<p>stability and choice of placement.</p> <p>The strategy to increase the number of children adopted depends on decisions in court which may be contested. Recent case law has had an adverse effect in this area nationally.</p>	<p>children who do enter care, including increasing the proportion of children adopted or other permanence outcomes.</p> <p>Direct Early Help work integrating Troubled Families funding to target and support work to help families and children get through times of difficulty.</p> <p>Continuing improvement of preparation for all hearings in conjunction with legal services. Reduce timescales in court.</p>
Education and Learning – General Fund	42,216	<p>Academies now comprise more than 20% of Devon's schools. If conversions increase, the central infrastructure to support all schools has to deliver the same quality, but with reduced resources in those areas which remain the Council's responsibility.</p> <p>School / College transport arrangements, including for vulnerable groups and personalised packages: possibility that actions in other parts of the council, or in schools strategies (e.g. fewer out of county special schools placement; increased use of</p>	<p>Ensure strong and effective collaborative working and information sharing to set out clearly the council's role and relationship with maintained schools, partnerships and academies. The Council will continue to ensure that statutory responsibilities within a diverse educational landscape are secured through a range of protocol and stakeholder agreements.</p> <p>Continue to encourage Academies to buy back Traded Services.</p> <p>Ensure careful implementation of route reviews.</p> <p>Ensure that effects on transport are picked up at the planning stage. Travel costs need to be considered as part of the placement</p>

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Service	Budget 2015/16 £'000	Risk and Impact	Mitigation
		internal rather than external foster care placements) add to pressure on these budgets.	strategy. Improvements in stability of placements of children in care and commissioning of transport for all vulnerable children should help to contain budget pressures.
Education and Learning – Schools budgets	494,514 gross	<p>As delegation to schools budgets increases there is less resource to provide central services with the risk of loss of economies of scale which may impact on smaller schools in particular.</p> <p>Early Education for disadvantaged 2 year olds; and 3 & 4 year olds: As funding for 2 year olds moves to participation funding in April 2015 it will be important to maximise take up of entitlement.</p> <p>The cost of educating high needs pupils to individual schools can be significant and volatile; funding mechanisms need to cope with these demand-led changes. Risk of more exclusions and increase in harder to admit children.</p>	<p>Ensure a clear and well understood approach to robust commissioning negotiations with providers.</p> <p>Continue to engage with national reviews of schools funding arrangements. Lobby for a speedy implementation of a national formula to address the issues faced by low funded authorities such as Devon.</p> <p>Continue active engagement with Devon Education Forum to ensure funding is appropriately distributed and targeted to achieve the best Educational outcomes for all children across all ages and levels of need.</p> <p>Devon Assessment Framework (DAF) to support individual placements and redistribution from core funding to support schools with the most vulnerable placements.</p>

Abbreviations

Abbreviations used within the budget:

ACL	Adult & Community Learning
ACRA	Advisory Committee on Resource Allocation
ADF	Advanced Design Fees
ADVA	Against Domestic Violence and Abuse
AONB	Area of Outstanding Nature Beauty
ASYE	Assessed and Supported Year in Employment (for children's social workers)
BACS	Bankers automated clearing services (electronic processing of financial transactions)
BCF	Better Care Fund - formerly known as the Integration Transformation Fund, a national arrangement to pool existing NHS and Local Government funding starting in April 2015.
BDUK	Broadband Development UK
CCG	Clinical Commissioning Group
CDWM	Capital Development & Waste Management
CFR	Capital Financing Requirement
CIL	Community Infrastructure Levy
CME	Children Missing Education
CofE	Church of England
CSW	Careers South West
DAF	Devon Assessment Framework
DBS	Disclosure & barring service
DCC	Devon County Council
DCLG	Department for Communities and Local Government
DCSB	Devon Children Safeguarding Board
DDA	Disability Discrimination Act
DFC	Devolved Formula Capital
DfT	Department for Transport
DoH	Department of Health
DOLS	Deprivation of Liberty Safeguards
DPLS	Devon Personalised Learning Service
DRO	Devon Records Office
DSG	Dedicated Schools Grant
E&E	Economy & Enterprise
ECH	Extra Care Housing
EESI	Energy Efficiency Schools Initiative
EfW	Energy from Waste
EU	European Union
EY	Early Years

FABLAB	Fabrication Laboratory at Exeter Central Library
FACS	Fair Access to Care Services
FIS	Family Intervention Services
FM	Facility Management
H&TM	Highways & Traffic Management
HORSA	Hutting Operation for the Raising of the School Leaving Age
HR	Human Resources
HRMS	Human Resource Management System
ICS	Integrated Children's Service
ICT	Information & Communications Technology
IDF	Infrastructure Development Fund
IID	Investing in Devon funds
IT	Information Technology
IYSS	Integrated Youth Support Service
KS1	Key Stage 1
KS2	Key Stage 2
LAC	Looked after children
LAG	Local Action Group
LD	Learning Disability
LIBOR	London Interbank Offered Rate
LTP	Local Transport Plan
MARAC	Multi-Agency Risk Assessment Conference
MASH	Multi Agency Safeguarding Hub
MMF	Money Market Funds
MRP	Minimum Revenue Provision
MTCP	Medium Term Capital Programme
MUGAS	Multi Use Games Area
MUMIS	Major Unforeseen Maintenance Indemnity Scheme
NDL	North Devon Link
NEWDCCG	North East and West Devon Clinical Commissioning Group
NHB	New Homes Bonus
NHS	National Health Service
NVZ	Nitrate Vulnerable Zone
OFSTED	Office for Standards & Education, Childrens Services and Skills
P&T	Permanency and Transition
PAN	Published Admission Number
PEGASEAS	Promoting effective governance of the Channel seas
PFI	Private Finance Initiative
PROW	Public Rights of Way
PRU	Pupil Referral Unit
PT&E	Planning Transportation & Environment
PWLB	Public Works Loans Board
RFID	Radio Frequency Identification (self service kiosks and tags in libraries)
RGF	Regional Growth Fund
RHE	Residential Homes for the Elderly
RO	Residence Orders

S106	Funding from developers resulting from planning obligations authorised by section 106 of the Town and Country Planning Act 1990
s256	Section 256 of the National Health Act - allows CCGs to enter into arrangements with local authorities to carry out activities with health benefits
SCOMIS	Schools Management Information Service
SDLR	South Devon Link Road
SEN	Special Education Needs
SfC	Services for Communities
SGO	Special Guardianship Orders
TCS	Transport Co-ordination Services
TSS	Trading Standards
TUPE	Transfer of Undertaking (protection of employment)
VELP	Vehicle Equipment Loan Pool
VMS	Variable Message Sign
WEEE	Waste Electrical & Electronic Equipment
YJB	Youth Justice Board
YOT	Youth Offending Team

