

Public Document Pack



NOTICE OF MEETING

Meeting	Executive Lead Member for Children's Services Decision Day
Date and Time	Wednesday, 20th September, 2017 at 2.00 pm
Place	Chute Room, Ell Court, The Castle, Winchester
Enquiries to	members.services@hants.gov.uk

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AGENDA

- 1. TRANSFORMATION TO 2019 - REVENUE SAVINGS PROPOSALS**
(Pages 3 - 62)

To consider a report of the Director of Children's Services and the Director of Corporate Resources regarding Transformation to 2019 savings proposals
- 2. CHILDREN'S SERVICES CAPITAL PROGRAMME UPDATE** (Pages 63 - 78)

To consider a report of the Director of Children's Services and Director of Corporate Services regarding the Capital Programme
- 3. APPOINTMENTS TO OUTSIDE BODIES** (Pages 79 - 80)

To consider a report of the Director of Transformation and Governance regarding appointments to outside bodies

ABOUT THIS AGENDA:

On request, this agenda can be provided in alternative versions (such as large print, Braille or audio) and in alternative languages.

ABOUT THIS MEETING:

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County Councillors attending as appointed members of this Committee or by virtue of Standing Order 18.5; or with the concurrence of the Chairman in connection with their duties as members of the Council or as a local County Councillor qualify for travelling expenses.

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Lead Member for Children's Services
Date:	20 September 2017
Title:	Transformation to 2019 – Revenue Savings Proposals
Report From:	Director of Children's Services and Director of Corporate Resources – Corporate Services

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1. Executive Summary

- 1.1. The purpose of this report is to outline the detailed savings proposals for the Children's Services Department that have been developed as part of the Transformation to 2019 Programme.
- 1.2. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
- 1.3. The Executive Member is requested to approve the detailed savings proposals for submission to Cabinet and then Full County Council in October, recognising that there will be further public consultation for some proposals.

2. Contextual information

- 2.1. Members will be fully aware that the County Council has been responding to reductions in public spending, designed to close the structural deficit within the economy, since the first reductions to government grants were applied in 2010/11 and then as part of subsequent Comprehensive Spending Reviews.

- 2.2. Reductions in government grant together with inflationary and service pressures, notably within social care areas, have created an average budget gap of around £50m per annum, meaning that circa £100m has needed to be saved every two year cycle.
- 2.3. This position has been exacerbated following the changes announced in the Local Government Settlement in February 2016 which provided definitive figures for 2016/17 and provisional figures for the following three years to 2020. The settlement included a major revision to the methodology for distributing Revenue Support Grant (RSG) which had a major impact on Shire Counties and Shire Districts and also reflected a clear shift by the government in council tax policy.
- 2.4. Consequently, even after allowing for council tax increases over the settlement period, the forecast gap for the two years to 2019/20 is £140m, and after allowing for 'housekeeping savings' of £20m, targets were set for Departments based on a reduction of approaching 19% in cash limited spend.
- 2.5. One of the key features of the County Council's well documented financial strategy and previous savings programmes has been the ability to plan well in advance, take decisions early and provide the time and capacity to properly implement savings so that a full year impact is derived in the financial year that they are needed.
- 2.6. This approach has also meant that savings have often been implemented in anticipation of immediate need and this has provided resources both corporately and to individual departments to fund investment in capital assets and to fund further change and transformation programmes to deliver the next wave of savings. This approach has enabled the County Council to cushion some of the most difficult implications of the financial changes.
- 2.7. Whilst this has been a key feature of previous cost reduction programmes it was recognised without doubt that the Transformation to 2019 (Tt2019) Programme, the fourth major cost reduction exercise for the County Council since 2010, would be significantly more challenging than any previous transformation and efficiency programme against the backdrop of a generally more challenging financial environment and burgeoning service demands.
- 2.8. Departments have looked closely at potential opportunities to achieve the required savings and unsurprisingly the exercise has been extremely challenging because savings of £340m have already been driven out over the past seven years, and the fact that the sheer size of the 19% target requires a complete "re-look"; with previously discounted options having to be re-considered. It has been a significant challenge for all Departments to develop a set of proposals that, together, can enable their share of the Tt2019 Programme target to be delivered.
- 2.9. The opportunity assessment and planning work has confirmed the sheer complexity and challenge behind some of the proposals as a consequence

of which in a number of areas significantly more than two years will be required to develop plans and implement the specific service changes.

- 2.10. The cashflow support required to manage the extended delivery timetable will in the most part be met from departmental cost of change reserves and further contingency options to cover any shortfall will be considered as part of the updated Medium Term Financial Strategy (MTFS) that will be reported in October.
- 2.11. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks between 3 July – 21 August. The consultation was widely promoted to stakeholders and residents and asked for their views on ways the County Council could balance its budget in response to continuing pressures on local government funding, and still deliver core public services.
- 2.12. Responses to the consultation will help to inform the decision making by Cabinet and Full Council in October and November of 2017 on options for delivering a balanced budget up to 2019/20, which the Authority is required by law to do.
- 2.13. In addition, Equality Impact Assessments have also been produced for all of the detailed savings proposals and these together with the broad outcomes of the consultation and the development work on the overall Transformation to 2019 Programme have helped to shape the final proposals presented for approval in this report.

3. Budget Update

- 3.1. The savings targets that were set for Departments were based on forecasts produced over the summer of 2016 and included a wide range of variable assumptions to arrive at the total predicted gap of £140m.
- 3.2. Last year the Local Government Finance Settlement provided definitive figures for 2016/17 and provisional figures for local authorities for the following three years to aid financial planning for those authorities who could ‘demonstrate efficiency savings’. We have now had our 2017/18 figures confirmed as part of the budget setting process and following acceptance by the Department for Communities and Local Government (DCLG) of the County Council’s Efficiency Plan for the period to 2019/20 the expectation is for minimal change for 2018/19 and 2019/20. No figures have been published beyond this date.
- 3.3. The offer of a four year settlement provided greater but not absolute funding certainty. However, following the Queen’s speech to Parliament in June this year, the planned changes to implement 100% business rate retention by 2019/20 are effectively suspended with no indication of when this might be resumed, although the Government have just invited applications for pilots to operate during 2018/19, the detail of which will be considered in due course. Work to carry out a fair funding review is set to continue as it does not require legislation.

- 3.4. An updated MTFs will be presented to Cabinet in October and then the County Council in November and we will continue to review our assumptions on an ongoing basis in light of information that is made available.

4. Transformation to 2019 – Departmental Context

- 4.1. Following successive programmes which have delivered over £80m cost reductions since June 2010 the Children's Services department started work in October 2016 to identify potential opportunities for further savings to meet the £30.1m departmental savings target for 1 April 2019.
- 4.2. The department has worked to a set of principles which have guided the successive budget reduction decisions since 2010. These have evolved to reflect the tightening economic circumstances and therefore the ever tighter focus needed in the department on its core business and meeting the needs of the most vulnerable. The Departmental Management Team has reviewed these principles and is convinced that they remain valid for the future challenges of T19.
- 4.3. The principles for the department's Transformation to 2019 programme were confirmed as:
- ensure a safe and effective social care system that continues to manage the risks between protecting and caring for the most vulnerable children and providing support to families in need;
 - ensure sufficient capacity to lead, challenge and improve the schools system to help ensure improved outcomes for all but particularly the more vulnerable groups;
 - tightly target limited resources according to the needs of children whether that be support to children and families or to schools;
 - secure targeted and co-ordinated early help provision where it demonstrably reduces escalation of need;
 - sustain and develop high quality and financially competitive sold services when doing so contributes to our responsibilities to Hampshire; and
 - maximise the opportunities to create efficiencies and maintain and enhance services through partnership arrangements.
- 4.4. Our savings proposals for our Transformation to 2019 programme have looked at every aspect of Children's Services activity in order to ascertain where savings could be found. Three major issues recur regularly:
- funding for Children's Services in Hampshire is relatively low reflecting funding arrangements for Shire Counties. Despite this, Hampshire has been the third highest performing authority under the current Ofsted framework;
 - the majority of the Department's spend is external, primarily relating to the placement costs of Children Looked After (CLA). In order to realise

cashable savings on external spend it is not rational to reduce staffing resource beyond a certain point as this reduces our ability to work with vulnerable families to prevent the children coming into care and the subsequent external spend or, worse, opens the door to more significant additional spend if families unmet needs escalate; and

- some areas of potential savings would have a profound impact on our statutory duties including, most significantly, our statutory duty to safeguard children or because they would mean that we could not fulfil existing legislative duties in other areas (for example, home to school transport).
- 4.5. Where we have found savings in our proposals for T2019, these have been through paring back to the minimum the service provision that we think we can offer across the full range of Children's Services, whilst meeting our statutory duties and running a safe and effective service.
- 4.6. The proposals for savings developed as part of this overall programme are outlined below. Some of these proposals would then be subject to a detailed engagement and consultation process which would culminate in service specific public consultation, where appropriate, from November 2017.

5. The main workstreams

- 5.1. The savings target set for the Department is £30.1m which has been split across seven workstreams. Table 1 below shows the full year savings proposals for each workstream together with the original base budget (2017) for all the activities that are being considered within that workstream. In most cases that is a blend of a number of different services.
- 5.2. The social care transformation represented by the Partners In Practice programme is in recognition that for T19 the external spend on placements would necessarily need to form a significant part of the burden of reductions as it is not possible to make deeper compensating reductions elsewhere. For that reason the work on the new social work model for children is genuinely transformational and far reaching – see below.
- 5.3. Due to the transformational nature of this work, and linked to the 4 year Partners in Practice programme, a significant amount of the £30.1m savings would be delivered beyond the 2019/20 timeframe. This would enable the department to ensure that any changes to services provided to vulnerable people are well thought through, planned, communicated and coordinated. Current estimations are that £13.5m will be delivered by the end of 2019/20.
- 5.4. An outline of the proposals in each workstream is given in the following sections, with savings proposals summarised in Appendix 1. These proposals are subject to consultation where appropriate.

Table 1. Children’s Services workstreams and savings targets

Workstream	Total Budget	Full Year Savings Proposals	Savings Proposals as % of Budget
	£000	£000	%
Children’s Social Care Transformation	87,282	21,890	25.1
Children with Disabilities	17,514	3,000	17.1
School Improvement Services	1,368*	59	4.3
Education High Needs	6,695	979	14.6
Home to School Transport	28,241	2,800**	9.9
Support Services	7,813	904	11.6
Maximising Efficiencies/ Enabling Productivity	NA	500	NA
TOTAL	148,913	30,132	20.2

*The majority of this funding now comes from direct Government School Improvement Grant (£940k in 2017/18) and has to be used on school improvement activities. Therefore savings cannot be taken from this element of the budget.

** Savings planned total £4.05m. An element of this will be required to address the underlying business pressure with the remaining £2.8m contributing to the Tt2019 programme.

Children’s Social Care Transformation

5.5. The social care transformation workstream covers £87.3m of services and external spend including our direct support to child protection and children in care. Savings proposals for this workstream amount to £21.890m the majority of which is expected to come through the safe reduction of the number of children in care.

- 5.6. It is made up of four strands which together combine to offer the opportunity to achieve a whole system change that will meet children and young people's needs earlier and in a different way. Savings would be made through a reduction in the number of children whose needs escalate in severity and cost within the system.
- 5.7. The four strands are:
- reducing the number and cost of Children Looked After;
 - infrastructure and organisation redesign;
 - review of Swanwick Lodge; and
 - reduction in the 0-19 grants.
- 5.8. These strands would aim to safely reduce the number of children in care, especially teenagers, preventing the escalation of demand and building resilience in families, schools and communities. This would lead to a reduction in cost to the department whilst improving outcomes for children and families and increasing the capacity of social workers in social work led multi-disciplinary teams to intervene in the most effective, targeted and evidence based way to create lasting change.
- 5.9. The change would be enabled by a pathway led approach that redefines the way we interact and intervene with families and children and in turn, redefines the role of the social worker. Our future social workers would be more mobile, supported effectively by technology that provides a single view of the child (enabled by Capita One Social Care), able to use data and analytics to inform their decision making, freed from bureaucracy and unnecessary regulatory demands and supported by an underpinning social work methodology. These changes would provide them with the capacity to provide meaningful interventions with lower associated support and costs.

Strand 1 - Reducing the number and cost of Children Looked After

- 5.10. Hampshire, along with six other local authorities, became a Partner in Practice (PiP) with the Department for Education (DfE) in 2016. Hampshire's proposal set out how the Children's Services department would deliver radical change and reshape children's social care by 2021. It also set out our ambition for sector led improvement and the role Hampshire could play nationally.
- 5.11. This proposal sets out a reduction of 410 children in care by 2021 which it is estimated would make a savings contribution of £17.9m to the social care transformation workstream. With regards to children's social care and children looked after, the proposed reduction would take Hampshire down to a rate of 31 children looked after per 10,000 children in the local population, ranking us as the 7th lowest nationally on this ratio.
- 5.12. The savings opportunities for this strand are based upon the costs of the current mix of placements (in-house foster care; independent fostering agency; HCC and other providers residential homes).
- 5.13. This proposal is also premised upon a complete shift in the children's social care operating model which enables social workers to be more effective in

enabling families to stay together and helping families be more resilient whilst also promoting rehabilitation – particularly of the troubled and troublesome teenager group. It is important that there are enough social workers who have enough time to carry out the tasks to divert or rehabilitate families – see below.

Strand 2 - Infrastructure and Organisation redesign

- 5.14. This strand of activity would assess different organisation design options for the new service, facilitate agreement on the preferred structure option, design the preferred option (subject to consultation) and prepare for the implementation of a new structure that best meets the needs of the service and its users.
- 5.15. The organisation design would be primarily undertaken by a working group made up of representatives of different levels of the organisation and the agencies that would be centrally involved with the multi-disciplinary teams of the future.
- 5.16. This proposal is dependent on remodelling social work teams. The opportunities for savings proposals of £3m are staff reductions, which based on current thinking, could include:
- work to reduce the number of referrals from schools and then restructure our staffing in our ‘front door’ services;
 - reduction in senior management structure (1 grade or above);
 - a small reduction in the number of team managers in social care by increasing the spans of control;
 - reduction in administrative support based on the introduction of the new social care IT system. The final opportunity will be influenced by the outcome of mobile working delivery and may enable us to lessen the reduction in team managers and reduce operational risk;
 - restructure of our family placement staffing mix in line with statutory guidance;
 - reduction of area teams as a result of reducing CLA and remodelling activity; and
 - reduction of the Youth Offending Team (YOT) remand budget.
- 5.17. The proposals for remodelling social work teams is based on the current establishment and structure which has in the past few years come under significant pressure, as the number of referrals and children in care has increased.
- 5.18. The County Council has seen a continued steady rise in demand across social work services in line with the national picture, which is increasing the caseloads of our social workers and they are now at the point where they are higher than Ofsted would recommend.

- 5.19. Ofsted describe what they consider to be manageable caseloads as between 15 and 20 and consider there is a direct correlation between the average caseload of a social worker and the quality of social work practice offered. The new framework for the inspection of social care being introduced in early 2018, will focus almost entirely on the quality of social work practice with the leadership, management and governance aspect looking at whether senior leaders 'create the conditions' so that social workers are enabled to perform to their optimum.
- 5.20. These changes together with the need to release social worker capacity to achieve the reduction in Children in Care highlight the need for additional resources in this area, similar to the increases provided in 2013/14, which will be considered by Cabinet at its meeting in October.

Strand 3 - Review of Swanwick Lodge

- 5.21. This strand of the social care transformation workstream savings proposals has a contribution amount of £0.470m. This strand is examining the viability of potential options for Swanwick Lodge as a secure welfare provision.
- 5.22. The proposal is to review current charges for Swanwick Lodge to identify opportunities to maximise income alongside reducing the existing management structure.
- 5.23. The proposal is aiming in most cases for the service itself not to change from a user perspective, but would be offered at a revised price.

Strand 4 - Reduction in the 0-19 grant

- 5.24. This strand of the social care transformation workstream savings proposals has a potential contribution amount of £0.5m.
- 5.25. The department currently provides around £750K of grant funding to voluntary and charitable providers to provide youth and support services targeted to children and young people at Levels 2 and 3 on the Children's Partnership Threshold Chart. These grants are allocated against priorities identified by the Local Children's Partnership (or equivalent) groups. The services provided by this grant funding are non-statutory.
- 5.26. This strand is proposing that the department would reduce all youth related grant funding awarded to organisations to deliver community services for children and families across Hampshire to around £250,000. The Council will continue to deliver high quality statutory services but would be unable to fund non-statutory services.

Children with Disabilities (CWD) Remodelling

- 5.27. The Children with Disabilities remodelling workstream covers £17.5m of services. Savings proposals amount to £3.0m.
- 5.28. The aim of this workstream is to reshape and develop a service for children and young people with disabilities and their families that builds resilience, independence and self reliance in families and communities in order to

reduce the demand for crisis intervention and move away from long term arrangements (where appropriate).

- 5.29. The transformation of CWD services would form part of the Partners in Practice (PiP) programme. The proposed opportunities identified which would contribute to the savings target would sit under two main strands of work.

Strand 1 – Continuation of Transformation to 2017 projects

- 5.30. Work within this strand would include:

- reducing reliance on residential care for respite services;
- prioritising Telecare and ‘step down’ from residential services;
- developing a toolkit for personal budgets;
- reviewing the information, advice and support service to ensure the right information is available in the right way for children, young people, families and communities;
- reviewing the Short Break Activities Service; and
- implementation of improvements to services identified from the PIP process activity.

Strand 2 – Operating model redesign and implementation

- 5.31. Work within this strand would include:

- appraising operational design options and agree the preferred model;
- implementing journey and intervention work (which will be underpinned by the resilience methodology and children and family toolkit);
- undertaking a redesign of end to end processes;
- designing an analytics tool; and
- implementing new ways of working.

- 5.32. This service has had a strong history of engagement with service users through our transformation programmes and this approach would continue for Transformation to 2019.

School Improvement Services

- 5.33. The school improvement services workstream covers £1.4m of services. The majority of the funding now comes from direct ringfenced Government School Improvement Grant (£940k in 2017/18) and cannot be subject to cuts for T19. There is a small amount of core funding consisting of a £59k contribution to the Hampshire Music Service. This proposal would see the removal of the remaining contribution so that the Music Service receives no subsidy from the County Council.

Education High Needs Remodelling

- 5.34. The Education High Needs workstream covers £6.7m of services. Savings proposals amount to £0.979m. It is made up of three strands:

Strand 1 - Reducing the Early Years Administrative Function

- 5.35. The early years' administration team undertakes the termly headcount of early years' providers to ensure they are funded accurately, they organise the communications to providers and ensure that performance planning cycles are adhered to. £100k of savings would be achieved by transforming working practices to reduce staffing.

Strand 2 – Review of Hampshire Futures

- 5.36. The Youth Investment Programme will cease in 2019 and the proposal is to therefore cease this budget from 2019 with a saving of £125k. The department would aim to continue investment in youth employment opportunities, which will be created through the application of the apprenticeship levy.
- 5.37. A further £150k reduction in funding to Hampshire Futures on staffing to manage the County Council's apprenticeship scheme and the support for those not in employment, education and training (NEET).

Strand 3 - Reform the SEN and Inclusion Service

- 5.38. This strand proposes to transform the work of the SEN and Inclusion teams to create a unified High Needs service giving a saving of £150k. The future High Needs service needs to address the growing demand and budget pressures but most of all needs to continue to deliver better outcomes for Hampshire children.
- 5.39. The proposed opportunity would see a restructuring of the service, with savings being contributed through a reduction in senior management posts (I grade and above) and a reshaping of the staffing teams following the introduction of a new digital system which should streamline the production of Education, Health and Care Plans. This would be a very significant reduction in staffing and would place our ability to meet statutory timelines under pressure. Much will depend on how much administrative time will be saved by the new on-line system. The County Council will be the first users of the system which we are developing in partnership with a software company.
- 5.40. The proposals include a further £100k reduction in staffing in the Inclusion service – which supports pupils who are excluded, who are at risk of exclusion or who are for other (mostly medical) reasons unable to attend mainstream school. These reductions would result in a reduction in the levels of support that can be offered to schools and these vulnerable pupils.
- 5.41. The proposals include a commitment to cease to undertake any quality assurance work of expensive out of County placements and other quality assurance work yielding a saving of £90,000.
- 5.42. In addition to the above the savings include a sum of £64,000 that is currently used to undertake home visits to electively home educating families. EHE families currently request home visits to secure advice on educational matters and these would cease if this proposal was taken forward. The final reduction in this strand (£200k) would be to reduce the staffing in the Virtual School for Children Looked After to the statutory

minimum of the post of 'Virtual School Headteacher'. This would continue to meet our statutory minimum duties but would reduce the added value that can be achieved through pro-active working with schools, social care and children looked after and their foster families and the collection of service specific data.

Home to School Transport (HtST) Remodelling

5.43. The HtST workstream covers £28.2m of services. Savings proposals are £4.05m with £2.8m contributing to the Transformation to 2019 plan. The balance of savings is required to address the underlying business pressures, along with additional corporate funding that will be granted as part of the update of the Medium Term Financial Strategy to address demographic pressures in this area

5.44. This workstream has five key strands for savings.

Strand 1 - Reviewing policy to deliver to the statutory minimum.

5.45. The HTST policy is currently close to, but not at, the statutory minimum. The proposal is to reduce the policy to the statutory minimum and apply that with few exceptions. That would give savings in the region of £1.95m.

5.46. Changes to the Home to School Transport policy require statutory consultation approval for which will be sought in due course...

5.47. The County Council currently provides transport to the following groups under discretionary powers and, subject to consultation, these could be removed or amended under the proposed policy revisions:

- Post 16 pupils with learning difficulties and/or disabilities. We currently offer transport and the parents pay an annual contribution. Under a revised policy this offer of transport could be withdrawn. This would deliver savings of £1m. The authority would still provide support, by way of exception to policy, when students could not attend the placement named in their plan without transport support. This would bring the policy for post-16 SEN pupils in line with mainstream and is the statutory minimum.
- Rising 5s in Reception classes. We currently transport pupils from their start in Reception when still aged 4 (the statutory duty for HTST begins when the child is of statutory school age – in the term following their 5th birthday). The proposed policy changes would begin the offer of free transport from the term following their 5th birthday. This would deliver approximately £250k savings.
- Free transport provided as an exception to policy. There will always need to be some exceptions to policy to offer limited support in certain family circumstances. When an exception to policy is agreed this is currently provided free of charge. (The approach for agreeing exceptions would be reviewed alongside the policy review). The proposal is to charge where transport is provided as an exception delivering approximately £300k of savings.

- Nursery children with SEN. As they are under 5 this is not a statutory duty. The proposal is to withdraw that offer of free transport. This would deliver approximately £340k savings.
- We currently transport 8 year olds who live over 2 miles but under 3 miles from their school until the end of the academic year in which they turn 8. (The law is for statutory HTST provision if the pupil lives over 2 miles from school until they are 8 and then for over-8s over 3 miles from school). The proposed policy review would bring entitlement in line with statute and remove provision if appropriate on a pupil's 8th birthday. This should deliver £60k of savings

Strand 2 – Transport for Education & Inclusion

- 5.48. This strand would review the provision of transport for pupils attending education centres and other alternative provision. Most pupils placed in alternative provision, in agreements with their schools, go there because they are at risk of exclusion. The proposal is to transport to alternative provision only those who are permanently excluded if they meet the other normal transport criteria. This is the statutory requirement. The risk of this approach is that, if the provision of transport to alternative education provision becomes the financial responsibility of the school (which it would do), then schools will move to permanently exclude much more quickly. Potential savings attached to the proposal are £500k.

Strand 3 – Sole provider tendering

- 5.49. This would investigate the benefits of sole provider or contract block tendering to procure large volumes of contracts under a sole operator to manage contracts exclusively, with the aim of reducing costs by £300k.

Strand 4 – Spend to save minibus scheme expansion

- 5.50. This strand would aim to expand an existing approach to facilitate more schools providing their own leased vehicles and organising their own transport to their school. This aims to save in the region of £300k.

Strand 5 – Infrastructure improvement

- 5.51. Work is underway to identify potential infrastructure improvements such as improving unsafe walking routes and carrying out footpath assessments which would then enable a review of eligibility due to a change in these circumstances (i.e. a safe walking route now exists). This aims to save in the region of £1m.

Support Services Review

- 5.52. The support services review workstream covers £7.8m of back office and support function budgets, some of which, such as the legacy premature retirement commitments could not be reduced other than through a gradual reduction. These budgets are subject to continuous review and downwards pressures where possible. Savings proposals across all these budgets amount to £0.904m.

- 5.53. The review includes reductions in printing, photocopying and postage, reductions in administration support and review of all accommodation usage. These are part of ongoing efficiencies drivers and, combined with increasing use of e-communications will be achievable. These savings amount to £0.584m
- 5.54. A further £66k of these savings will be very difficult to achieve. However having looked across all parts of the department to achieve the full £30.1m required these services have to be considered as part of the saving proposals. Part of the proposals are a reduction of one complaints officer and one officer undertaking the Subject Access Request work which would increase the risk of Ombudsman or Data Protection rulings against the council. .
- 5.55. Further efficiencies would also be sought by reducing the staffing levels in the procurement team (£154k) and the childcare sufficiency team (£100k). A reduction in the procurement team may make it difficult for us to effectively manage procurement processes and the monitoring of contracts that will be essential to ensure that major frontline spend around fostering and out of county placements for social care and SEN is providing value for money. The childcare sufficiency team fulfils a statutory duty to ensure sufficiency of childcare. A reduction would mean that we can offer only a reduced level of support when new settings are required in an area or where a setting is in difficulty.

Maximising Efficiencies and Enabling Productivity

- 5.56. As part of the corporate Enabling Productivity and Digital 2 workstreams (see below) the department aims to save a further £0.5m through various efficiencies and more effective working practice enabled by new technologies. The rollout of mobile devices will be part of the programme, and will drive changes to working practice, travel and office accommodation usage that it is anticipated will enable this saving to be achieved.

Corporate workstreams

- 5.57. The department has been fully engaging with the various corporate workstreams. The Digital 2 workstream is the next step on the County Council's Digital journey. Digital by default is the continued strategic approach for Transformation to 2019 and Digital 2 is aiming to build upon and enhance those platforms and tools implemented as part of Digital 1 as well as introduce new platforms and capability. Once the Digital 2 Programme has been completed it will enable Departments to drive efficiency and performance initiatives as part of Transformation to 2019.
- 5.58. The department has also been strongly engaged with the corporate Enabling Productivity Programme (EPP), which will see the department act as the early adopter for the roll out of the new Windows 10 Hybrid solution providing additional functionality and flexibility in the delivery of mobile working for flexible and field based workers.

Key challenges

- 5.59. Alongside the three major issues which regularly recur through all of the workstreams set out in section 4.4, the transformational changes proposed for social care, and the remodelling of other services, are as in previous programmes unavoidably challenging. The process of re-modelling services such as social work and home to school transport will be dynamic and will need to be adaptive and responsive to risks and challenges as they emerge. A clear factor in this will be strong leadership and frontline capacity to implement the changes effectively and this mitigation is outlined above.

6. Summary Financial Implications

- 6.1. The savings target that was set for the Children's Services Department was £30.1m and a summary of the savings proposals that are being put forward to meet this target are contained in Appendix 1.
- 6.2. The nature of the programme is transformational and it has been agreed that it would be delivered over a 4 year period and the department will therefore need to agree cashflow funding to address the shortfall in savings delivery within the Tt2019 timescale. Any cost of change available to the department will be the initial source of funding. It is, however, anticipated that additional corporate support will be required.
- 6.3. It is currently anticipated that the department's cost of change funding will be fully utilised during 2017/18 to support one off transformational costs and partly to address the current pressures in the system arising from the growth in children looked after and home to school transport.
- 6.4. Normal County Council policy requires Departments to meet any shortfall in their savings, together with the costs of transformation activity, from their cost of change reserves. Given Children's services position, this is not possible and therefore the update of the Medium Term Financial Strategy which will be presented to Cabinet in October will need to provide for corporate support of around £17m in 2019/20, and £11m in 2020/21 to meet the impact of the delayed delivery of the Children's' Services savings programme.

7. Workforce Implications

- 7.1. These saving proposals would result in changes to the workforce and its structure.
- 7.2. Detailed workforce implications for all relevant aspects of the proposals will be developed, and will take into consideration feedback from the consultation.
- 7.3. The County Council's approach to managing down staff levels in a planned and sensitive way through the use of managed recruitment, redeployment of staff where possible and voluntary redundancy where appropriate will be continued.

8. Consultation and Decision Making and Equality Impact Assessments

- 8.1. As part of its prudent financial strategy, the County Council has been planning since February 2016 how it might tackle the anticipated deficit in its budget by 2019/20. As part of the Medium Term Financial Strategy, which was last approved by the County Council in July 2016, initial assumptions have been made about inflation, pressures, Council Tax levels and the use of reserves. Total anticipated savings of £140m are required and of this sum, savings targets to the value of £120m were set for departments as part of the planning process for balancing the budget.
- 8.2. The proposals in this report represent suggested ways in which departmental savings could be generated to meet the target that has been set as part of the Transformation to 2019 Programme. Individual Executive Members cannot make decisions on strategic issues such as Council Tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Serving Hampshire - Balancing the Budget* consultation exercise outlined below, will go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2019/20.
- 8.3. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 3 July – 21 August. The consultation was widely promoted to stakeholders and residents through all available channels, including online, via the County Council’s website; Hampshire media (newspapers, TV and radio); and social media. Hard copies were also placed in Hampshire libraries and alternative formats, such as easy read, were made available on request.
- 8.4. The *Balancing the Budget* consultation asked for residents’ and stakeholders’ views on ways the County Council could balance its budget in response to continuing pressures on local government funding, and still deliver core public services. Specifically, views were invited on several high level options as follows:
- reducing and changing services;
 - introducing and increasing charges for some services;
 - lobbying central government for legislative change;
 - generating additional income;
 - using the County Council’s reserves;
 - increasing Council Tax; and
 - changing local government arrangements in Hampshire.
- 8.5. A total of 3770 responses were received to the consultation. The key findings from consultation feedback are as follows:
- The majority of respondents (**65%**) **agreed** that the County Council should continue with its **financial strategy**.

- Responses were relatively evenly split between those who tended to support **changes to local services** and those who did not (**50% agreed**, 45% disagreed and 5% had no view either way).
 - Of all the options, this was the respondents' **least preferred**.
 - Two thirds of respondents (**67% agreed**) that the County Council should raise existing **charges** or introduce new charge to help cover the costs of running some local services.
 - Over half of respondents (**57% agreed**) that the County Council should **lobby the Government** to vary the way some services are provided, and enable charging where the County Council cannot levy a fee due to statutory restrictions.
 - Of all the options presented, generating **additional income** was the **most preferred** option.
 - On balance, the majority of respondents (**56% agreed**) that the County Council should retain its current position not to **use reserves** to plug the budget gap.
 - Of all the options, this was the respondents **second least preferred**.
 - Respondent would prefer the County Council to continue with its plans to raise **Council Tax** in line with Government policy (**50%** ranked this as their preferred approach to increasing Council Tax).
 - Of all the options, increasing Council Tax was respondents' **second most preferred**.
 - More than half of those who responded (**64% agreed**) that the County Council should explore further the possibility of **changing local government structures** in Hampshire.
- 8.6. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. In particular, as a result of the feedback on service issues, the County Council will seek wherever possible to:
- **minimise reductions and changes to local services**, and continue to ensure that resources are prioritised on those who need them most, i.e. vulnerable adults and children;
 - **increase and introduce charges** to cover the costs of some local services. Where the County Council is unable to charge for services due to statutory restrictions, the County Council will continue to **lobby the Government for legislative change**;
 - maximise further **income generation** opportunities.
- 8.7. The proposals set out in Appendix 1 have, wherever possible, been developed in line with these principles but inevitably the effect of

successive reduction programmes over a 9 year period will begin to have an impact on the services that can be provided.

- 8.8. In some cases, the proposals in this report will be subject to further, more detailed public consultation if they are ratified by the Cabinet and Full Council in October and November respectively, at which the overall options for balancing the budget will be considered in light of the consultation results.
- 8.9. In addition to the consultation exercise, Equality Impact Assessments have been produced for all of the detailed savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. These, together with the broad outcomes of the consultation, have helped to shape the final proposals presented for approval in this report.

9. Recommendations

- 9.1. To approve the submission of the proposed savings options contained in this report and Appendix 1 to the Cabinet.

CORPORATE OR LEGAL INFORMATION:**Links to the Strategic Plan**

Hampshire maintains strong and sustainable economic growth and prosperity:	No
People in Hampshire live safe, healthy and independent lives:	Yes
People in Hampshire enjoy a rich and diverse environment:	Yes
People in Hampshire enjoy being part of strong, inclusive communities:	Yes

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document**Location**

None

IMPACT ASSESSMENTS:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it; and
- c) Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

A full Equalities Impact Assessment has been undertaken for each of the savings proposals and these are included as a separate appendix to this report.

3. Impact on Crime and Disorder:

Within the Children's Social Care Transformation workstream, the approach will aim to reduce domestic and child abuse.

4. Climate Change:

Within the Home to School Transport workstream, proposals would see a potential reduction in the amount of transport entitlements being supplied through activity such as improvements to infrastructure, leading to a reduction in the number of buses or taxis on the road.

Appendix 1

Children's Services – Proposed Savings Options (Subject to consultation where appropriate)

Ref	Service Area and Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2018/19 £'000	2019/20 £'000	Full Year £'000	
CS01	Transforming Children's Social Care (Partners in Practice)					
Page 23	1. A reduction of 410 children in care by 2021 through a complete overhaul of the children's social work task under the auspices of the Partner's in Practice (PiP) programme.	<p>The proposed reduction in the numbers of Children Looked After would take Hampshire down to a rate of 31 children looked after per 10,000 children in the local population, ranking as the 7th lowest nationally on this scale.</p> <p>The social care transformation is premised upon a complete shift in the children's social care operating model which would enable social workers to be more effective in enabling families to stay together and in helping families be more resilient whilst also promoting rehabilitation – particularly of the troubled and troublesome teenager group.</p>	982	6112	17,901	N/A
	2. Infrastructure and Organisation redesign to remodel social work teams.	The savings proposals of £3m would be staff reductions which would include a restructure of 'front door' services; a reduction in senior management structure; a reduction in the number of team managers by increasing spans of control; a reduction in administrative support based in the introduction of the new social care IT system; a restructure of the family placement staffing mix; a reduction in the number of area social work teams and a reduction in the Youth Offending Team remand budget.	200	986	3,019	TBC
	3. Review of current charges for	The service itself won't change from user perspective,	400	470	470	TBC

Ref	Service Area and Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2018/19 £'000	2019/20 £'000	Full Year £'000	
	Swanwick Lodge to maximise income alongside reducing management structure	but would be offered at revised price.				
Page 24	4. A reduction in the 0-19 grant	<p>The department currently provides around £750K of grant funding to voluntary and charitable providers to provide youth and support services targeted to children and young people at Levels 2 and 3 on the Children's Partnership Threshold Chart. These grants are allocated against priorities identified by the Local Children's Partnership (or equivalent) groups. The services provided by this grant funding are non-statutory.</p> <p>This strand is proposing that the department would reduce all youth related grant funding awarded to organisations to deliver community services for children and families across Hampshire to around £250,000. The Council will continue to deliver high quality statutory services but would be unable to fund non-statutory services.</p>	250	500	500	N/A
CSO2	Children with Disabilities					
	This workstream covers £17.5m of services with two main strands of work: continuing the 2017 projects and redesigning the operating model	The aim of this workstream is to reshape and develop a service for children and young people with disabilities and their families that builds resilience, independence and self reliance in families and communities in order to reduce the demand for crisis intervention and move away from long term arrangements (where appropriate).	600	2,700	3,000	NA

Ref	Service Area and Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2018/19 £'000	2019/20 £'000	Full Year £'000	
CS03	School improvement					
	The service receives a small amount of core funding consisting of a £59k contribution to the Hampshire Music Service. This would be removed.	The impact on service and staff will be minimal.	59	59	59	N/A
CS04	Education High Needs					
Page 25	This workstream covers £6.7m of services. Savings include reduction in the Early Years support to providers; reduction in Hampshire Futures staffing; reform of the SEN and Inclusion services.	<p>Working practices in the early years team would change and providers would receive less support around funding, quality improvement and performance planning.</p> <p>The Youth Investment Programme will cease in 2019 and the proposal is to therefore cease this budget from 2019 with a saving of £125k. The department would aim to continue investment in youth employment opportunities, which will be created through the application of the apprenticeship levy.</p> <p>There would be a further £150k reduction in funding to Hampshire Futures on staffing to manage the County Council's apprenticeship scheme and the support for those not in employment, education and training (NEET).</p> <p>The SEN and Inclusion teams will merged to create a unified High Needs service. There would be a reduction in senior management posts (1 grade and above). Staff teams will be reshaped following the introduction of a new digital EHCP process system.</p>	0	375	979	TBC

Ref	Service Area and Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2018/19 £'000	2019/20 £'000	Full Year £'000	
Page 26		<p>This is a very significant reduction in staffing and would place our ability to meet statutory timelines under pressure.</p> <p>The proposals include a further £100k reduction in staffing in the Inclusion service – which supports pupils who are excluded, who are at risk of exclusion or who are for other (mostly medical) reasons unable to attend mainstream school. These reductions would result in a reduction in the levels of support that can be offered to schools and these vulnerable pupils.</p> <p>The proposals include a commitment to cease to undertake any quality assurance work of expensive out of County placements and other quality assurance work. The savings include a sum of £64,000 that is currently used to undertake home visits to electively home educating families. EHE families currently request home visits to secure advice on educational matters and these would cease if this proposal was taken forward.</p> <p>The staffing in the Virtual School for Children Looked After would be reduced to the statutory minimum of the post of 'Virtual School Headteacher'. This will continue to meet our statutory minimum duties but would reduce the added value that can be achieved through pro-active working with schools, social care and children looked after and their foster families and the collection</p>				

Ref	Service Area and Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2018/19 £'000	2019/20 £'000	Full Year £'000	
		of service specific data.				
CSO5	Home to School Transport (HtST)					
Page 27	The HtST workstream covers £28.2m of services. Savings proposals contributing to the Transformation to 2019 plan amount to £2.8m. The proposals include a plan to consult on policy changes that bring the policy to statutory minimum across all aspects of transport; reductions in transport to alternative education provision; retendering routes to sole providers; expanding the spend to save minibus scheme; infrastructure improvements to make selected unsafe walking routes safe.	<p>The HTST policy is currently close to, but not at, the statutory minimum. The proposal is to reduce the policy to the statutory minimum and apply that with few exceptions. Changes to the Home to School Transport policy require statutory consultation. A recommendation of this report is that the Executive Member approves the commencement of a consultation on revisions to the Home to School Transport Policy.</p> <p>The County Council currently provides transport to the following groups under discretionary powers and subject to consultation these could be removed or amended under the proposed policy revisions:</p> <ul style="list-style-type: none"> • Post 16 pupils with learning difficulties and/or disabilities. We currently offer transport and the parents pay an annual contribution. Under a revised policy this offer of transport could be withdrawn. The authority would still provide support, by way of exception to policy, when students could not attend the placement named in their plan without transport support. This would bring the policy for post-16 SEN pupils in line with 	0	1,400	2,800	NA

Ref	Service Area and Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2018/19 £'000	2019/20 £'000	Full Year £'000	
Page 28		<p>mainstream and is the statutory minimum.</p> <ul style="list-style-type: none"> • Rising 5s in Reception classes. We currently transport pupils from their start in Reception when still aged 4 (the statutory duty for HTST begins when the child is of statutory school age – in the term following their 5th birthday). The proposed policy changes would begin the offer of free transport from the term following their 5th birthday. • Free transport provided as an exception to policy. There will always need to be some exceptions to policy to offer limited support in certain family circumstances. When an exception to policy is agreed this is currently provided free of charge. (The approach for agreeing exceptions would be reviewed alongside the policy review). The proposal is to charge where transport is provided as an exception. • Nursery children with SEN. As they are under 5 this is not a statutory duty. The proposal is to withdraw that offer of free transport. • We currently transport 8 year olds who live over 2 miles but under 3 miles from their school until the end of the academic year in which they turn 8. (The law is for statutory HTST provision if the pupil lives over 2 miles 				

Ref	Service Area and Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2018/19 £'000	2019/20 £'000	Full Year £'000	
Page 29		<p>from school until they are 8 and then for over-8s over 3 miles from school). The policy review would consider bringing entitlement in line with statute and remove provision if appropriate on a pupil's 8th birthday.</p> <p>We propose to review the provision of transport for pupils attending education centres and other alternative provision. Most pupils placed in alternative provision, in agreements with their schools, go there because they are at risk of exclusion. The proposal is to transport to alternative provision only those who are permanently excluded if they meet the other normal transport criteria. This is the statutory requirement. The risk of this approach is that, if the provision of transport to alternative education provision becomes the financial responsibility of the school (which it would do), then schools will move to permanently exclude much more quickly.</p> <p>We will investigate the benefits of sole provider or contract block tendering to procure large volumes of contracts under a sole operator to manage contracts exclusively.</p> <p>We would aim to expand an existing approach to facilitate more schools providing their own leased minibuses and organising their own transport to their school.</p>				

Ref	Service Area and Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2018/19 £'000	2019/20 £'000	Full Year £'000	
		Work is underway to identify potential infrastructure improvements such as improving unsafe walking routes and carrying out footpath assessments which would then enable a review of eligibility due to a change in these circumstances (i.e. a safe walking route now exists).				
CSO6	Support services					
Page 30	The support services workstream covers £7.8m of miscellaneous budgets, some of which, such as the legacy premature retirement commitments cannot be reduced other than through a gradual reduction as people pass away. These budgets are subject to continuous review and downwards pressures where possible.	<p>The review includes reductions in printing, photocopying and postage, reductions in administration support and review of all accommodation usage. These are part of ongoing efficiencies drivers combined with increasing use of e-communications.</p> <p>A reduction of one complaints officer and one officer undertaking the Subject Access Request work would increase the risk of Ombudsman or Data Protection rulings against the council.</p> <p>Further efficiencies would also be sought by reducing the staffing levels in the procurement team and the childcare sufficiency team. The reduction in the procurement team may make it difficult to effectively manage procurement processes and the monitoring of contracts that will be essential to ensure that major frontline spend around fostering and out of county placements for social care and SEN is providing value for money. The childcare sufficiency team fulfils a statutory duty to ensure sufficiency of childcare. A</p>	500	904	904	TBC

Ref	Service Area and Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2018/19 £'000	2019/20 £'000	Full Year £'000	
		reduction would mean that we can offer only a reduced level of support when new settings are required in an area or where a setting is in difficulty.				
CSO7	Maximising Efficiencies/ Enabling Productivity					
Page 31	Further efficiencies and effective working practices driven by Digital technologies	As part of the corporate Enabling Productivity and Digital 2 workstreams the department aims to save a further £0.5m through various efficiencies and more effective working practice enabled by new technologies. The rollout of mobile devices will be part of the programme, and will drive changes to working practice, travel and office accommodation usage that it is anticipated will enable this saving to be achieved.	0	0	500	TBC
		Total	2,991	13,506	30,132	

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Equality Impact Assessment

Name of project/proposal EMCS01a T19 EIA Social Care Transformation - Users
Originator Atkins, James
Email address James.Atkins@hants.gov.uk
Department Childrens Services
Date of Assessment 06 Sep 2017

Description of Service / Policy

The Children and Families branch of Children's Services provides protection and support to safeguard vulnerable children and families. This comprises statutory services such as children in need of care and protection, children looked after, fostering and adoption services. Non statutory prevention and early help services are also provided to those not meeting the threshold for statutory support.

Geographical impact* All Hampshire

Description of proposed change

To reduce the cost of children's social care by:

- Providing more targeted help to vulnerable children, particularly teenagers.
- Intervening early to prevent the need for statutory care services
- Investing in family-based interventions to enable children and young people to remain within family networks

The potential impacts may include a focus on the most vulnerable families only; a greater number of teenagers and other children would be supported to remain with their family /networks; the CSD workforce would be required to reduce and work more flexibly and proposed innovative changes to the delivery of care would need to be fully tested.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in October 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Impact

Age Positive
Impact Through working with partners to manage demand and provide more targeted help to vulnerable children, it is

expected that fewer children (especially teenagers) will need to be taken into care and a greater number will return to the home environment.

Disability Impact	Positive Shaping service delivery based on the feedback gained from parents and families to only tell their story once and to provide a more integrated service across professions. Providing targeted support earlier to build resilience and enable children with disabilities to remain living within their families wherever possible.
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Sexual Orientation	Neutral
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Race	Neutral
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Religion and Belief	Neutral
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Gender Reassignment	Neutral
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Gender	Neutral
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Marriage and civil partnership	Neutral
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Pregnancy and Maternity	Neutral
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Other policy considerations

Poverty	Neutral
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Rurality	Neutral
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Additional Information

The DfE confirmed in January 2016 that Hampshire and 7 other local authorities had been selected to be the Partners in Practice. Those local authorities are expected to innovate to improve frontline children's social work and to develop new systems of delivering social care and trialling new ways of working with families.

Hampshire County Council will deliver the following social care transformation:

- A family service - a system focussing on improving outcomes for the child in the context of their family
- A social work led, integrated, multidisciplinary service, from the front door through to specialist services
- Social workers are supported to deliver meaningful interventions based on an underpinning methodology of resilience
- A service where good practice is free to flourish without bureaucracy and unnecessary regulatory demands
- Children are supported by and within their own family/community wherever possible. Where children do come into care longer term their experience will be life changing for

the better

- A service where good practice is free to flourish without bureaucracy and unnecessary regulatory demands
- Children are supported by and within their own family/community wherever possible. Where children do come into care longer term their experience will be life changing for the better

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Equality Impact Assessment

Name of project/proposal EMCS01b T19 EIA 0-19 Grants
Originator Payne, Colin
Email address colin.payne@hants.gov.uk
Department Childrens Services
Date of Assessment 29 Aug 2017

Description of Service / Policy

Children's Services currently provide grant funding to voluntary and charitable providers to provide youth and support services targeted to children and young people at Levels 2 and 3 on the Children's Partnership Threshold Chart. These grants are allocated against priorities identified by the Local Children's Partnership (or equivalent) groups. The services provided by this grant funding are non-statutory with the exception of support for young carers.

Geographical impact* All Hampshire

Description of proposed change

To reduce the grant funding awarded to organisations to deliver community services for children and families across Hampshire. The Council will continue to deliver high quality statutory services but will be unable to fund non-statutory services.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in October 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Impact

Age Impact Medium
Reduction or cessation of County Council funding to non-statutory services supporting children aged 0-19 years may reduce the support that these groups can provide to children at level 2 and 3 on the Children's Partnership Threshold Chart.
Mitigation The County Council will signpost children, young people and families via the Family Support Service and the Directories Hub to alternative universal services in place.

to work with the sector to consider sustainability, alternatives sources of funding, collaboration and social enterprise models to support continued service delivery in the event of less County Council funding.

Further development of the volunteer offer may provide continued support to some cohorts of children and young people.

The County Council's Ethic Minority and Traveller Advisory Service may be able to provide services to Traveller children and young people.

Disability
Impact

Low

The County Council currently provides alternative funding via the short break activities grant funding to provide services and support to children and young people with disabilities.

Sexual Orientation
Impact

Medium

Reduction or cessation of County Council funding to non-statutory services supporting Lesbian, Gay and Bisexual & Transgender (LGBT) groups may reduce the support that these groups can provide to supporting vulnerable children and young people in Hampshire.

Mitigation

The County Council will signpost children, young people and families via the Family Support Service and the Directories Hub to alternative universal services in place. This will include existing national groups who already provide support to these vulnerable children and young people.

Hampshire County Council currently fund Action Hampshire to work with the voluntary sector and have set targets for them to work with the sector to consider sustainability, alternatives sources of funding, collaboration and social enterprise models to support continued service delivery in the event of less County Council funding.

Further development of the volunteer offer may provide continued support to some cohorts of children and young people.

Race

Neutral

Religion and Belief

Neutral

Gender Reassignment

Neutral

Gender

Neutral

Marriage and civil
partnership

Neutral

Pregnancy and
Maternity
Impact

Medium

Reduction or cessation of County Council funding to non-statutory services providing parenting support for young

Mitigation

parents (Under 19) may reduce the support that these groups can provide to vulnerable children and young people.

The County Council will signpost children, young people and families via the Family Support Service and the Directories Hub to alternative universal services in place, including those provided within the public health offer.

Hampshire County Council currently fund Action Hampshire to work with the voluntary sector and have set targets for them to work with the sector to consider sustainability, alternatives sources of funding, collaboration and social enterprise models to support continued service delivery in the event of less County Council funding.

Further development of the volunteer offer may provide continued support to some cohorts of children and young people.

Other policy considerations

Poverty Neutral

Rurality Neutral

Additional Information

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Equality Impact Assessment

Name of project/proposal EMCS01c T19 EIA Social Care Transformation - Staff
Originator Atkins, James
Email address James.Atkins@hants.gov.uk
Department Childrens Services
Date of Assessment 11 Sep 2017

Description of Service / Policy

The Children and Families branch of Children's Services provides protection and support to safeguard vulnerable children and families. This comprises statutory services such as children in need of care and protection, children looked after, fostering and adoption services. Non statutory prevention and early help services are also provided to those not meeting the threshold for statutory support.

Geographical impact* All Hampshire

Description of proposed change

To reduce the cost of children's social care by:

- Providing more targeted help to vulnerable children, particularly teenagers.
- Intervening early to prevent the need for statutory care services
- Investing in family based interventions to enable children and young people to remain within family networks.

The potential impacts may include a focus on the most vulnerable families only; a greater number of teenagers and other children would be supported to remain with their family/networks; the CSD workforce would be required to reduce and work more flexibly and proposed innovative changes to the delivery of care would need to be fully tested.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in October 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers HCC Staff (and partners)

Statutory considerations

Impact

Age Medium
Impact The CSD workforce is likely to reduce and any redundancies will potentially have an impact on staff that are nearing

Mitigation	retirement age, due to being less likely to secure employment outside of HCC. At all stages of the process the council will look for voluntary redundancies over compulsory. The council will also provide a package of support including redeployment to other vacant roles within the authority.
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Disability	Neutral
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Sexual Orientation	Neutral
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Race	Neutral
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Religion and Belief	Neutral
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Gender Reassignment	Neutral
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Gender Impact	Low The majority of staff within social care are female. They may find it difficult to find employment which fits in with childcare arrangements since not all employers offer part time flexible working arrangements like those within HCC.
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Marriage and civil partnership	Neutral
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Pregnancy and Maternity	Neutral
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Other policy considerations

Poverty	Neutral
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Rurality Impact	Low Redeployment may impact on home to work travel. Workers may need to travel greater distances to access alternate employment.
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Mitigation

Additional Information

The DfE confirmed in January 2016 that Hampshire and 7 other local authorities had been selected to be the Partners in Practice. Those local authorities are expected to innovate to improve frontline children’s social work and to develop new systems of delivering social care and trialling new ways of working with families.

Hampshire County Council will deliver the following social care transformation:

- A family service - a system focussing on improving outcomes for the child in the context of their family
- A social work led, integrated, multidisciplinary service, from the front door through to specialist services
- Social workers are supported to deliver meaningful interventions based on an underpinning methodology of resilience

- A service where good practice is free to flourish without bureaucracy and unnecessary regulatory demands
- Children are supported by and within their own family/community wherever possible. Where children do come into care longer term their experience will be life changing for the better
- A service where good practice is free to flourish without bureaucracy and unnecessary regulatory demands
- Children are supported by and within their own family/community wherever possible. Where children do come into care longer term their experience will be life changing for the better

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Equality Impact Assessment

Name of project/proposal EMCS02a T19 EIA Children with Disabilities – User
Originator Maspero, Hayley
Email address hayley.maspero@hants.gov.uk
Department Childrens Services
Date of Assessment 23 May 2017

Description of Service / Policy

HCC has a statutory duty to provide support to children with disabilities. This is currently achieved by the provision of long term residential care, overnight residential respite care and care support either in the home or the community. The authority also provides a short break activities programme which is open to all children.

Geographical impact* All Hampshire Basingstoke & Deane East
Hampshire Eastleigh Fareham Gosport Hart Havant New
Forest Rushmoor Test Valley Winchester

Description of proposed change

HCC is reviewing how it provides overnight respite to disabled children and families to expand the range of services available to give greater choice. A proposal to close two residential respite units is being consulted on.

The market will have capacity to meet increased numbers of families with a direct payment or personal budget. Support is outcome focused and time limited. Changes to ways of working will impact staff and service users.

A review of universal short breaks to make this more targeted, outcomes based and focused on helping families be more resilient and independent.

Engagement and consultation

Has engagement or consultation been carried out? Planned

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in October 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Impact

Age Neutral

Disability Positive

Impact This would provide a more responsive, targeted service to all children open to children with disability teams (currently 741).

These changes would offer interventions earlier and ensure these are outcome focused to support children remaining in their communities. This should support parents and carers to look after children in their own families and build their resilience.

The review of the short break offer will target services at Early Help stage, therefore potentially reducing access to services to those children with disabilities that do not meet a statutory threshold for support.

Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender	Neutral
Marriage and civil partnership	Neutral
Pregnancy and Maternity	Neutral

Other policy considerations

Poverty Impact	Low Services and support are not currently equally available across the county. For families living in rural areas or without accessible transport it can be more expensive to travel to access suitable activities. This will be partially mitigated by targeting commissioning activities to explore service providers in areas where current gaps are identified.
Rurality Impact	Low Potentially further distances to access residential care in some cases.
Mitigation	When procuring new services consideration will be given to where service users are and to try and minimise travel and improve access.

Additional Information

Equality Impact Assessment

Name of project/proposal EMCS02b T19 EIA Children with Disabilities – Staff
Originator Maspero, Hayley
Email address hayley.maspero@hants.gov.uk
Department Childrens Services
Date of Assessment 23 May 2017

Description of Service / Policy

HCC has a statutory duty to provide support to children with disabilities. This is currently achieved by the provision of long term residential care, overnight residential respite care and care support either in the home or the community. The authority also provides a short break activities programme which is open to all children.

Geographical impact* All Hampshire Basingstoke & Deane East
Hampshire Eastleigh Fareham Gosport Hart Havant New
Forest Rushmoor Test Valley Winchester

Description of proposed change

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The market will have capacity to meet increased numbers of families with a direct payment or personal budget. Support is outcome focused and time limited. Changes to ways of working will impact staff and service users.

A review of universal short breaks to make this more targeted, outcomes based and focused on helping families be more resilient and independent.

Engagement and consultation

Has engagement or consultation been carried out? Planned

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in October 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required

Impacts of the proposed change

This impact assessment covers HCC Staff (and partners)

Statutory considerations

Impact

Age Impact Medium
Some staff affected by potential redundancies might be near retirement age. This might make it more difficult for them to secure alternative employment outside HCC.

Mitigation Consideration of Enhanced Voluntary Redundancy and redeployment opportunities will be given if applicable.

Disability	Neutral
Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender Impact	<p>Low</p> <p>Majority of staff are female.</p> <p>Both Voluntary Redundancy or Compulsory Redundancy could result in loss of earnings; however the care sector is transient and it is anticipated these workers would be able to acquire alternate employment in a timely manner. The aim, where possible, will be to stimulate alternative options in the market which should create new job opportunities.</p>
Marriage and civil partnership	Neutral
Pregnancy and Maternity	Neutral
Other policy considerations	
Poverty	Neutral
Rurality Impact	<p>Low</p> <p>Redeployment may impact on home to work travel. Workers may need to travel greater distances to access alternate employment.</p>
Mitigation	

Additional Information

Equality Impact Assessment

Name of project/proposal EMCS03 T19 EIA School Improvement Services
Originator Payne, Colin
Email address colin.payne@hants.gov.uk
Department Childrens Services
Date of Assessment 04 Sep 2017

Description of Service / Policy

The school improvement services workstream covers £1.4m of services. The majority of the funding now comes from direct Government School Improvement Grant (£940k in 2017/18). There is a small amount of core funding consisting of a £59k contribution to the Hampshire Music Service.

Geographical impact* All Hampshire

Description of proposed change

This proposal would see the removal of the remaining contribution so that the Music Service receives no subsidy from the County Council.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in October 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers HCC Staff (and partners)

Statutory considerations	Impact
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Age	Neutral
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Disability	Neutral
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Sexual Orientation	Neutral
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Race	Neutral
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Religion and Belief	Neutral
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Gender Reassignment	Neutral
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Gender	Neutral
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Marriage and civil partnership Neutral

Pregnancy and Maternity Neutral

Other policy considerations

Poverty Neutral

Rurality Neutral

Neutrality Statement Genuine efficiencies savings that can be delivered without impacting on service delivery.

Additional Information

Equality Impact Assessment

Name of project/proposal EMCS04a T19 EIA Educating High Needs - Users
Originator Payne, Colin
Email address colin.payne@hants.gov.uk
Department Childrens Services
Date of Assessment 04 Sep 2017

Description of Service / Policy

The Education and Inclusion Service includes a range of services supporting school age children with 'High Needs', through support to schools and parents, as well as children and young people directly. These include:

- Special Educational Needs and Disabilities (SEND) support
- Inclusion support for children in early years and childcare settings
- Virtual School for Children Looked After aimed at improving educational attainment
- Registering and quality assurance of elective home education
- Support to schools aimed at reducing fixed-term and permanent exclusions
- Support for 17-18 year olds Not in Education, Employment or Training (NEET)
- Support for schools/parents to maintain good attendance
- Educational psychology support

Geographical impact* All Hampshire

Description of proposed change

To reduce the cost of Education & Inclusion Services through limiting the range of non-statutory High Needs services provided to:

- Young people aged 16+ who are Not in Education, Employment or Training (NEET);
- Schools, regarding children looked after and pupil exclusions; and
- Pupils educated at home.

Alongside reducing statutory High Needs services back to a minimum level around:

- the quality assurance of Education, Health and Care Plans (EHCPs); and
- the delivery of early years administrative functions.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in October 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Impact

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Age

Medium

Impact	Reduction or cessation of High Needs services by the County Council to schools and children, young people and families may reduce the support being provided to school age children looked after, young people not in education, employment or training and secondary aged pupils at risk of permanent exclusions.
Mitigation	Direct 17-18 year old cohort to engage under the new apprenticeship levy.
Disability Impact	High Ceasing quality assurance of EHCPs may increase the risk that the needs of children and young people with SEND are not met, whilst reducing the size of the Virtual School may impact on the educational outcomes of children in care (who are overrepresented on the Special Educational Needs register).
Mitigation	Introduction of new EHCP Digital Solution to assist in the production of plans alongside the training to staff in its implementation contributing to a better quality output.
Sexual Orientation Impact	Low Reduction in the High Needs Service's capacity to support schools may impact on their ability to support pupils.
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment Impact	Low Reduction in the High Needs Service's capacity to support schools may impact on their ability to support pupils.
Gender	Neutral
Marriage and civil partnership	Neutral
Pregnancy and Maternity Impact	Low Reduced support for young people not in education, employment or training will include a reduction in the support being provided for teenage mothers.

Other policy considerations

Poverty Impact	High Ceasing provision of the Youth Investment Programme and reducing High Needs Services may impact upon the support provided to children and young people from impoverished backgrounds.
Mitigation	Direct 17-18 year old cohort to engage under the new apprenticeship levy. Continue to encourage schools to take a greater leadership role for Children Looked After and for those with Special Educational Needs and Disabilities, alongside adopting more inclusive practices for those at risk of exclusion.

Rurality	Neutral
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Additional Information

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Equality Impact Assessment

Name of project/proposal EMCS04b T19 EIA Educating High Needs - Staff
Originator Payne, Colin
Email address colin.payne@hants.gov.uk
Department Childrens Services
Date of Assessment 04 Sep 2017

Description of Service / Policy

The Education and Inclusion Service includes a range of services supporting school age children with 'High Needs', through support to schools and parents, as well as children and young people directly. These include:

- Special Educational Needs and Disabilities (SEND) support
- Inclusion support for children in early years and childcare settings
- Virtual School for Children Looked After aimed at improving educational attainment
- Registering and quality assurance of elective home education
- Support to schools aimed at reducing fixed-term and permanent exclusions
- Support for 17-18 year olds Not in Education, Employment or Training (NEET)
- Support for schools/parents to maintain good attendance
- Educational psychology support

Geographical impact* All Hampshire

Description of proposed change

To reduce the cost of Education & Inclusion Services through reducing staff as a result of limiting the range of non-statutory High Needs services, reducing statutory High Needs services back to a minimum level, combining services, reducing administrative functions and identifying process efficiencies.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in October 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers HCC Staff (and partners)

Statutory considerations

Age Neutral

Disability Neutral

Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender Impact	Low A reduction in staff would impact on women more where they make up a larger proportion of the workforce impacted.
Marriage and civil partnership	Neutral
Pregnancy and Maternity	Neutral
Other policy considerations	
Poverty	Neutral
Rurality	Neutral

Additional Information

Equality Impact Assessment

Name of project/proposal EMCS05 T19 EIA Home to School Transport (HtST)
Originator Payne, Colin
Email address colin.payne@hants.gov.uk
Department Childrens Services
Date of Assessment 29 Aug 2017

Description of Service / Policy

Current transport arrangements support mainstream and Special Educational Needs & Disabilities children. Excluded children, social care children and some limited exceptions to policy are also supported with time limited free transport.

There is a statutory duty to transport for free, 8+ year old children that live more than 3 miles away and for all under 8s living 2 miles away from their nearest school. There is also enhanced entitlement for children eligible for free school meals or that need to travel on an unsafe route.

Non-statutory transport is also provided for some non-statutory school age children. Children attending education centres also access the travel service.

Geographical impact* All Hampshire

Description of proposed change

The intention is to undertake consultation with stakeholders on removing all discretionary elements of the current policy, which includes the service for children under five and post 16 students; providing for Year R children only when they reach statutory school age; and enforcing the increase from 2 to 3 miles on the 8th birthday. Transport provided to pupils attending education centres would be limited to those entitled under legislation. Also transport provided by way of an exception to policy may incur a charge. Other proposals would focus on more efficient service delivery and reducing exception to policy provision.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in October 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Impact

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Age

Medium

Impact	Some children in the education system, currently entitled under discretionary policy elements would, in future, not receive a free home to school transport service based on their ages, under 4, under 5, those having their 8th birthday and Post 16.
Mitigation	A robust service to consider the exceptional circumstances of any case will look at each case to decide if it merits support as an exception to policy.
Disability Impact	Medium Some children, currently entitled under discretionary policy elements would, in future, not receive a free home to school transport service.
Mitigation	A robust service to consider the exceptional circumstances of any case will look at each case to decide if it merits support as an exception to policy.
Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender	Neutral
Marriage and civil partnership	Neutral
Pregnancy and Maternity	Neutral

Other policy considerations

Poverty Impact	Low There is enhanced support for children in receipt of Free School Meals. However, for those families with an income just above that threshold the exceptional consideration would need to take account of their ability to pay for any exceptional transport service.
Rurality	Neutral

Additional Information

Equality Impact Assessment

Name of project/proposal EMCS06 T19 EIA Support Services
Originator Payne, Colin
Email address colin.payne@hants.gov.uk
Department Childrens Services
Date of Assessment 11 Sep 2017

Description of Service / Policy

To identify potential savings to the Support Services budgets which can contribute to Children's Services' 2019 savings targets . Support Services is a blanket term covering a range of business operations that are not front line operations. A Strategic Business Case has been created for submission to Children's Services Departmental Management Team identifying a range of possible savings .
Geographical impact* All Hampshire

Description of proposed change

The main areas included are printing and copying; postage; the departmental contribution to the courier service; various small savings on accommodation surrendering leases on buildings not owned; reducing spend on cleaning etc.; and reductions estimated by Finance in departmental payments for compensatory added years (CAY) to past employees.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in October 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers HCC Staff (and partners)

Statutory considerations

Statutory considerations	Impact
Age	Neutral
Disability	Neutral
Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral

Gender Reassignment Neutral

Gender Neutral

Marriage and civil
partnership Neutral

Pregnancy and
Maternity Neutral

Other policy considerations

Poverty Neutral

Rurality Neutral

Neutrality Statement These changes will not have an impact on staff on the basis of their statutory or other considerations.

Additional Information

Equality Impact Assessment

Name of project/proposal EMCS07 T19 EIA Maximising Efficiencies/Enabling Productivity
Originator Payne, Colin
Email address colin.payne@hants.gov.uk
Department Childrens Services
Date of Assessment 16 Jun 2017

Description of Service / Policy

The Digital 2 programme is the next step on the County Council's Digital journey. 'Digital by default' (such as email instead of posted letters) is the continued strategic approach for Transformation to 2019. Digital 2 is aiming to build upon and enhance those platforms and tools implemented as part of Digital 1 as well as introduce new technology and capabilities. The County Council is also developing our Enabling Productivity Programme (EPP), which is looking at potential proposals for how the County Council approaches areas such as 'mobile working', scheduling of resources and use of facilities.

Geographical impact* All Hampshire

Description of proposed change

As part of the Enabling Productivity and Digital 2 programmes the Children's Services Department is proposing to generate savings through various efficiencies and more effective working practice enabled by new technologies. Through the rollout of different technology creating new opportunities, this will drive changes to working practice, travel and office accommodation usage that it is anticipated will enable savings to be achieved.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in October 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Impact

Age Impact Low
Some users may find new technology difficult to engage with.

Disability Impact Low
The way in which we collect data from users must take

account of different users needs.

Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender	Neutral
Marriage and civil partnership	Neutral
Pregnancy and Maternity	Neutral

Other policy considerations

Poverty	Neutral
Rurality	Neutral

Additional Information

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Lead Member for Children’s Services
Date:	20 September 2017
Title:	Children’s Services Capital Programme update
Report From:	Director of Children’s Services and Director of Corporate Services

Contact name: Peter Colenutt

Tel: 01962 846157

Email: peter.colenutt@hants.gov.uk

1. Executive Summary

- 1.1 This report sets out proposed changes to the 2017/18 Capital Programme.
- 1.2 The proposals contained in this report are derived from the departmental service plan(s) which have been developed to support the priorities of the Corporate Strategy.

2. Background

Revised 2017/18 Capital Programme

- 2.1 Taking in to account changes since the 2017/18 programme was last approved on 19 June 2017 (including those proposed in this report), the revised cash limit for the programme is made up as shown in Table 1.

Table 1 - Revised 2017/18 Cash Limit	£'000
Cash limit reported 18 January 2017	106.737
Projects carried forward (not included in original cash limit)	19.287
Contingency carried forward	17.078
Devolved Formula Capital (DFC) – adjusted DfE grant	-0.003
Additional Developer Contributions – Various sites	7.381
Swanwick Lodge – additional DfE grant	0.135

Deferred Capital receipt	-0.300
Total	150.315

- 2.2 The revised capital programme for 2017/18 is submitted for approval at Appendix 1.

Schools' Devolved Formula Capital

- 2.3 The Government grant allocation for schools' devolved formula allocations for 2017/18 for maintained schools (excluding academies) is £3.350m. The allocation per school will be calculated using the DfE formula set out in Table 2 and is intended to fund high priority projects identified through schools' Asset Management Plans.

Table 2 – Schools' Devolved Formula Capital allocation

2017/18 Formula	Allocation per school £ p.a.
Per nursery/primary pupil	11.25
Per secondary pupil	16.88
Per special school or education centre pupil	33.75
Lump sum (all schools)	4,000.00

- 2.4 Officers continue to work closely with schools to ensure that devolved formula capital allocations are spent appropriately on Asset Management Plan priorities. There is a particular emphasis on ensuring when possible that it is used when appropriate in conjunction with other available resources. This ensures that a maximum number of schools can benefit from available resources. However, the reduced allocations continue to limit individual schools' opportunities to fund large scale capital projects.

3. Amendments to the 2017/18 Capital Programme

Enlargement of Endeavour Primary, Andover

- 3.1 In September 2016 the Hamwic Trust applied to the Department for Education (DfE) to be the sponsor of the new free school to serve the southern end of the East Anton housing development in Andover. The application was successful and the intention was to open the new school in September 2017 in temporary accommodation on a site adjacent to the forthcoming permanent school.
- 3.2 However, the Trust pulled out of the planned arrangement on 18 May 2017 requiring an urgent alternative solution to be found. Discussions took place with the governing body of Endeavour Primary School and the school agreed to run a bulge class on the Dairy Road site (site for new school) initially for the 2017/18 academic year only.

- 3.3 Further discussions have now taken place with the governing body about the school running the Dairy Road site as a permanent expansion of the Endeavour Primary School. This will make Endeavour Primary School a four form entry (4fe) primary school split over two sites with 420 pupils (2fe) being accommodated on each site.
- 3.4 Where a Local Authority proposes to permanently enlarge a school's capacity by 25% or more it must follow a procedure set out by the DfE. The proposed expansion will increase the size of Endeavour Primary School beyond 25% and, therefore, a public consultation is required.
- 3.5 Therefore, subject to the approval of the governing body, it is recommended that approval be given to consult with the local community and other relevant bodies, including the DfE on the permanent expansion of Endeavour Primary School as set out above.

Robert May's School, Odiham

- 3.6 Robert May's Secondary School in Odiham serves a large rural area of Hart including Hook and Odiham. The school is an academy and currently has permanent accommodation for 1,200 pupils (8fe) aged 11-16.
- 3.7 As a result of a forecast increase in pupil numbers from the catchment area, an expansion of 1fe (150 pupils) is required for September 2019, costed at £7.6m. The 1fe expansion project was approved in the Capital Programme report to ELMCS on 20 January 2016.
- 3.8 The existing school site is currently undersized for an 8fe school, as recommended by DfE guidelines. Therefore, as part of the planned 1fe expansion, additional land is required to provide sufficient site area for a 9fe school.
- 3.9 The area of land adjacent to the school is known as Bufton's Field and has been identified as the preferred solution for the required additional land. This land, amounting to approximately 2.1 hectares (5.2 acres) net of a foot/cycle route (the foot/cycle route is currently subject to a S38 Agreement and might be included as part of the acquisition land following further consultation), directly adjoins the school site. This land, following levelling and preparation, will enable a full football/rugby pitch to be provided. Originally, funding of £0.1m was identified in the capital programme report to ELMCS on 16 September 2015 to acquire this land.
- 3.10 It was understood that the legal owner of that land was prepared to consider selling to the County Council if a suitable financial settlement could be reached which would satisfy the interests of the beneficial owners. The County Council has attempted to negotiate the acquisition by agreement and made a number of offers to acquire the land. The County Council continues to negotiate with the legal owner, but negotiations to date have not been successful. Accordingly, as there is a pressing need for additional playing field facilities for the school, a Compulsory Purchase Order (CPO) will now be considered. Further delay in acquiring Bufton's Field could

impact on the expansion costs and reduce the external learning opportunities for students.

- 3.11 Therefore, it is noted that, the Executive Member for Policy and Resources (EMPR) will consider commencing a CPO for the acquisition of the land adjacent to the school known as Bufton's Field. Provision for the acquisition of the land has been made within the capital programme.

Access improvements in schools (AIS)

- 3.12 Historically capital grant allocations to local authorities included funding for the Schools Access Initiative. This allowed for access improvements to mainstream schools, principally to meet the individual needs of pupils'. This specific funding stream has now ceased but the need for such adaptations will continue, both at a pupil-led and strategic level.
- 3.13 It is proposed that the projects listed at Appendix 2 be recommended for approval.

4. Amendments to the 2018/19 Capital Programme

Bursledon Junior School

- 4.1 Due to an increase in forecast pupil numbers, it is proposed to return Bursledon Junior School to its original 3fe capacity for September 2018.
- 4.2 To achieve this a permanent single classroom extension will be required by September 2018.
- 4.3 Therefore it is recommended that the project at Bursledon Junior School is added to the 2018/19 capital programme at a cost of £0.35m (including fees).

5. Modular Classrooms

- 5.1 Details of the location of the modular buildings required for September 2017 are listed in Appendix 3. In some cases the units will be rented due to a shorter term requirement, whilst others will be purchased recognising a longer term pressure in those locations. It is recommended that approval be given for the application of planning permission and procurement for modular buildings to be located on the sites listed at Appendix 3.

6. Action taken by the Director of Children's Services

- 6.1 Under delegated powers and following consultation with the Executive Lead Member for Children's Services, the action set out in Appendix 4 has been taken and it is recommended that these approvals are noted.

7. Recommendations

- 7.1 That the revised capital programme cash limit of £150.315m for 2017/18 be approved.
- 7.2 That the revised 2017/18 Capital Programme at Appendix 1 is approved, along with the amendments to the 2017/18 programme.
- 7.3 That approval be given to consult on the permanent expansion of Endeavour Primary School is given.
- 7.4 That it is noted that, the Executive Member for Policy & Resources considers commencing a CPO for the acquisition of land adjacent to Robert May's School known as Bufton's Field.
- 7.5 That the projects listed at Appendix 2 for Access Improvements in Schools are approved.
- 7.6 It is recommended that the project at Bursledon Junior School is added to the 2018/19 Capital Programme.
- 7.7 It is recommended that approval be given for the application of planning permission and procurement for modular buildings to be located on the additional sites in Appendix 3.
- 7.8 The projects approved under delegated powers by the Director of Children's Services in Appendix 4 are noted.

CORPORATE OR LEGAL INFORMATION:**Links to the Corporate Strategy**

Hampshire safer and more secure for all:	Yes
Corporate Business plan link number (if appropriate):	
Maximising well-being:	Yes
Corporate Business plan link number (if appropriate):	
Enhancing our quality of place:	Yes
Corporate Business plan link number (if appropriate):	

Other Significant Links

Links to previous Member decisions:		
<u>Title</u>	<u>Reference</u>	<u>Date</u>
Children's Services Capital Programme 2015/16 update	6463	23 March 2015
Children's Services Capital Programme 2015/16 to 2017/18	6174	21 January 2015
Direct links to specific legislation or Government Directives		
<u>Title</u>	<u>Date</u>	

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
None	

IMPACT ASSESSMENTS:

1. Equalities Impact Assessment:

Equality and diversity objectives are not considered to be adversely affected by the proposals of this report.

2. Impact on Crime and Disorder:

Crime and disorder objectives are not considered to be adversely affected by the proposals of this report.

3. Climate Change:

How does what is being proposed impact on our carbon footprint / energy consumption?

When the Children's Services Capital Programme invests in new build, replacement or refurbishment works, Property Services colleagues include an assessment of reductions in energy consumption (carbon use) in the design. In all new buildings and in the majority of refurbishment type investments, the latest technologies and materials are specified in order to maximise the impact on reducing carbon consumption. Many projects are also able to employ passive design approaches including natural ventilation and improved insulation to actively reduce consumption in summer and winter conditions.

How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

The proposals seek to provide compact and energy-efficient building envelopes. Any new build or extensions will meet current building regulations standards for thermal performance. Where possible, appropriate sustainable materials will be employed to reduce the environmental impact of the proposals.

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Revised Children's Services Capital Programme 2017/18

Category	Project	Estimated Starts Value £'000
Primary School Improvements	AUE Western Primary, Aldershot	10,367
	Barton Farm Primary, Winchester	9,575
	Bishops Waltham Infant & Junior, Winchester	3,376
	The Butts Primary, Alton	4,025
	East Anton Primary, Andover	9,981
	Emsworth Primary, Havant	1,851
	Hook Infant & Junior, Basingstoke	500
	North Baddesley Infant & Junior	4,182
	Oakridge Infant & Junior, Basingstoke	3,883
	Oakwood Infant & Greenfields Junior, Hartley Wintney	600
	Pilgrim's Cross CE (VA) Primary, Andover	1,456
	Romsey Primary	2,919
	Rownham St Johns CE Primary, Rownham	551
	South Farnborough Infant, Farnborough	200
	Trosnant Infant & Junior, Havant	4,525
	Secondary School Improvements	Secondary School Improvements
Calthorpe Park School, Fleet		1,875
Horton Heath, Eastleigh		0
Kings School, Winchester		2,800
Mill Chase Academy, Bordon		29,990
Robert Mays Secondary, Odiham		7,600
Swanmore College, Winchester		3,200
Special Schools & Resourced Provision	Special School Improvements	610
	Forest Park School, Totton	350
	Henry Tyndale, Farnborough	150
	Lakeside School, Chandlers Ford	220
	Maple Ridge, Basingstoke	351
	Shepherds Down, Winchester	232
	Samuel Cody Specialist Sports College, Farnborough	700
Other Improvement Projects	Other Improvement Projects	2,000
Block Votes	Access Improvements in Schools	709
	Furniture & Equipment	750
	Health and Safety	490
	Early Years Grant for 2 Year Olds	411
	Early Years 30 hour provision	2,275
	Minor Works	490
	Modular Classroom replacement	2,000
	Projects to be funded from Developers' Contributions	352
	Schools' Devolved Formula Capital (DFC)	3,350
	Contingency	29,405
Children's Social Care	Children's Homes	1,243
	Foster Carers	192

Appendix 1

Category	Project	Estimated Starts Value £'000
	Adaptation Equipment	250
	Swanwick Lodge	135
	Total	150,315

Children's Services Capital Resources 2017/18

	£'000	£'000
Budget Book		106,737
Devolved Formula Capital (DFC) – adjusted DfE Grant	-3	
Alton Day Care developer contribution	12	
Aurum developer contribution	65	
Bloswood Lane developer contribution	175	
Cadnam Farm developer contribution	80	
Down Farm developer contribution	60	
East Anton developer contribution	2,346	
Ganger Farm developer contribution	794	
Harewood Farm developer contribution	954	
Kennell Farm developer contribution	60	
Marnel Park developer contribution	600	
Minchens Lane developer contribution	75	
North of Marnel Park developer contribution	285	
QEB developer contribution	1,875	
Project deferrals from 2016/17	36,365	
Swanwick Lodge – Additional DfE Grants	135	
Stanmore Primary Capital Receipt deferred to 2018/19	-300	
Total Resources		150,315

Foster Care	Project	Funding Source	Year	£'000
Basingstoke Area	Grant towards bedroom conversion	Social Care	2017/18	20
Fareham Area	Additional bedroom	Social Care	2017/18	45
Gosport Area	Bedroom conversion	Social Care	2017/18	12
Gosport Area	Single storey extension	Social Care	2017/18	90
	Total			167

Access Improvements in Schools - proposed works for 2017/18

Resources	£000's
Allocation 2017/18	500
Balance c/fwd 2016/17	209
Total	709

School	Project	Cost £'000
Bramley CE Primary, Tadley	External ramps	6
Castle Hill Primary, Basingstoke	Hygiene room improvements	9
Cowplain School, Waterlooville	Installation of new shower room	18
St John's CE (VA) Primary, Gosport	Hygiene Room	5
Horndean CE Junior, Waterlooville	Level access to classrooms	6
Various Small works	Replacement toilets, taps, handrails and small packages of works	11
Total		55

Note: schemes controlled on an expenditure basis.

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New Modular Classrooms 2017/18

School	NCA October 2016	Actual NOR October 2016	Forecast NOR January 2020	Requirement
Otterbourne Primary, Winchester	210	250	222	Purchase - Double unit to take increased numbers resulting from wider area pressures.
Waterloo School, Waterlooville	60	60	74	Purchase – Double unit to manage increased SEND numbers.

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Actions by Director of Children's Services 2017/18

School/Group	Project	Funding Source	Year	£'000
Alderwood School (Belle Vue site), Aldershot	Additional hard play area	Minor Works	2017/18	40
Cranbourne Business & Technology College, Basingstoke	Alterations to classrooms and catering facilities improvements	Minor Works	2017/18	60
Crestwood College for Business & Enterprise, Eastleigh	Contribution to car park and access improvements	Minor Works	2017/18	43
Great Binfields Primary, Basingstoke	Kitchen expansion	Developer Contributions	2017/18	65
Greenfields Junior, Hartley Wintney	Contribution to site access improvements	Minor Works	2017/18	9
Petersgate Infant, Waterlooville	Year R landscaping works	Developer Contributions	2017/18	60
Sharp's Copse Primary, Havant	Internal adaptations	Minor Works	2017/18	65
Swanwick Lodge	Security Improvements	Grant	2017/18	25
Wootey Junior, Alton	Provision of SEN room	Developer Contributions	2017/18	80
Total				447

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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Lead Member for Children's Services
Date:	20 September 2017
Title:	Appointments to Outside Bodies
Report From:	Director of Transformation and Governance – Corporate Services

Contact name: Kevin Greenhough

Tel: 01962 847483

Email: kevin.greenhough@hants.gov.uk

1. Proposed decision:

- i. That, the Executive Lead Member for Children's Services makes an appointment to the Outside Body detailed below. The term of office to expire at the County Council elections in May 2021.
- ii. That the Executive Lead Member for Children's Services notes that a review is underway of a number of other outside body appointments falling within his portfolio and that proposals relating to these will be presented to a future decision day.

a) Outside Bodies And Other Organisations

Name of body and number of representatives required	Previous appointment (for reference)	Appointment until May 2021
Genesis Youth Centre	Cllr Keith Evans	

2. Reason for the decision:

- 2.1. To maintain County Council representation on committees and bodies within the community.

3. Other options considered and rejected:

- 3.1. Not to make appointments, which would cease County Council representation.

4. Conflicts of interest:

- 4.1. Conflicts of interest declared by the decision-maker: None
- 4.2. Conflicts of interest declared by other Executive Members consulted: None
- 5. Dispensation granted by the Conduct Advisory Panel: None**
- 6. Reason(s) for the matter being dealt with if urgent: Not applicable.**
- 7. Statement from the Decision Maker:**

Approved by:

Date:

20 September 2017

**Councillor Keith Mans
Executive Lead Member for Children's Services**