Equality Impact Assessment

Hampshire County Council

Name of project/proposal

C1/7 Family Suppport Services Remodelling

Contact name	Tracey Sanders
Department	Childrens Services
Date to be published on Hantsweb	04 Sep 2015

Purpose for project/proposal

To transform the early help, youth support and children's centres offer to enable parents to effectively meet their children`s developmental needs, by providing a multi-agency response (including the Supporting Troubled Families Programme) to families as difficulties arise and preventing difficulties escalating and requiring statutory interventions.

In turn, this proposed approach will contribute to the department's demand management strategy and budget savings proposals.

The objectives are to:
• Ensure the threshold of need criteria are consistently applied;
• Ensure a coordinated approach to early help services for children, young people and families, therefore reducing duplication;
• Ensure that families access the right services at the right time, therefore improving outcomes and reducing drift leading to high cost statutory services; and
• Ensure interventions are timely and evidence based.

Consultation

Has a consultation been carried out? Yes

The County Council carried out a major consultation, between 26 May and 6 July, on a range of options for finding further budget savings, including setting Council Tax, using reserves and making changes to the way in which services are delivered. In relation to the options on which the County Council consulted, for savings in service areas for Children's Services, the majority of residents and stakeholders opposed reducing spending on services for vulnerable children, and prefer for the County Council to focus on making savings through the following:

- seek to increase the number of foster carers to care for children who are currently looked after by the County Council;
- review the process and placement costs of children's social care, without putting children at risk; and
- review school improvement services and support.

The feedback from this consultation has been taken into account in developing the options and proposals for decision by Executive Members, Cabinet and County Council in autumn this year.

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

Engagement activity involving stakeholders and voluntary sector providers took place between June April and June 2015 in relation to youth provision. Further engagement with Hampshire County Council staff, providers and stakeholders is taking place in September 2015.

Consultation will be held with staff, both Hampshire County Council and voluntary sector providers when detailed proposals have been identified.

Statutory considerations

Impact	
Age	High
Disability	Medium
Sexual orientation	Medium
Race	Medium
Religion and belief	Medium
Gender reassignment	Medium
Sex	High
Marriage and civil partnership	None
Pregnancy and maternity	Medium

Other policy considerations

Poverty	Medium
Rurality	Medium
Other factors	None
If other please describe	
Geographical impact	All Hampshire
Have you identified any medium or high impact?*	☑ Yes ☐ No

Equality statement

What are we proposing to do?

It is proposed that Early Help Hubs, Children's Centre services and current youth support services, which have all developed separately but work in alignment, are remodelled and transformed to create a fully integrated 0-19 Family Support Service, further developing some of the principles that have been modelled in the County Council's successful Troubled Families programme.

The proposed new model of delivering family support services aims to enable children at risk of poor outcomes to achieve educationally, socially and physically by supporting parents/carers to build their skills and resilience.

The key principles of the remodelled service would be to:

- provide a single approach to support families with targeted early help multi-agency needs across the 0-19 age range (level 3);
- work with families to avoid an escalation into Children`s Social care (level 4), when this is possible or appropriate;
- provide a clear process for 'step up' and 'step down' across the levels of need;
- work with families' strengths to develop skills and confidence;
- provide some support for children (level 2) 0-5 to meet statutory duties;
- provide targeted youth support services as part of the family support model by combining in-house and commissioned provision;
- provide professional supervision and training for all early help/family support service delivery staff; and
- provide an integrated strategic management overview.

The options with regards to Children's Centres as part of our remodelled family support service include:

- a service provided in-house by the County Council. This would be a change from the current model which is delivered via voluntary sector partners;
- a more mixed economy including some voluntary sector provision at a local level and some charging for the level 2 services; or
- a fully outsourced service.

It is proposed to consult on a reduction in the number of Children's Centre buildings to a core minimum of between eight and 15 (to secure savings in the running costs of the buildings that can then be used for service provision), but there would be continued use of outreach venues to ensure accessibility to services across the County.

Requests for support to be provided by the remodelled family support service would come from a range of partner agencies, including health, education and community professionals. A decision would be made regarding the type and level of support required and families would access a mixed economy of direct one to one support and/or group activities tailor-made in discussion with families themselves in order to address the issues of concern. Under the proposals, funded level 2 support from children's centres for families of children aged 0-5 would be much more tightly targeted and additional reach would be through charged-for services or voluntary sector provision, with funding raised from sources other than the County Council.

The family support service would be delivered in collaboration with other local services and would take into account the needs of the whole family. Support would be time specific with clear goals. Outcomes would be monitored and shared with other professionals supporting the family. The overall range of services on offer would be agreed at a local level through a parent and professional forum, based upon an understanding of the types of need in the community and range other of services available.

Why are we doing it?

With less funding from central Government and increasing demand for social care services, every effort needs to be explored with key areas of spend and service activity reviewed with a focus on identifying ways of delivering services more efficiently and at lower cost, in order to reduce the eventual demand on statutory services and in turn the overall budget spend.

Who is intended to benefit from this proposal?

Families:

- with children of different ages benefiting from receiving a seamless service; and
- through a single management team monitoring family interventions and outcomes, providing less opportunity for a family's needs to fall between services.

Partner agencies through a single point of contact who currently liaise with the constituent parts of the family support service separately.

Staff would benefit from a unified management and training approach, as well as enhanced social care supervision of non-social care staff so that they would be better equipped to meet level 3 needs and ensure a robust approach to safeguarding.

What evidence is available about the needs of the relevant equality groups?

Approximately 2,226 children (1,023 families) at any one time are receiving a level 3 range of interventions via the Early Help Hubs. Approximately 50% of these children will have 'stepped down' from statutory social care interventions at level 4 (following completion of work and reduction of risk), and 50% will have 'stepped up' from level 2 via schools and the community as risks and needs are identified.

There are approximately 2,000 families reached at levels 2 - 4 through targeted services within Children's Centres at any one time. The overall number of less needy children reached will be higher than this. The services are delivered by approximately 145 family support and play workers.

What equalities issues or impacts have we identified?

Remodelling of family support service: Proposed delivery model across 8-15 localities provided either in-house by the County Council; through a mixed economy including some voluntary sector provision at a local level and some charging for the level 2 services; or as a fully outsourced service**.**

As part of the co-ordinated early help offer, a consultation project will take place in November 2015 with regards to the commissioning and delivery of youth support provision. The funding available will be targeted on the most vulnerable young people.

At the current time, options for alternative service delivery have not been agreed, and therefore it will necessary to review and update the impact assessment and provide greater detail as the transformation programme develops.

Service User Positive Impact (potential): Age – children, Disability, Race, Sex, Sexual Orientation, Religion and Belief, Gender Reassignment, Pregnancy and maternity, Poverty and Rurality: It is anticipated that there are a number of benefits to these proposals, including

- families with children of different ages would receive a seamless service;
- staff could be used flexibly across the age ranges, sharing expertise and specialisms;
- there would be enhanced social care supervision of non-social care staff so that they would be better equipped to meet level 3 needs and ensure a robust approach to safeguarding;
- staff would benefit from unified management and training;
- there would be a single point of contact for partner agencies who currently liaise with the constituent parts of the family support service separately;
- the support offer could be designed taking into account other services already available in the locality; and
- there would be a single management team monitoring family interventions and outcomes and less opportunity for a family's needs to fall between services.

Service User Adverse Impact (potential): Age – children, Disability, Race, Sex, Sexual Orientation, Religion and Belief, Gender Reassignment, Pregnancy and maternity, Poverty and Rurality: The number of families that we work with will be reduced and as a result services will need to be targeted effectively on need.

If there was the transition to a new provider, this would be potentially unsettling for families who currently receive a service. Services would be in a state of flux, which could cause some families to escalate to level 4 or fall through the gaps in provision. There could be a loss of local oversight by the department's district manager with regards to continuity of services across the differing levels on the windscreen of need, which could lead to families needs not being met as they transition from one level and service to another.

In terms of youth provision, young people will have fewer services to access which could lead to greater isolation, mental health issues and criminal behaviour should those remaining services not be targeted effectively.

Service User – Mitigation: We are trying to focus the majority of our resources at the most complex families. We are looking to align the model with the supporting troubled families programme who have a resource that works with some of these targeted families.

Any transition of services would see a phased approach to the handover to a new provider, aiming to reduce the risk of a lack of continuity of service for families.

We are working with stakeholders and partner agencies to ensure the total resource available is targeted at the most vulnerable allowing for a local focus in districts and avoiding duplication of different funding streams.

Staff: Impact (potential) – Age, Sex – women: The proposals would all see a reduction in posts leading to staff redundancy. A significant proportion of the workforce is female and therefore, these proposals would have a greater impact on females.

Staff – Mitigation: If redundancy is required then a redundancy package will be in place.

Date to review actions	30 Oct 2015

Final decision date

Final decision date due	
Decision to be made by	Executive Member

Equality Impact Assessment

Name of project/proposal

C2 School Improvement Services Remodelling

Contact name	Mike King
Department	Childrens Services
Date to be published on Hantsweb	04 Sep 2015

Purpose for project/proposal

To transform the School Improvement Service within a reduced budget whilst continuing to support and improve educational outcomes for children across Hampshire. The following are the preferred options by team/budget area.

Hampshire Inspection and Advisory Service (HIAS):
• Reduction of approximately 25% in the annual visits to schools with the lowest performance who have been working with the local authority intensively and for highest performing schools (who normally need less intervention).
• Reduction in support for schools in an Ofsted category or below floor standard. Schools concerned (approx. 25) will be expected to pay for an additional 5 days support which is currently paid for by the County Council.
• Reduction in County Council support for schools that are currently judged “Requires Improvement” and are at risk of becoming "Inadequate" or of falling below the national floor standards. Schools concerned (approx. 90) will be expected to pay for an additional 2 days support which is currently paid for by the County Council.
• Reduce support for improving standards across a district (also known as district offers). This proposal assumes that we will increase the costs of these programmes to schools so that an additional 55 days of Inspector / Adviser time is paid for by schools.
• Reduce attendance at Ofsted feedback to "Good" and "Outstanding" schools. This proposal assumes that we will adopt a risk based approach to attending feedback so we don’t attend the feedback of around 25% of schools, where the data set is strong and the inspection has gone well on day one.
• Reduce days available to the Education and Inclusion safeguarding lead from 70 days per year to 50.

Governor Services:
• Reduction in staff via the completed Enhanced Voluntary Redundancy (EVR) process requiring a reduction in activity required to maintain knowledge of governing bodies. Refocusing contact with Governors on a risk-based approach to schools causing concern and inadequate schools. Organisation, oversight and certificates for the annual governors awards will cease.

Schools Causing Concern (Budgeted contingency only):
• Proposing to remove this contingency.

Virtual School:
• Reconfiguration of the virtual school and its priorities to focus on the operational activities that have maximum impact on improving the educational outcomes of children looked after.

Funding transfer to Education Financial Services (EFS, part of Corporate Services):
• A review of services provided free to schools by the Education Personnel and Education Finance business units will be carried out to restrict to those which the local authority has a statutory duty to fulfil. All other costs will be charged to schools eg attendance of HR as a panel adviser for dismissal hearings.

Strategic management:
• This proposal is to undertake a restructure of the senior management structure within this area.

Consultation

Has a consultation been carried out? Yes

The County Council carried out a major consultation, between 26 May and 6 July, on a range of options for finding further budget savings, including setting Council Tax, using reserves and making changes to the way in which services are delivered. In relation to the options on which the County Council consulted, for savings in service areas for Children’s Services, the majority of residents and stakeholders opposed reducing spending on services for vulnerable children, and prefer for the County Council to focus on making savings through the following:

- seek to increase the number of foster carers to care for children who are currently looked after by the County Council;
- review the process and placement costs of children’s social care, without putting children at risk; and
- review school improvement services and support.

The feedback from this consultation has been taken into account in developing the options and proposals for decision by Executive Members, Cabinet and County Council in autumn this year.

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

Statutory considerations

Impact	
Age	High
Disability	High
Sexual orientation	None
Race	None
Religion and belief	None
Gender reassignment	None
Sex	High
Marriage and civil partnership	None
Pregnancy and maternity	None
Other policy considerations	
Poverty	High
Rurality	Medium
Other factors	High
If other please describe	Children in care

Geographical impact: All Hampshire

Have you identified any medium or high impact?* ☑ Yes ☐ No

Equality statement

Equality Statement by Team/budget area

Hampshire Inspection and Advisory Service: reduction in school improvement activity, reduced school visits and less interaction with selected schools and Ofsted:

Impact on service users - High on the following; Age - children, Other - vulnerable children and families living in poverty: There is a risk that this lowering of activity will result in a decline in the standard of education in some schools which will directly affect the pupils. Statistically it is the more vulnerable pupils that suffer in schools that are operating at a moderate standard whilst pupils with less challenging lives/backgrounds can continue to do well. Although this proposal is unlikely to have a considerable effect on education across Hampshire any drop in performance will have a high impact on the most vulnerable children.

There is a further risk that the more restricted resources will not allow additional targeted support such as that which was directed to children in poverty in 2014.

Mitigation for service users: The reductions in support activity will be specifically risk based targeting schools with the strongest performance to be treated with a lighter touch.

All reduction in support activity will be directed at mainstream schools, protecting the most vulnerable pupils for example those in Special Schools and Pupil Referral Units.

HIAS will offer further support to schools via traded services should the schools wish to purchase it.

Impact on staff - High on the following; Age - older workforce and Sex - women (high percentage of women in workforce): There is a risk of staff redundancy if schools choose not to purchase additional support, the workforce has a high number of older women who may have difficulty in finding other commensurate work.

Mitigation for staff: Staff redundancy package if necessary but the service will work strongly with schools to encourage continuing purchased service.

Governor Services: reduction in Governor Support activity:

Impact on service users - High on the following; Age - children, Other - vulnerable children and families living in poverty: Governing bodies are responsible for supporting and challenging the management of the school. A reduction in support risks a lowering in the quality of this support and challenge resulting in decline in the quality of the school with the risk that this lowering of activity will result in a decline in the standard of education in some schools which will directly effect the pupils. Statistically it is the more vulnerable pupils that suffer in schools that are operating at a moderate standard whilst pupils with a less challenging lives/backgrounds can continue to do well, although this proposal is unlikely to have a considerable effect on education across Hampshire any drop in performance will have a high impact on the most vulnerable children.

There is a further risk that the more restricted resources will not allow additional targeted support such as the large investment in support directly with children in poverty which was successfully conducted in 2014.

Mitigation for service users: The reductions in support activity will be specifically risk based, targeting governing bodies of schools with the strongest performance to be treated with a lighter touch.

All reduction in support activity will be with directed at mainstream schools, protecting the most vulnerable pupils for example those in Special Schools and Pupil Referral Units.

Governor Services will offer further support to schools via traded services should the schools wish to purchase it.

Impact on staff - High on the following; Age - older workforce and Sex - women (high percentage of women in workforce): There is a risk of staff redundancy if schools choose not to purchase additional support, the workforce has a high number of older women who may have difficulty in finding other commensurate work.

Mitigation for staff: Staff redundancy package if necessary but the service will work strongly with schools to encourage continuing purchased service.

Schools Causing Concern: removal of contingency funding:

Impact on service users - Low on the following; Age - children and Other - vulnerable children: This is a contingency only and is not always needed, however without it there is a risk that a failing school could go into further decline due to financial deficit, directly effecting vulnerable pupils as above. There is a risk that this lowering of activity will result in a decline in the standard of education in some schools which will directly affect the pupils, statistically it is the more vulnerable pupils that suffer in schools that are operating at a moderate standard whilst pupils with a less challenging lives/backgrounds can continue to do well, although this proposal is unlikely to have a considerable effect on education across Hampshire any drop in performance will have a high impact on the most vulnerable children.

There is a further risk that the more restricted resources will not allow additional targeted support such as the large investment in support directly with children in poverty which was successfully conducted in 2014.

Mitigation for service user: Seek funding from Schools Forum in line with current schools forum provision.

Virtual School: reducing activity to support the education of children in care:

Impact on service users - High on the following; Age - children. Other - vulnerable children: Children in care are some of the most vulnerable in education. Lessening the budget available to them could lead to a decline in the educational outcome they receive, as stated above even small decreases in educational quality can have a large influence on vulnerable children such as these.

Mitigation for service user: To enable the savings to be met it is proposed to increase the amount of Pupil Premium top sliced from £400 to £500 per pupil this will limit the amount of support which has to be withdrawn.

Staffing will be re-focussed to ensure that more activity is spent in areas that have the greatest impact on improving pupil outcomes.

Educational Personnel Services and Education Financial Services: Funding Reduction

Impact on service user – None: There will be no impact on the service user because the service to schools will continue unchanged. The work currently undertaken for this funding will continue and the service level agreements with schools cover these areas.

Mitigation for service user: None needed change to funding stream not service. The schools are expecting to pay for this service under their Service Level Agreements.

Impact on staff – None: Staffing structure is not expected to change.

Mitigation for staff: None needed.

Strategic management: delete the Deputy Director's post with associated PA support and on-costs.

Impact on staff – Low: The impact low as one male and one female member of staff will be made redundant, the remaining staff will need to take on their roles responsibilities and work loads.

Mitigation for staff: The staff leaving have left under Enhanced Voluntary Redundancy cushioning the impact. Work load and responsibilities to be shared amongst other senior mangers in the service, there is likely to be a pay increase to compensate for greater responsibility.

Date to review actions	31 Mar 2017

Final decision date

Final decision date due	22 Oct 2015
Decision to be made by	DMT

Equality Impact Assessment

Hampshire County Council

Name of project/proposal

C3 Social Care Transformation

Contact name	Marc Harder/Sharon North
Department	Childrens Services
Date to be published on Hantsweb	04 Sep 2015

Purpose for project/proposal

Hampshire has experienced the same pressures as other parts of the country. Comparative data shows an increase in:
• the number of referrals between 2011-14;
• the number of assessments undertaken over the same period;
• the number of Child Protection Plans; and
• children looked after (CLA), the highest rate of CLA being between 10-18 year olds.

Increased growth at this level is simply not sustainable for the council or for social work practitioners. Therefore, the social care transformation workstream aims to achieve savings through a reduction in the number of children whose needs escalate in severity and cost within the system.

The workstream is made up of three 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.
The three strands are:
• Active Agents for Change social care innovation programme;
• a new, and transformational social care management information system; and
• social care business process review.

Consultation

Has a consultation been carried out? Yes

The County Council carried out a major consultation, between 26 May and 6 July, on a range of options for finding further budget savings, including setting Council Tax, using reserves and making changes to the way in which services are delivered. In relation to the options on which the County Council consulted, for savings in service areas for Children's Services, the majority of residents and stakeholders opposed reducing spending on services for vulnerable children, and prefer for the County Council to focus on making savings through the following:

- seek to increase the number of foster carers to care for children who are currently looked after by the County Council;
- review the process and placement costs of children's social care, without putting children at risk; and
- review school improvement services and support.

The feedback from this consultation has been taken into account in developing the options and proposals for decision by Executive Members, Cabinet and County Council in autumn this year.

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

Statutory considerations

Impact	
Age	High
Disability	High
Sexual orientation	Medium
Race	Medium
Religion and belief	Medium
Gender reassignment	Medium
Sex	Medium
Marriage and civil partnership	Medium
Pregnancy and maternity	Medium
Other policy considerations	
Poverty	High
Rurality	High
Other factors	High
If other please describe	Children in Care

Geographical impact | All Hampshire

Have you identified any medium or high impact?* | ☑ Yes | ☐ No

Equality statement

What are you proposing to do?

Proposals are being developed to transform children's social care services in Hampshire, whilst ensuring efficiencies in all processes, through three key strands. These strands may impact on children in, and on the edge, of care, as well as their wider families; as well as partner agencies via the way services are delivered. Staff may also be impacted if efficiencies are found in our business processes or if a restructuring of administrative functions is identified.

The strands identified are:

***Active Agents for Change* programme**

The proposal is to use an 'invest to save' funding model approach, which is enabling the service to explore how it can transform, to move to more efficient and effective ways of working and service delivery. It is intended that, through investing in taking this more proactive approach to creating change within families, there would be a reduction in the costs of care as the number of children who become looked after would safely reduce.

This overarching programme has identified seven individual workstreams:

·Family Intervention Teams within Children in Need teams to address domestic abuse, substance misuse and adult mental health;

·social worker personal assistants to reduce the amount of time social workers spend in the office and therefore enable them to spend more time with families;

·support activities for young people on the edge of care including new family support workers;

·recruitment of volunteers to undertake return interviews, provide advocacy and advice to families and provide mentoring to young people on the edge of care;

·social work surgeries to provide additional community based advice and support to partner agencies;

·establishment of a multi-agency team focused on missing, exploited and trafficked children (including children at risk of sexual exploitation); and

·development of partnerships between the department, partner agencies, voluntary sector and local higher education institutions to develop the skills of the workforce, high quality accredited training and an employee based route to social work.

Social care transformational management information system

The department has entered into a partnership with Capita to develop an innovative, flexible and adaptable social care management information system that exploits modern technology to support improved collaborative family working now and for the future. The system will be:

·flexible – supporting mobile working, enables multi-agency working and quickly adaptable to changes in service structure or provision;

·collaborative – supporting inter-authority working, external agencies and early help;

·adaptable – supporting professional judgment not dictating process; and

·focused on family working – linking together people, the relationships between them, the places and organisations they interact with, and the events in their life to better understand the family circumstances and the most effective services to support them.

This new system is vital as an enabler for the new ways of working being developed through the Social Care Innovation Programme. Additionally in its own right it will bring efficiencies to all the social care processes, freeing social workers to spend more time in direct intervention and contact with clients thereby increasing the chances of 'de-escalating' issues and keeping children and young people safe without resorting to more expensive care processes.

Business process review (BPR) activity

The business process review approach will undertake a whole system review of current processes (not being picked up through other workstream activity) to identify any areas for efficiencies that will either benefit the service from a delivery perspective or will uncover potential smaller pockets of savings opportunities.

The BPR process will continue to run over the next 15 months with each stage of review helping to shape the development of the new social care management information system (see above).

Why are you doing it?

With less funding from central Government and increasing demand for social care services, every effort needs to be explored with key areas of spend and service activity reviewed with a focus on identifying ways of delivering services more efficiently and at lower cost, in order to reduce the overall budget spend. The early opportunities from this workstream are set out in this EIA and which will be updated as further information becomes available.

Who is intended to benefit from this proposal?

- adults in the family but with a clear focus on the outcomes for the child;
- children and families in their communities;
- children on the edge of care; and
- victims of child sexual exploitation.

What evidence is available about the needs of the relevant equality groups?

Comparative data shows a 61% increase in the number of referrals between 2011 -14, a 43% increase in the number of assessments undertaken over the same period, a 51% increase in the number of Child Protection Plans and a 17.3% increase in children looked after (CLA), the highest rate of CLA being between 10-18.

About 40% of all contacts become a referral, 50% of those referrals become assessments after screening, 40% of children receive an intervention after assessment. CLA numbers are currently predicted to increase at 12%, year on year. Children subject to Child Protection Plans are likely to increase at a similar rate based on current trends in Hampshire. Re-referral rates are increasing (26%) primarily because of the complexity of families requiring support where children/young people are on the edge of care. 80% of the families with whom we work experience the trio of poor parental mental health, substance misuse and domestic abuse.

What equalities issues or impacts have you identified?

The Innovation Fund programme: The outcomes and impacts of the workstreams within the Innovation Fund programme 'Active Agents for Change' have an overarching aim of improving outcomes for children and their families through the delivery of services and support in a timely and effective manner.

Service User Positive Impact (potential)**: Age** – children**, Disability, Sexual Orientation, Race, Religion and belief, Gender reassignment, Sex, Marriage and civil partnership, Pregnancy and maternity, Poverty and Rurality.** Positive impact on mentioned groups. The approach being that we will see a reduction in pressures on the system and staff, leading to better support for children, young people and their families, creating better outcomes. In particular, the positive impact would see:

- Reduction in the number of children coming into care;
- Reduction in the re-referral rate;
- Increasing social workers capacity by reducing the amount of time they spend on administrative tasks;
- Reduction in the number of agency staff;
- Reduction in the number of children who go missing;

• Increased specialist support to children who are victims of, or at risk of, child sexual exploitation; and

• Faster journey for families through social care system to a successful outcome.

Staff: Positive Impact (potential): The proposals would provide benefits to County Council staff by freeing social workers to spend more time in direct intervention and contact with clients thereby increasing the chances of 'de-escalating' issues and keeping children and young people safe without resorting to more expensive care processes; as well as reducing the amount of time they spend on administrative tasks.

Staff: Adverse Impact: Age, Sex – women. Under the active agents for change programme a total of 44 fte fixed term roles have been created, linked to the programme workstreams and the funding awarded by the Department for Education. The majority of these positions are temporary for 1 year and continuation of these roles will be subject to evaluation of the workstreams. Temporary roles will only be continued where the workstreams are proven to be successful and are generating sufficient savings. It is also anticipated that continuation of Social Worker Personal Assistants roles will require a restructuring of administrative roles in Social Care Teams. Detailed implications will be identified during the next year as the workstream is evaluated and future proposals confirmed. However, the department's workforce gender profile (as at 31 March 2014) identifies that 83.3% of the department's workforce are female, with grade's C and D (which are the grades most likely to be involved with any administrative restructure) being made up of 91.3% and 86.7% respectively by females. Therefore, any restructure would likely see an impact greater for female staff.

Staff – mitigation: If redundancy is required then a redundancy package will be in place. To further mitigate, staff will be involved with the evaluation of the innovation programme; as well as being involved with any restructuring activity to ensure the approaches are validated.

The social care management information system: This new system is vital as an enabler for the new ways of working being developed through the Social Care Innovation Programme.

Service User Positive Impact (potential)**: Age** – children**, Disability, Sexual Orientation, Race, Religion and belief, Gender reassignment, Sex, Marriage and civil partnership, Pregnancy and maternity, Poverty and Rurality.** Positive impact on mentioned groups: The proposal will bring efficiencies to all the social care processes, freeing social workers to spend more time in direct intervention and contact with clients thereby increasing the chances of 'de-escalating' issues and keeping children and young people safe without resorting to more expensive care processes.

Staff Impact (potential)**:** There are currently no known workforce implications arising from the social care management information system proposal.

The Business Process Review underpins a number of the transformation programme. As its name suggests, it is a review of existing processes and at this stage does not recommend a new operating model or "to-be" process describing a future state. In due course the BPR may identify a few provisional "quick wins" to marginally improve current processes, but at this stage of the research, outcomes and impacts cannot be pre-supposed.

Impacts: At this time we cannot foresee the impact of the Business Process Review and as a result we are not able to identify whether mitigating actions may be necessary. Later in the year it will become clearer as to whether the outcomes from the BPR "to-be" model will have an impact on equalities and at that stage the EIA will be revisited.

Date to review actions	30 Oct 2015

Final decision date

Final decision date due	22 Oct 2015
Decision to be made by	DMT

Equality Impact Assessment

Hampshire County Council

Name of project/proposal

C4 Special Educational Needs (SEN), Hampshire Educational Psychology Service and Home to School Transport (SEN) Remodelling

Contact name	Liz Flaherty
Department	Childrens Services
Date to be published on Hantsweb	04 Sep 2015

Purpose for project/proposal

This workstream includes three service areas:
§ - The SEN Service remodelling (Phases 1 and 2);
§ - Hamsphire Educational Psychology remodelling; and
§ - the SEN Home to School Transport efficiency proposals.

SEN Service remodelling - phases 1 and 2
Phase 1 Service restructure: This aims to embed culture change through effective workforce development and places the service in a much stronger position to deliver to the requirements of the reforms contained within the Children and Families Act 2014 Part 3 Special Educational Needs and Disability (SEND) for children and young people with SEND from birth to age 25. Phase 1 of the restructure went live on 1st September 2015, but it will take time for new ways of working to be truly embedded.

Phase 2 Business Process Re-engineering to secure further efficiencies: This builds on planned SEN work and will now become integral to the SEN Business Process Re-engineering (BPR) work examining SEN, Educational Psychology and SEN Home to School Transport. This will focus on challenging business processes as well as enabling the services to work in the most efficient and cost effective way for the County Council reflecting the principles of the digital strategy. This is dependent on the availability of technology solutions and would be on an invest to save basis.

Hampshire Educational Psychology (HEP) remodelling
HEP has both core and sold elements of service. This includes the statutory provision of HEP professional advice to SEN, contribution to annual reviews, updating assessments and contribution to Tribunals as required.
Savings areas have been identified as:
1. Efficiencies in the delivery of HEP service by reducing core activity by 15%
2. Introduce the requirement for HEP pre-statutory work (evidence of HEP interventions over time with a child or young person) prior to accepting a request for a statutory assessment within SEN
3. Cumulative 10% increase in income generated through SLAs
4. Reduce the average time taken to produce the statutory HEP professional advice (K5 appendix to EHCP) from 3.6 days per advice to 2 days per advice
5. Remove non-statutory activities of the telephone contact line, learning and behaviour consultations and the research and evaluation function.
Work is underway to develop how these savings can be realised. There is likely to be a reduction in staff levels, and the impact of this is being quantified. The statutory element of the HEP service will not be compromised.

SEN Home to School Transport - efficiency proposals
As part of the County Council's Transformation to 2017 initiative, efficiencies have been identified within the SEN home to school transport service. Proposals include;
§ - the introduction of Personal Travel Allowances for children on high cost routes;
§ - efficiencies in contracted transport as a result of a lower proportion of pupils requiring home to school transport; and
§ - a review of the school escort service moving from an 'inhouse' provision to embedding this function within operator contracts.

Personal Travel Allowances are to be offered to selected families of children who currently travel on high cost home to school contracts. This will allow families greater freedom in making their own travel arrangements to facilitate their child attending their named school. Allowances will be offered on a discretionary basis to selected families whereby a Personal Travel Allowance represents a saving to the local authority against the cost of transport. Payments are made directly to the family's nominated bank account as per prior agreement between Children's Services and the family.

Changes to the County Council's Education, Health and Care Plan (EHCP) process will allow for efficiencies to be found within home to school transport contracts. A reduced demand on the service will allow for route optimisation and tendering to ensure the lowest possible cost.

Consultation

Has a consultation been carried out?	Yes

The County Council carried out a major consultation, between 26 May and 6 July, on a range of options for finding further budget savings, including setting Council Tax, using reserves and making changes to the way in which services are delivered. In relation to the options on which the County Council consulted, for savings in service areas for Children's Services, the majority of residents and stakeholders opposed reducing spending on services for vulnerable children, and prefer for the County Council to focus on making savings through the following:

- seek to increase the number of foster carers to care for children who are currently looked after by the County Council;
- review the process and placement costs of children's social care, without putting children at risk; and
- review school improvement services and support.

The results of the consultation have been taken into account in developing the proposals for savings that will be presented to Executive Members, Cabinet and County Council in autumn this year.

Where further specific consultation is required on detailed options for service change and budget savings, this will be carried out after the decisions to pursue the options has been taken.

A 45 day formal staff consultation was conducted April/May 2015 for the SEN service restructure and led by Human Resources.

Statutory considerations

Impact	
Age	Medium
Disability	Low
Sexual orientation	None
Race	None
Religion and belief	None
Gender reassignment	None
Sex	Medium
Marriage and civil partnership	None
Pregnancy and maternity	None
Other policy considerations	
Poverty	None
Rurality	None
Other factors	None
If other please describe	

Geographical impact	All Hampshire	
Have you identified any medium or high impact?*	☑ Yes	☐ No

Equality statement

Medium statements relate to the Home to School Transport Escort Review

Hampshire County Council currently maintains its school escort service 'in house'. As it stands we recruit, employ and train school escorts to accompany children with special educational needs and disabilities to school on contracted transport routes. The proposal is to embed the service with contracted transport providers. This will result in approved operators taking on this provision.

Transport contracts will be tendered specifying that an escort will be required. The authority will liaise closely with approved operators to ensure that school escorts have the same pre-employment checks as County Council school escorts, and the equivalent level of training to ensure that operator employed school escorts have a good understanding of the requirements of the role, and of the needs of the children that they will be transporting.

Currently the County Council employs approximately 550 school transport escorts and place them to travel on certain contracts where the needs of the child or young person travelling requires it to be an escorted service. On some occasions there can be a medical need that is being met by the escort. Typically employed escorts are older and female. With the proposed change escorts would be TUPE'd into the employment of the company that holds the contract. It is possible that the contract is retendered and awarded to another supplier and further TUPE will be required.

Impact for service user (potentially): **None**. Changes within the escort service occur as demanded by operational requirements for HCC under the current arrangements. With Escorts embedded within transport contracts and employed by operators this will continue to be the same.

Impact for staff (potentially) **Medium Sex** and **Age** older women. Under current arrangements an escort who services a transport contract that ends will normally be redeployed to another contract. However, a TUPEd escort working for a small to medium sized operator when the contract would not necessarily have the same reassurances. Therefore some escorts could be made redundant some period after being TUPEd across, 'In these circumstances, redundancy provisions would be in accordance with the school escorts' terms and conditions of employment

Mitigation for staff: The County Council will apply due diligence and comply in full with our contractual obligations ensuring appropriate staff consultation with the affected workforce. The County Council will ensure that appropriate arrangements are put in place for the transfer of staff to new providers; this may result in a reduction in job security.

Remaining SEN Home to School Transport areas:

Our proposals are designed in a way that means service users will not be impacted. There are no planned changes to the Home to School Transport policy, the planned changes are in the way that the services are delivered, i.e moving from in-house to contracted provision.

Regarding the changes to the Education, Health and Care Plan process. We recognise that there will be a low impact for families with children with special educational needs and disabilities who may no longer be eligible for assistance with transport. To mitigate, the Special Educational Needs team will speak with the families throughout the process to manage expectations around travel.

There will be a low impact on parental preference of school due to transport being provided to the nearest appropriate school only. To mitigate Children's Services will write to parents advising which schools being considered would be supported with transport under policy.

Other mitigating factors to note:

- Personal Travel Allowances will be offered where appropriate and those families who are unable to accept an allowance will be provided with home to school transport.

Date to review actions	30 Nov 2015

Final decision date

Final decision date due	22 Oct 2015
Decision to be made by	DMT

Equality Impact Assessment

Name of project/proposal:

C5 Children with Disabilities Remodelling

Contact Name:	Lin Ferguson
Department:	Children's Services
Date to be published on Hantsweb:	04 Sept 2015

Purpose for project/proposal

To transform the Children with Disabilities (CWD) service within a reduced budget, whilst continuing to protect the safety and welfare of children and young people with disabilities in Hampshire. However, proposals in relation to short break activities (£1.8m) will be reconsidered following feedback from the Shaping Hampshire - Spending Review Consultation (see consultation section below). The proposals with regard to short breaks include improvements to the equity of service for those children/young people and families who need it most and increasing emphasis on co-producing the short breaks offer with the voluntary sector, families and carers.

The workstream objectives are to:

- reduce reliance on residential care, particularly for overnight respite care, by introducing personalised and individual support planning and personal budgets to disabled children and their families. This would enable them to have broader choice and control over the services they receive;
- build resilience and independence within families so that they can care for their children without the intervention of statutory services, unless that is assessed as being necessary;
- ensure that families have access to a range of care and support options from targeted early help through to full time care packages, based on a clear and consistently applied threshold of need;
- establish a more effective balance of in house and external provision; and
- develop a model that is commercially sustainable for the market place.

Consultation

Has a consultation been carried out? Yes

Additional information:

The County Council carried out a major budget consultation process took place between 26 May and 6 July, on a range of options for finding further budget savings, including setting Council Tax, using reserves and making changes to the way in which services are delivered. In relation to the options on which the County Council consulted, for savings in service areas for Children's Services, the majority of residents and stakeholders opposed reducing spending on services for vulnerable children, and prefer for the County Council to focus on making savings through the following:

- seek to increase the number of foster carers to care for children who are currently looked after by the County Council;
- review the process and placement costs of children's social care, without putting children at risk; and
- review school improvement services and support.

Additionally, respondents were not supportive of proposals to review the services available for children with disabilities. Therefore, proposals in relation to short break activities will be reconsidered.

The feedback from this consultation has been taken into account in developing the options and proposals for decision by the Executive Members, Cabinet and County Council in autumn this year.

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

In addition, an overall service specific consultation project will take place in November 2015.

Statutory considerations

Impact	
Age	High
Disability	High
Sexual orientation	None
Race	Low
Religion and belief	None
Gender reassignment	None
Sex	None
Marriage and civil partnership	None
Pregnancy and maternity	None
Other policy considerations	
Poverty	Medium
Rurality	Medium
Other factors	None
If other please describe	

Geographical impact	All Hampshire	
Have you identified any medium or high impact?*	☑ Yes	☐ No

Equality statement

What are we proposing to do?

This workstream has identified five key opportunities for savings:

1. A redesigned service offer and a self assessment process within a more targeted short breaks activity service;
2. A focus on value for money in relationships with providers for a range of domiciliary and other care packages in order to improve outcomes for children and their families and ensure there is capacity to meet current and future needs;
3. A review of spend in independent non-maintained special schools in order to reduce overall costs and ensure appropriate financial contributions from all parties;
4. The development of improved joint working with Adult Services. This would include:
   - moving some service users as appropriate to the Adult Services domiciliary care contract;
   - moving overnight short breaks for those aged 16 and over, to Adult Services in-house provision;
   - working alongside Adult Services colleagues to review long stay residential care placements on a whole unit basis in order to ensure effective use of funds targeted at individual care packages;
   - working alongside Adult Services Continuing Health Care (CHC) Team to increase the number of applications successful in becoming CHC; and
   - exploring opportunities for combining the Family Link (Children`s Services) and Shared Lives scheme (Adult Services) to improve outcomes for service users and avoid the costs associated with residential care.
5. Reduce reliance on residential care and move to personal budgets including:
   - increasing our direct work with families through intensive family support for the most challenging children in order to avoid family breakdown and crisis;
   - developing alternatives to an in-house residential overnight short breaks model through shaping and development of the external market, including the voluntary sector; and
   - advocating personal budget options for all children and families as the preferred approach.

This workstream is also exploring a range of other opportunities to make savings, efficiencies and service improvements including:

- a business process review (including the approvals process) to enable greater control of expenditure within the Disabled Children`s Teams;

- the development of early help ‘step down’ services where appropriate (including the use of a volunteer base) for children with disabilities and their families;
- joint commissioning with Adult Services;
- maximising the use of technology to support families and reduce reliance on care support. This could include the use of technological systems such as Telecare; and
- supporting parents to collaborate in using personal budgets to achieve economies of scale. This is being piloted at the current time.

Why are we doing it?

With less funding from central Government and increasing demand for social care services, every effort needs to be explored with key areas of spend and service activity reviewed with a focus on identifying ways of delivering services more efficiently and at lower cost, in order to reduce the eventual demand on statutory services and in turn the overall budget spend.

Who is intended to benefit from this proposal?

Families would benefit where:

- they have older disabled children heading towards transition into Adult Services, as they would receive a better planned and more streamlined progression into adulthood;
- a dedicated volunteer base would help with capacity building in relation to offering them short break alternatives; and
- they have more choice of provision due to the County Council stimulating the market leading to the development of market alternatives to residential overnight short breaks.

Children’s Services staff would benefit from the ability to share expertise and specialisms with those from Adult Services.

The County Council would benefit where the external spend opportunities mean that the County Council can increase market capacity and reduce cost.

What evidence is available about the needs of the relevant equality groups?

Approximately 3,650 disabled children/young people and their parents/carers, at any one time are currently accessing short break activities. The number of Gateway card holders is approximately 6850 (these are the number who registered to use a short break activity).

There are 789 disabled children/young people open to statutory disabled children’s teams and 223 of them currently are in receipt of overnight short breaks.

What equalities issues or impacts have we identified?

The current top five identified options are outlined below:

1. A targeted short breaks activities service, with a redesigned service offer and a self assessment process: This opportunity will be reconsidered following feedback from the Shaping Hampshire - Spending Review Consultation.

To date, there has been significant engagement activity undertaken and further events are planned for the future with parent groups, voluntary sector, providers and other key stakeholders , placing an increased emphasis on co-producing the short breaks offer with these groups.

2. Focus on value for money in relationships with providers: Reviewing external spend opportunities including moving towards outcome based sourcing, increasing market capacity and develop market incentives to reduce costs.

Positive - Impact for service user (potentially) **– Medium Age -** children**, Disability, Medium - Poverty, Rurality**

Actions - Stimulation of the market

- Supplier day events with the four largest providers with Hampshire, who have agreed to act as a conduit of information for other providers. The purpose of these events is to discuss the current services and innovative solutions for the future.

- Best Practice Research with other local authorities is underway.
- Significant engagement activity has been undertaken and planned for the future, with parent groups, voluntary sector, providers, Childrens Services Procurement Team and other key stakeholders. The aim being that this group will generate creative ideas and solutions.

3. Review of spend in independent non maintained special schools: This is at such an embryonic stage we are unable to offer further detail at this stage. This will be updated in the next EIA.

Impact for service user (potentially) **– Unknown**: We are still in the process of fully considering the impact for this option as we have not yet consulted. This will be updated in the next EIA.

4. Opportunities for joint working with Adult Services Department: This proposal includes;

a. Unit cost savings from moving service users to the Adult Services domiciliary care contract and re provisioning overnight short breaks for those aged 16 and over, to Adult Services in house provision.
b. Creating a Children's Services post to work alongside the Adult Services projects team reviewing long stay residential care placements on a whole unit basis.
c. Identifying an allocated Team Manager to work with AS Continuing Health Care (CHC) Team and increase the number of applications successful in becoming classified as requiring CHC.

Positive - Impact on Service user (potential) – High: Potentially if implemented successfully this could have a **HIGH** positive impact on service users and families. Transition from Childrens Services Department to Adult Services Department has been highlighted by families as an area that needs improving. Initial workshops with Adult Services have taken place, looking at numerous areas for joint commissioning/approach of services delivery. These workshops had positive outcomes and additional work has been agreed. Staff secondments between departments are also being considered.

5. Reduce reliance on residential care and move to personal budgets: There may be mixed views in moving away from established residential models to more community based support models. Engagement with parents has shown that parents want to see alternative models but are concerned if this is achievable in the current market. We are mindful that we do not want to raise expectation based on the impacts of Option 2.

With on-going reviews to personal budgets some children currently in receipt of high cost packages may be judged as requiring less and so have their personal budget reduced and vice versa. How we engage with parents/carers will necessarily be on a case-by-case basis given the personalised nature of budgets.

Impact for service user (potentially) **– High Age -** children**, Disability, Medium - Poverty, Rurality**: We currently have three in-house respite units each one offering overnight short breaks to children and young people with disabilities. One of the options could be to close one or more of the respite units because unit costs of delivering services are high. However, we need to be confident that we have a sufficiently mature market before we can consider this option. If we close a unit before the market is able to take on the role we risk children and young people with disabilities and their families being denied the overnight break that they need.

This could lead to an escalation of frustration for the child and the parent leading to increased pressures in the home. Families who previously received a service may not have the money to send their child on overnight short breaks using their own resources. In some rural areas resources could be further away for people to access. As a result the sense of isolation and pressure can be greatly increased for families on low incomes and people in rural areas.

Mitigation for service user: It is important to bear in mind that the intention is to only consider this option at such times when alternative provision is available. Having said that other mitigating factors are:

- Best practice research into other models used by other local authorities.

- Continued market development with providers.
- Significant engagement activity has been undertaken and planned for the future, with parent groups, voluntary sector, providers and other key stakeholders. We hope that this group will generate creative solutions that will enable the service to be delivered on a reduced budget.
- Considering piloting of 'pooled' personal budgets amongst parent groups.

Impact for staff (potential) - **High- Age** and **Sex -** Older Women: The majority of our workforce is women over the age of 35. This option could lead to redundancy leading to loss of earnings and confidence in going for further employment.

Mitigation for staff: Redundancy package available.

Date to review actions:	02 Nov 2015

Final decision date

Final decision date due	
Decision to be made by	Executive Member

Equality Impact Assessment

Name of project/proposal

C6 Children Looked After Placements Review

Contact name	Amber James
Department	Childrens Services
Date to be published on Hantsweb	04 Sep 2015

Purpose for project/proposal

The numbers of children placed with Independent Fostering Agencies (IFA) and in non-county residential homes has increased rapidly since 2012/13 in response to the increasing number of young people coming into care. The Council is reliant on purchasing placements from external agencies to ensure sufficient capacity and stable placements for children within Hampshire.
The project aims to review fostering and long stay residential placements within a reduced budget whilst continuing to ensure that:

• Placements are optimised and appropriate to both need, capacity and lowest available cost (includes analysis to establish costs, length of stay, need, demand and outcomes for different types of placement, both internal and external to the Council);

• Specialised placements are effective and deliver the expected outcomes (include reviewing Family Link, Prevention of Offending Fostering and non-county placements);

• Placement processes are lean and streamlined;

• External placement costs are competitive and any efficiencies are achieved (includes establishing any renegotiation opportunities under existing contractual arrangements, new purchasing arrangements that could be utilized (e.g. block purchasing) and procurement strategy for the future);

• Non County Placements arrangements are delivering the required outcomes (includes a supplier development programme to maximize potential of the Special Educational Needs and Residential framework).

The scope of the project includes:

Fostering – in house, IFA, placement processes, prevention of offending fostering and family link.
Long stay residential – NCPs (16+)
Both strands include full financial analysis to establish comparative in house and external cost bases.
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Consultation

Has a consultation been carried out? Yes

The County Council carried out a major consultation, between 26 May and 6 July, on a range of options for finding further budget savings, including setting Council Tax, using reserves and making changes to the way in which services are delivered. In relation to the options on which the County Council consulted, for savings in service areas for Children's Services, the majority of residents and stakeholders opposed reducing spending on services for vulnerable children, and prefer for the County Council to focus on making savings through the following:

- seek to increase the number of foster carers to care for children who are currently looked after by the County Council;
- review the process and placement costs of children's social care, without putting children at risk; and
- review school improvement services and support.

The feedback from this consultation has been taken into account in developing the options and proposals for decision by Executive Members, Cabinet and County Council in autumn this year.

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

Informal consultation involving Hampshire County Council foster carers, children's social workers, family placement social workers and care ambassadors took place at the end of June/ early July 2015. Further consultation and engagement will take place with the market in August-September 2015 to involve Independent Fostering Agencies, voluntary providers and Non County Placements. In addition, children's social workers have identified children in care who may be willing to be involved in discussion about the current processes and their experiences.

Statutory considerations

Impact

Age	High
Disability	High
Sexual orientation	Medium
Race	Medium
Religion and belief	Medium
Gender reassignment	Medium
Sex	Medium
Marriage and civil partnership	Medium
Pregnancy and maternity	Medium
Other policy considerations	
Poverty	High
Rurality	High
Other factors	High
If other please describe	Children in Care

Geographical impact: All Hampshire

Have you identified any medium or high impact?* ☑ Yes ☐ No

Equality statement

What are we proposing to do?

The proposals are based on a requirement to ensure efficiency in all processes and foster care placements made for Hampshire's children in care. This includes a requirement to reduce spend on these placements by April 2017, with a particular focus on reducing external spend and increasing internal foster carer capacity. These proposals may impact on children in care, Hampshire foster carers and other placement providers. Staff may also be impacted if efficiencies are found in our business processes.

This is the first part of the review, further detail will be revealed once this part of the review is concluded by the end of September 2016.

Service Delivery Changes

The following streams of work are identified:

1. Business Process Mapping of Placement Processes: Business process mapping will be undertaken which maps out the processes followed in placing children from the point of a decision to accommodate/place a child or where a change of placement is needed. Efficiencies may be found in processes and decision making points which could include reducing the staff required through the identification of duplication or where a task does not add value.

Staff: Impact (potential) **- High - Age, Sex** women: This may lead to redundancy for one or two staff. In 2013, workforce stats showed that 76.4% of the workforce was female and that there is a higher representation of females in grades below H which are the grades involved in the processes being mapped. Therefore, the impact is likely to be greater for female staff.

Staff- Mitigation: If redundancy is required then a redundancy package will be in place. To further mitigate, staff will be represented in the workshops to ensure the process is validated. Customer journey mapping is also taking place to ensure views of staff who use the processes are gathered.

2. Needs Analysis and Matching to Carers' Skills: We need to be confident that children are matched with carers who have the appropriate skills to manage their needs and expensive placements are not being sourced for children who do not require them. A tool has been developed using the Social Care Thresholds Chart and Placement Commissioning Team Referral Form to match the young person's level of need against the skill of the carer (In House and IFA) at the time of placement. This will be used for a random sampling exercise which will then be extended for a similar exercise with NCP provision.

Service User Positive Impact (potential): **Age** - children**, Disability, Race, Sex, Sexual Orientation, Religion and Belief, Gender Reassignment, Pregnancy and Maternity, Poverty and Rurality.** Positive Impacts on mentioned groups: The idea is that we will be able to link children and young people with appropriate and sympathetic carers. This will have a positive impact because the children will feel culturally at home in the placement.

Service User Adverse Impact (potential)**: Age -** children**, Disability, Race, Sex, Sexual Orientation, Religion and Belief, Gender Reassignment, Pregnancy and Maternity, Poverty and Rurality.** Decisions to move children, as a result of this assessment tool, could result in disruption to young people, particularly if they are settled in established placements.

Mitigation: Random sampling will be undertaken until the tool is assessed as successful. Any decision to move a child would be in consultation with them and the network around them, as stability remains paramount.

3. Increasing the number of 'In House' Foster Carers: The process of marketing, recruitment and support for in house foster carers will be reviewed. This will include skills fee payments. This may require a change in the payments made to existing foster carers at Level 3.

Service User Positive Impact (potential): **Age** - children**, Disability, Race, Sex, Sexual Orientation, Religion and Belief, Gender Reassignment, Pregnancy and Maternity, Poverty and Rurality.** Positive Impacts on mentioned groups: The idea is that we will be able to link children and young people with appropriate and sympathetic carers. This will have a positive impact because the children will feel culturally at home in the placement. It will also challenge myths that exclude certain groups from feeling welcome to put themselves forward as foster carers.

Service User Adverse Impact (potential)**: Age -** children**, Disability, Race, Sex, Sexual Orientation, Religion and Belief, Gender Reassignment, Pregnancy and Maternity, Poverty and Rurality.** The potential negative impact may be that skilled foster carers leave the service; the loss of their placements could have an impact on stability of children. The criteria for level 3 foster carers also requires one carer to be at home full time so this could result in income loss to the family.

Mitigation: Foster carers will be consulted throughout the process, utilising the Hampshire Fostering Network body as a mechanism. Any change will be managed carefully considering any direct impact.

4. Demand Forecasting and Market Supplier Engagement in Commissioning Strategy: Demand forecasting will lead to a robust position on the placement needs of Hampshire's children. This will inform a discussion with providers about commissioning options and potentially a more targeted approach with a clear set of criteria. The aim would be to commission placements where Hampshire struggles to provide in house foster carers and empower independent providers to market and recruit to a specific skill set as opposed to the current market where all fostering agencies are recruiting from the same pool.

Service User Positive Impact (potential): **Age** - children**, Disability, Race, Sex, Sexual Orientation, Religion and Belief, Gender Reassignment, Pregnancy and Maternity, Poverty and Rurality. P**ositive Impacts on mentioned groups: The idea is that we will be able to link children and young people with appropriate and sympathetic carers. This will have a positive impact because the children will feel culturally at home in the placement.

Service User Adverse Impact (potential)**: Age -** children**, Disability, Race, Sex, Sexual Orientation, Religion and Belief, Gender Reassignment, Pregnancy and Maternity, Poverty and Rurality.** An unintended consequence of this approach could be fewer and poorer options for placements and therefore poorer outcomes for children.

Mitigation: Providers will be consulted throughout the process to mitigate these risks early on. In addition, quality assurance mechanisms such as Ofsted provide protection.

5. Remodelling the Placement Commissioning Team: This about looking at different models of delivering placements for children. It is based on research that suggests that separating out the functions of providing and commissioning can have a beneficial outcome for children being placed.

Service User Positive Impact (potential): **Age** - children**, Disability, Race, Sex, Sexual Orientation, Religion and Belief, Gender Reassignment, Pregnancy and Maternity, Poverty and Rurality.** The idea is that we will be able to link children and young people with appropriate and sympathetic carers. This will have a positive impact because the children will feel culturally at home in the placement

Why are we doing it?

The work is being undertaken in response to a reduction in the budget and a need to reduce spend in line with this and also an increase in the number of children in care in Hampshire. External spend on placements is identified as an area where savings can be made as there was a 30% increase in spend in 14/15 from 13/14 in response to rising demand. Matching children to placements is becoming increasingly difficult as demand exceeds supply and we need to be in a position to ensure that we have sufficient placement options to meet needs. In addition to budgetary implications, there are quality and safeguarding implications from placing children in externally provided placements that are often some distance from the child's home. Statutory guidance and legislation impact on these areas:

Section 22G Sufficiency Duty (Children Act 1989)

Sufficiency: securing sufficient accommodation for looked after children (statutory guidance), Department for Children, Schools and Families, 2010

Who is intended to benefit from this proposal?

Children and young people in care are intended to benefit from a whole system look at the placements service, reducing any duplication of effort, time taken in decision making and matching to placements and the placements options available.

What evidence is available about the needs of the relevant equality groups?

Children in Care are one of the most vulnerable groups in society. Children's early experiences can have long-term impacts on their emotional and physical health, social development, education and future employment. Most children are taken into care because of abuse or neglect (62% in 2012-13). Children entering the care system are likely to have complex and challenging needs.

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Date to review actions	30 Oct 2015

Final decision date

Final decision date due	22 Oct 2015
Decision to be made by	DMT

Equality Impact Assessment

Name of project/proposal

C8 Support Functions Review

Contact name	Colin Payne
Department	Childrens Services
Date to be published on Hantsweb	04 Sep 2015

Purpose for project/proposal

The Children's directorate has a number of support functions/activities to support core service provision. Elements of support in scope are:

• Health & Safety (H&S);
• Procurement;
• Hampshire Music Service (HMS);
• Data and Information Services;
• Courier Services;
• Provision for schools/colleges premature retirement; and
• Hampshire Futures.

Services within scope will aim to reduce the service offering, identify cheaper delivery methods, reduce workforce requirements and/or increase income to offset the reduction in core budget or core funding contributions; whilst continuing to deliver the minimum statutory service required, ensuring the continued contribution to:
• improving outcomes for children, young people and families, including keeping vulnerable children and adults safe;
• supporting the improvement of Hampshire's educational establishments; and/or
• wider department core activities as a support function.

Consultation

Has a consultation been carried out? Yes

The County Council carried out a major consultation, between 26 May and 6 July, on a range of options for finding further budget savings, including setting Council Tax, using reserves and making changes to the way in which services are delivered. In relation to the options on which the County Council consulted, for savings in service areas for Children's Services, the majority of residents and stakeholders opposed reducing spending on services for vulnerable children, and prefer for the County Council to focus on making savings through the following:

- seek to increase the number of foster carers to care for children who are currently looked after by the County Council;
- review the process and placement costs of children's social care, without putting children at risk; and
- review school improvement services and support.

The feedback from this consultation has been taken into account in developing the options and proposals for decision by Executive Members, Cabinet and County Council in autumn this year.

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

Statutory considerations

Impact	
Age	Low
Disability	None
Sexual orientation	None
Race	None
Religion and belief	None
Gender reassignment	None
Sex	Low
Marriage and civil partnership	None
Pregnancy and maternity	None
Other policy considerations	
Poverty	Low
Rurality	None
Other factors	None
If other please describe	

Geographical impact | All Hampshire

Have you identified any medium or high impact?* ☐ Yes ☑ No

Why do you consider that your project/proposal will have low or no impact?
What are we proposing to do?
There will be a review of the current structures and methods of delivery of support functions and the cost of other activities:

- Health & Safety (H&S) – review of structures and services;
- Procurement Team – review of structures;
- Hampshire Music Service (HMS) – review of services and a review of charging for ensemble membership;
- Data and Information Team (DaIT) – review of structures;
- Premature Retirement – review of forecast future payments; and
- Hampshire Futures – review of structures and other efficiencies.

Why are we doing it?
With less funding from central Government and increasing demand for local authority services, every effort needs to be explored with key areas of spend and service activity reviewed with a focus on identifying ways of delivering services more efficiently and at lower cost, in order to reduce the overall budget spend.

Who is intended to benefit from this proposal?
The main benefits will be received within the department through the delivery of costs savings but any efficiency identified will have a potential knock on effect to the wider service areas these support functions provide a service to. This is based on the approach that a more efficiently run and structured service will provide a higher quality of delivery to the service user.

What evidence is available about the needs of the relevant equality groups?
Relative poverty will be determined by the use of Free School Meals as a proxy. This is the standard model for identifying those pupils who may be at risk of being unable to access a service because of poverty.

The department's workforce gender profile (as at 31 March 2014) has been used to provide a baseline around gender and age statistics for staffing.

What equalities issues or impacts have we identified?
As this workstream develops its thinking, further updates to this EIA will be undertaken as opportunities are developed to ensure that any impact on individuals falling into the identified 'at risk' categories are appropriately considered and potential mitigating factors identified.

Impact for service user (potentially) – Low – Poverty: By reducing funding to the Hampshire Music Service (HMS), there is a risk that activity undertaken by HMS to "narrow the gap" between the activities available to families with and without financial security, could not happen.

Mitigation for service user: For vulnerable groups, Hampshire Music Service would replace any reduction in funding through the use of the additional national Music Hub grant the service has successfully obtained.

Staff: Adverse Impact: Age, Sex – women. Detailed implications will be identified during the next year as the workstream is progressed and future proposals confirmed. However, the department's workforce gender profile (as at 31 March 2014) identifies that 83.3% of the department's workforce are female. Therefore, any restructure that led to redundancy, would likely see a greater impact for female staff. The workforce gender profile also identifies that 43.9% of the department's workforce are 51 or older, with any redundancy leading to loss of earnings and confidence in going for further employment, for all staff.

Staff – mitigation: This workstream has delivered a large part of its savings contributions through the Enhanced Voluntary Redundancy (EVR) process, completed earlier in the year, reducing the impact on any compulsory redundancy requirements. However, if any further redundancy is required then a redundancy package will be in place. To further mitigate, staff will be involved with any restructuring activity to ensure the approaches are validated.

Final decision date

Final decision date due	22 Oct 2015
Decision to be made by	DMT