

Children's Services Savings Programme to 2025 (SP2025) Revenue Saving Proposals

Stuart Ashley, Director
22 September 2023

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County Council Context

- £640m removed from budgets over thirteen years.
- £132m forecast budget gap for the two years to 2025/26.
- £71m of Tt2021 and SP2023 savings still to deliver across 2023/24 and 2024/25.
- Extended delivery and overlapping programmes increases risk and complexity.
- County Council public consultation (12 June – 23 July).
- Medium Term Financial Strategy update to Cabinet in October and County Council in November 2023.

County Council Context

The significant gap to 2025/26 has necessitated the County Council to move towards a 'bare minimum' level of services.

Whilst this is difficult to define across our varied and complex services there are a number of key principles we can apply :

- Resources will be focussed on statutory and critical services.
- Discretionary preventative services will only be provided where there is a clear and demonstrable longer term value for money business case.
- Resident services to be online by default, with appropriate alternatives available where required.
- Enabling functions to be provided as efficiently and effectively as possible from the centre of the organisation at a level sufficient to provide an adequate level of corporate governance and informed decision making.
- Discretionary service areas must have a strong rationale for being delivered and need to be cost neutral. Fees and charges to be increased if this allows a discretionary service to continue.

SP2025 Approach

- In recognition of the size of the financial challenge, directorates were not issued with defined savings targets.
- Directorates were instead instructed to review what savings might be achievable if the Council was to move towards a 'bare minimum' provision of services.
- A detailed review of each budget line was undertaken to identify all potential savings options available.
- Savings options were subject to a robust scrutiny process to ensure that opportunities have been maximised whilst limiting cumulative impacts across service user groups as far as possible.
- The savings identified are currently insufficient to meet the budget gap to 2025/26.
- We continue to lobby Government to seek a fairer funding formula and legislative change for some services to help us close the gap.

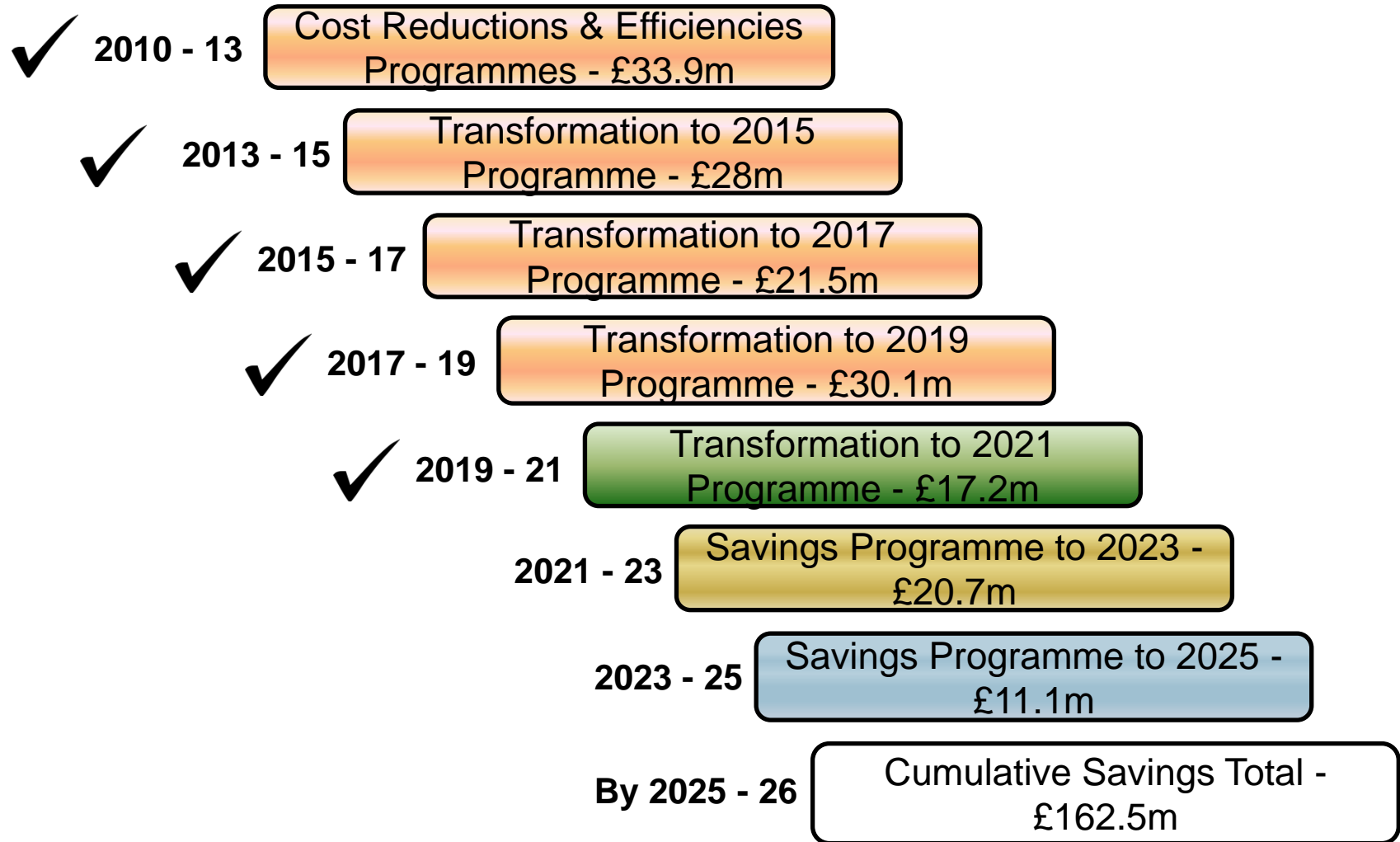
Directorate Context

- Children's Services delivered over £80m recurring cost reductions from June 2010 to 2017.
- For Tt19, the directorate secured a further £30.1m over an extended period.
- Tt21 is nearing completion, with £16.4m secured against a target of £17.2m.
- Progress against SP23 target of £22m is on track, with £5m remaining to be secured.

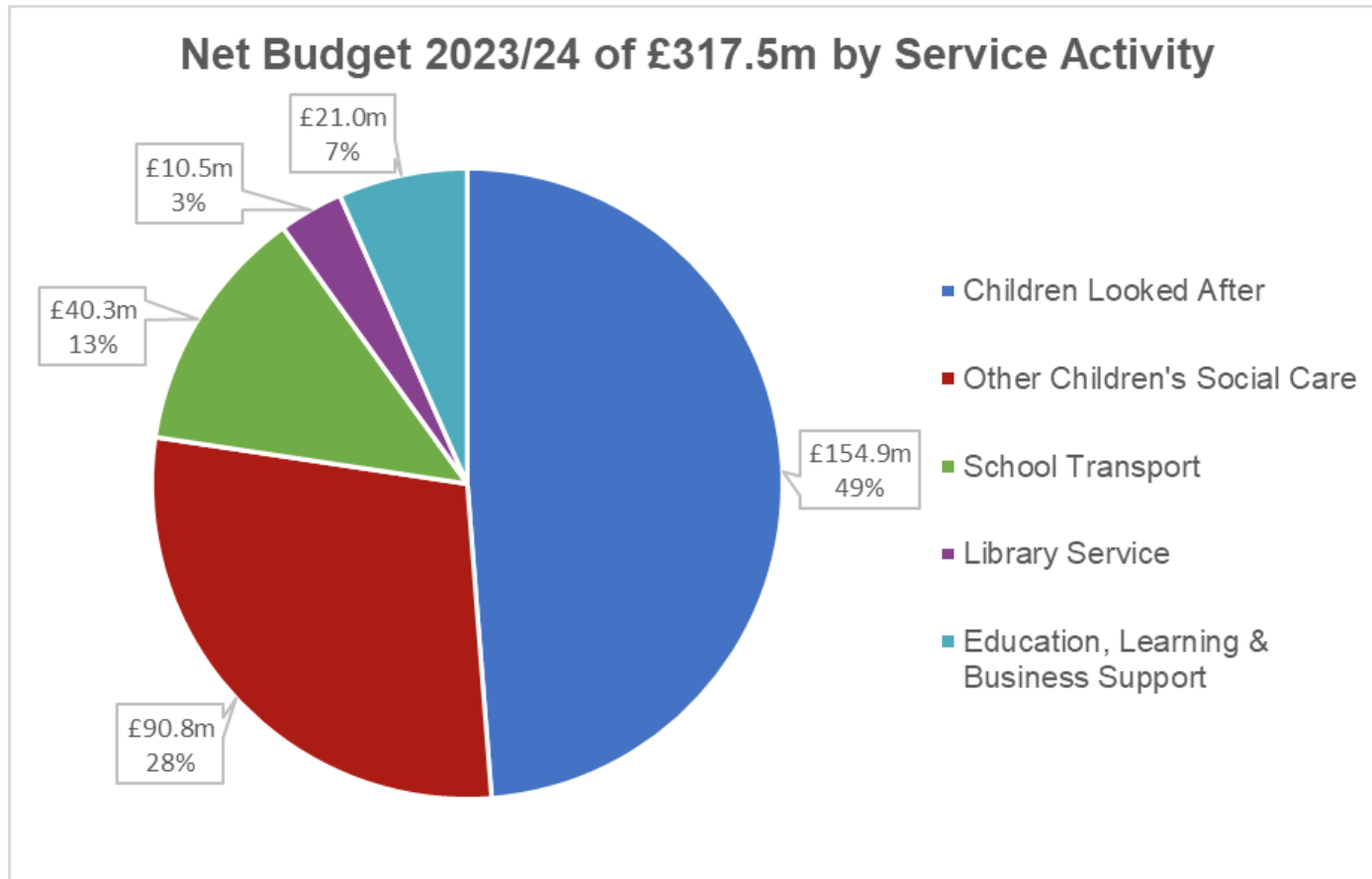
Directorate Context - Principles

1. Ensure a safe and effective social care system for children.
2. Ensure sufficient capacity to lead, challenge and improve the education system to help ensure high quality educational outcomes for all, but particularly more vulnerable groups.
3. Continue to recognise that our workforce is our strength and that we will further develop and maintain a strong, diverse workforce that is adaptable and flexible, and which has succession planning built in.
4. Tightly target limited resources according to the needs of children and families.
5. Secure and sustain targeted and co-ordinated early help provision.
6. Maximise the opportunities to create efficiencies and maintain and enhance services through partnership and sold service arrangements.

Directorate Transformation Journey



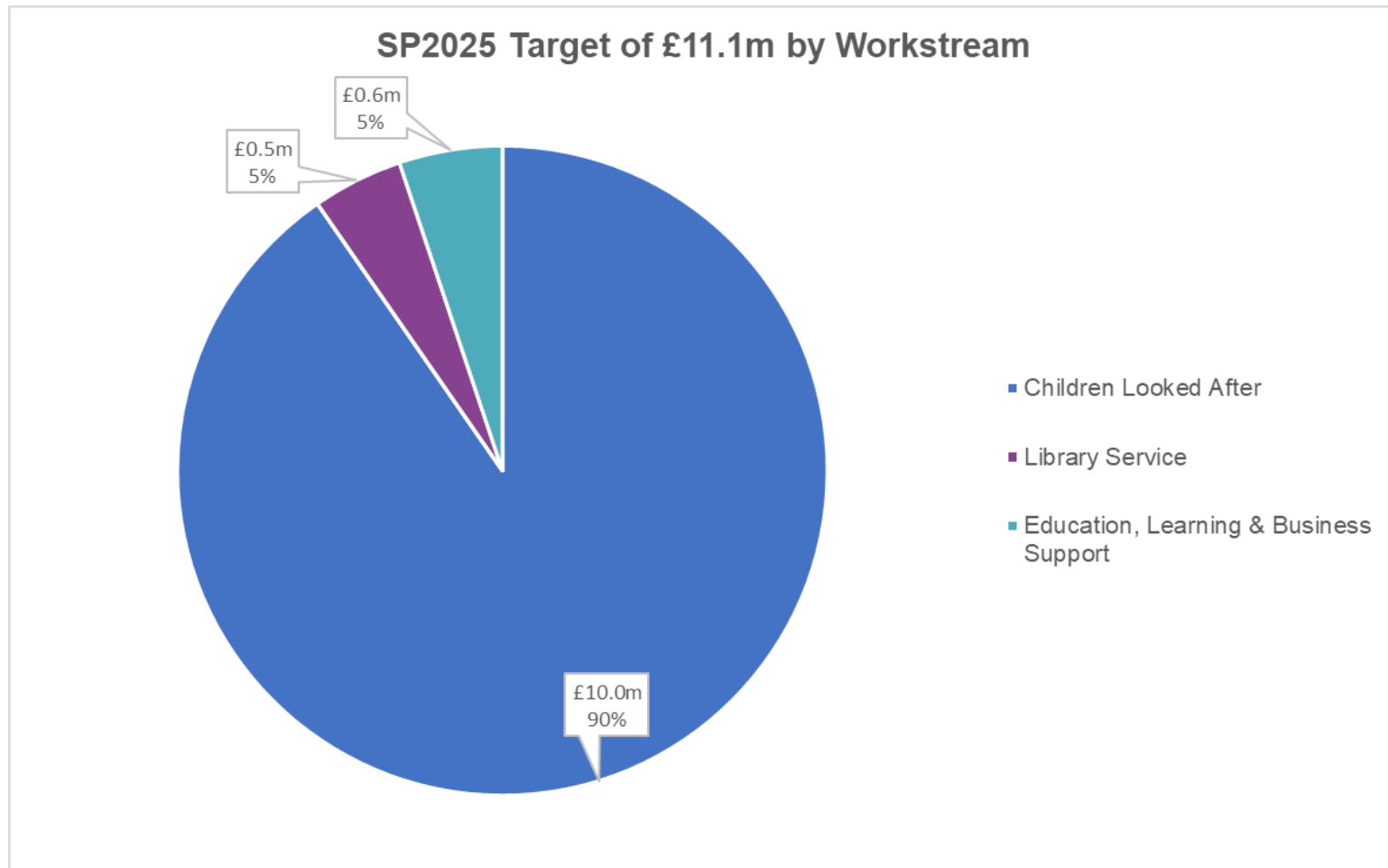
Children's Services Budget



Children's Services SP2025 Savings

Budget area	Total Budget	Full Year Savings Proposals	Savings Proposals as % of Budget
	£'000	£'000	
Children Looked After	154,833	10,025	6%
Other Children's Social Care	90,778	0	0%
School Transport	40,325	0	0%
Library Service	10,523	500	5%
Education, Learning & Business Support	21,015	570	3%
TOTAL	317,474	11,095	3%

Children's Services SP2025 Reductions



Proposal 1: Services for Young Children Budget (£0.214m)

- In accordance with DfE guidance, ensuring that resources, including posts, are funded appropriately and across the Early Years Block of the Dedicated School Grant and Council revenue budgets.

Proposal 2: Services for Young Children - Aviary Nursery (£0.038m)

- Seeking an external service provider to operate the Aviary Nursery, rather than it being run by the County Council.

Proposal 3: Services for Young Children – WFD Post (£0.030m)

- Following on from Proposal 1, funding a childcare workforce development post from the Early Years Block of the Dedicated Schools Grant, rather than the Council's revenue budget.

Proposal 4: Family Help (£1.500m)

- Strengthening early help services through a new Family Help Service based around neighbourhood teams, reducing demand for the more expensive children's social care services.
- Family Help will bring together services which deliver support and interventions to families across both targeted early help and children in need.
 - NB I've removed the sub bullets that are in the EM report

Proposal 5: Transforming Social Care (£8.500m)

- Further development and strengthening of social work interventions to enable more children to remain safely at home with support (where it is appropriate to do so), slowing the growth of children coming into care.
- The next phase of transformation will deliver innovative system wide changes that support the vision: that children are safe and achieving their best outcomes.
- The projects will be resourced with both dedicated Transformation Practice resource along with subject matter expertise from within the service. Current projects identified include Specialist and Intensive Worker Hubs, Special Guardianship Orders /Kinship/Family Connections, Children with Disabilities, Volunteers and Reunification.

Proposal 6: Joint Commissioning & Brokerage (£0.025m)

- Exploring the opportunity to establish a joint Commissioning & Brokerage Service between Children's Services and the Integrated Care Board for those children who require packages of support commissioned by both health and social care.

Proposal 7: Sold Services to Schools (£0.100m)

- Generating additional income and contributions from the school's market served by business areas within the directorate's traded services, including the Music Service, School Improvement (HIAS), Governor Services, Careers, and County Supplies.
- Additionally, removing the £0.021m contribution from the Council for the Swanwick's Secure Unit education budget, which can be achieved through changes in curriculum delivery and will not reduce overall education provision.

Proposal 8: Regionalised UASC Brokerage: (£0.188m)

- Exploring the opportunity to deliver a brokerage service for all Unaccompanied Asylum-Seeking Children (UASC) in the South-East region.
- This would create a central point of contact for providers and one referral system for all UASCs (specifically those allocated via National Transfer Scheme). Income would be generated by providing this service to other local authorities.

Proposal 9: Library Service Asset and Stock Review (£0.350m)

- Seeking to optimise and potentially rationalising assets to ensure libraries are located in suitable buildings with cost effective lease arrangements.
- Reviewing stock levels, with a view to potentially reducing physical stock held in libraries.

Proposal 10: Library Service Staff Savings (£0.150m)

- Review of management and back office staffing structures, removing vacant posts, and making small reductions in headcount.

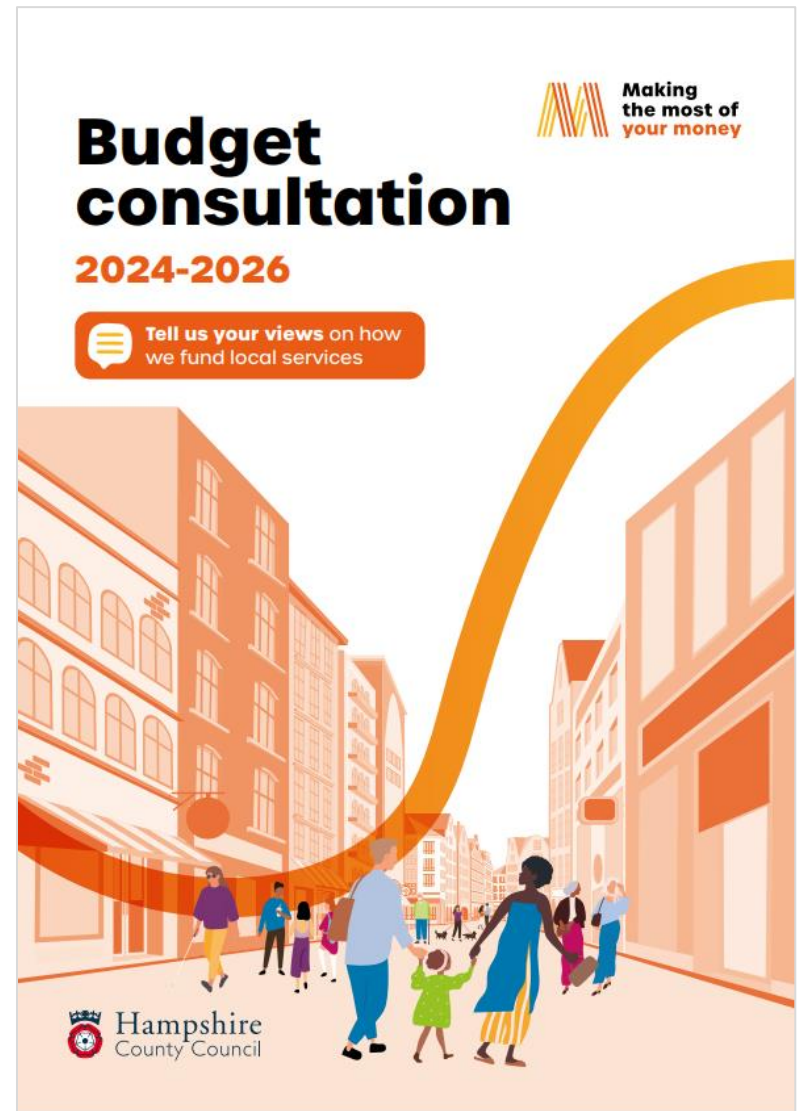
Risks to Highlight

- **Complexity of change.** If Family Help and TSC are not effective in de-escalating need in families, then demand and costs will increase
- **Interdependency.** If the interdependencies between Libraries, Community Hubs and Family Help programmes is not managed effectively, then early help services will not prevent demand and cost.
- **Dysfunctional provider market.** If we are unable to provide the right type of placements for children at the right time, then cost will increase
- **Competitive staffing market.** If challenges recruiting social workers and other specialist roles persist, then effectiveness of the operating model and services will be impacted
- **Capacity to change.** If there is insufficient capacity to transform services, then the effectiveness of the changes will be sub-optimal, savings will not be achieved, and service quality will suffer.

Equality Impacts to Highlight

- **Due regard to the Public Sector Equality Duty:** The impacts of all proposals (at their current stage) on protected and other characteristics have been considered, with Equality Impact Assessments (EIA) completed.
- **Meeting need:** Though some of the proposals may result in key changes and new ways of working, the services provided to those that require them, aim to continue to meet needs and, in many cases, improve provision and support.
- **Principally Neutral and/or Positive impacts:** Equality impacts have been assessed as Neutral or Positive for all proposals except for Library Service Staff Savings where, due to 87% of the workforce being female, the EIA identified a negative-low for sex and pregnancy & maternity, although the change proposed does not directly impact based on this protected characteristic.
- **Updating EIAs as proposals develop:** Where proposals are at an early stage of development and further analysis and review is required, these EIAs will be reviewed and updated to reflect any changes in equality impacts.

*Making the most
of your money*
**Balancing the
Budget 2023
Consultation**
Headline Findings

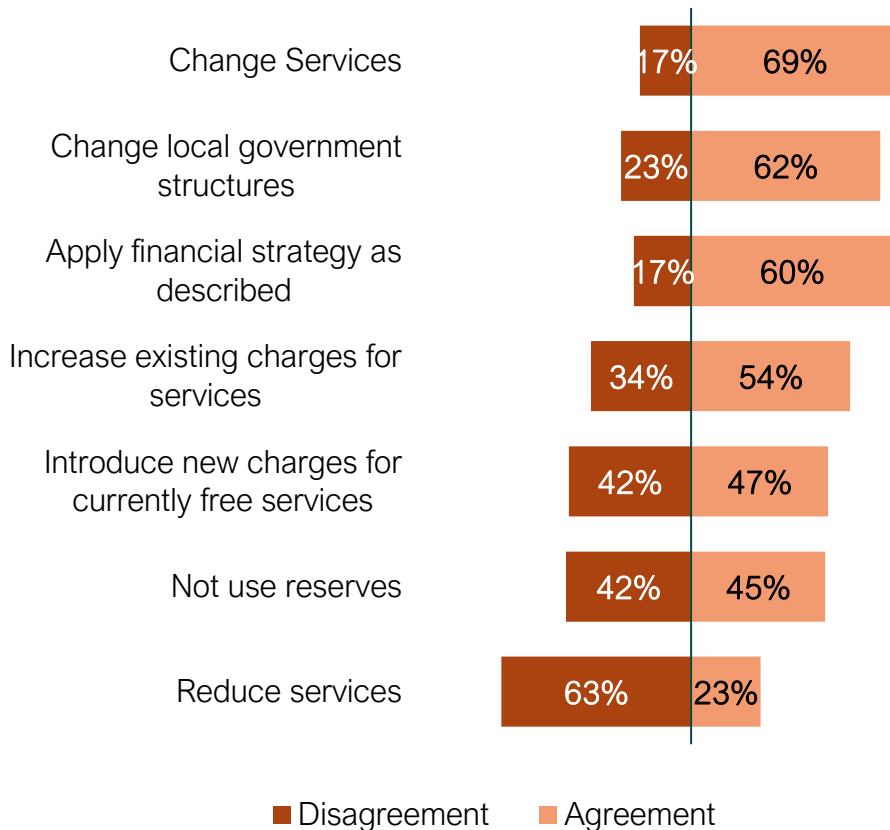


Consultation context

- The 2023 *Making the most of your money* budget consultation was designed to give all Hampshire residents and stakeholders the opportunity to have their say about ways to balance the County Council's budget.
- The consultation ran from **12 June to 23 July 2023** and was widely promoted through a range of online and offline channels.
- Information Packs and Response Forms were made available both digitally and in hard copy in standard and Easy Read formats, with other formats available on request. Unstructured responses could be submitted via email, letter or as comments on social media.
- The consultation received 2,935 responses – 2,806 via the consultation Response Form and 129 as unstructured responses via email / letter (37) or social media (92).
- Of the responses submitted via the consultation Response Form, 2,743 were from individuals and 25 from democratically elected representatives. In total, there were 56 responses from groups, organisations or businesses (38 using the Response Form and 18 as unstructured responses by email / letter).

Level of agreement with proposed options

Agreement or disagreement as to whether the County Council should . . . (Base: 2787-2663)



Respondents generally agreed with the County Council's financial strategy

A notable majority of respondents agreed that changes to council services and structures should be considered to help balance the budget.

Respondents were supportive of raising existing charges, but opinion was divided as to whether new service charges should be introduced.

Opinion was also split as to the use or not of council reserves.

Respondents were notably opposed to service reduction.

SP2025 Key Messages

- Significant reductions in spend delivered to date
- Significant corporate support for demand and complexity increases remain fundamental
- Careful consideration of our ability to meet statutory duties and maintain safe and effective services
- Complexity of change. Earlier help and prevention key
- Dysfunctional provider market impacts unit cost
- Consultation will be undertaken; and
- Capacity and capability essential for transformation.