

# **INTEGRATED PLAN**

## **PART B - STRATEGIC DIRECTION AND FINANCIAL CONSEQUENCES**

### **Children's Services Portfolio**

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# Children's Services Portfolio

Strategic Direction: to provide universal, targeted and specialist services to children and young people in Hertfordshire and their families.

## Scope

Hertfordshire's Children's Services provides universal services for all children and young people in Hertfordshire and also targeted services for those that are more vulnerable. In addition social care provides safeguarding services for children to remain safe and supported at home or if necessary in alternative provision such as foster care.

## Summary of budget

	16/17	17/18 forecast	18/19 forecast
Net Budget (Revenue)	£140.8m	£137.2m	£136.1m

## Summary of Key Priorities and Programmes

- Shaping the Future
  - The 0-25 Integration for Children and Young People with Additional Needs Programme
  - Family Safeguarding Programme
  - Families First Programme
- Reducing the number of children looked after strategy.

## Summary of Key Savings Proposals

- Managing and reducing demand via Families First and other programmes
- Reducing the Number of Children Looked After
- 0-25 integration
- Business efficiencies
- Identifying alternative sources of funding

## Key Risks in achieving IP proposals

- Demand and cost pressures for CLA and UACS
- Recruitment and retention of high quality foster carers
- Continuing to recruit and retain child protection social workers and managers

## Capital Programme

	17/18	18/19	19/20
Capital Programme	£20.8m	£19.2m	£18.8m

## Key Capital Schemes:

The schools capital maintenance programme.  
Developing IT solutions to support targeting of Early Help.

## CS Portfolio: Future Strategic Direction

### 1 What are the key priorities for the portfolio over the period 2017/18 – 2019/20?

The Children's Services' Strategic Plan 2015-2018; Shaping the Future sets out the priorities for the next three years under the council priority of opportunity to thrive. Key projects are explained in more detail in section 3.

Within this, the key priorities are to maintain the quality and safety of services whilst improving business efficiency, reduce demand for safeguarding and specialist services in particular by reducing numbers of Children Looked After, and consequentially make the financial savings required to operate within the funding the Council is able to make available.

### 2 What are the key pressures and challenges facing your portfolio for 2017/18 – 2019/20?

Set out below is a chart showing future projected changes in 0-19 population between 2016 and 2025. The overall 0-19 increase is 12.2% compared with 7.3% for the same age group nationally. The increases in Hertfordshire are particularly pronounced in the 10-14 age group (22.2% growth projected) and 15-19 age group (15.8% growth projected).

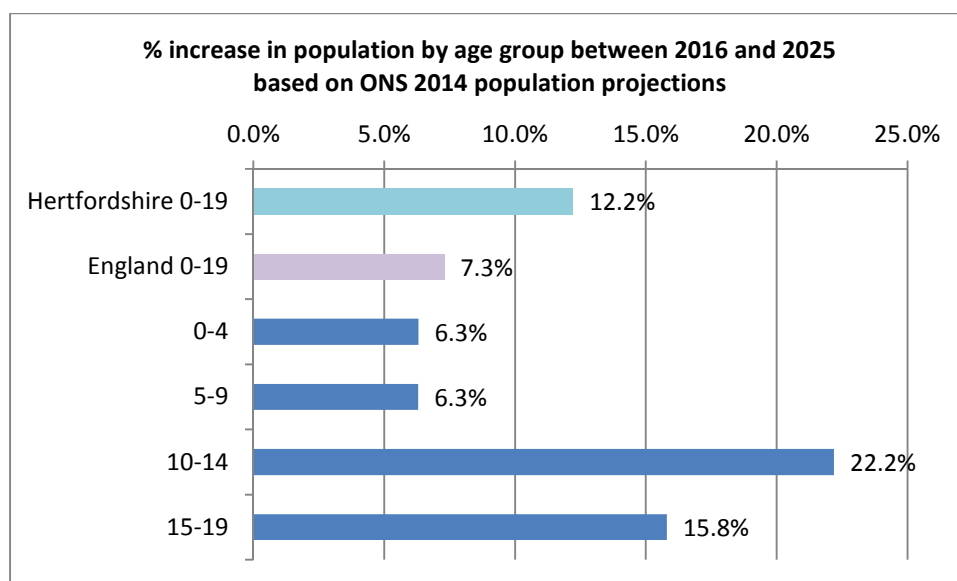


Figure 1: ONS Projected Population Increases for 0-19s 2016-2015

Consequences of 'Doing Nothing' – Standstill Impact of Demographic Increases Population on CLA, CP & CiN Populations

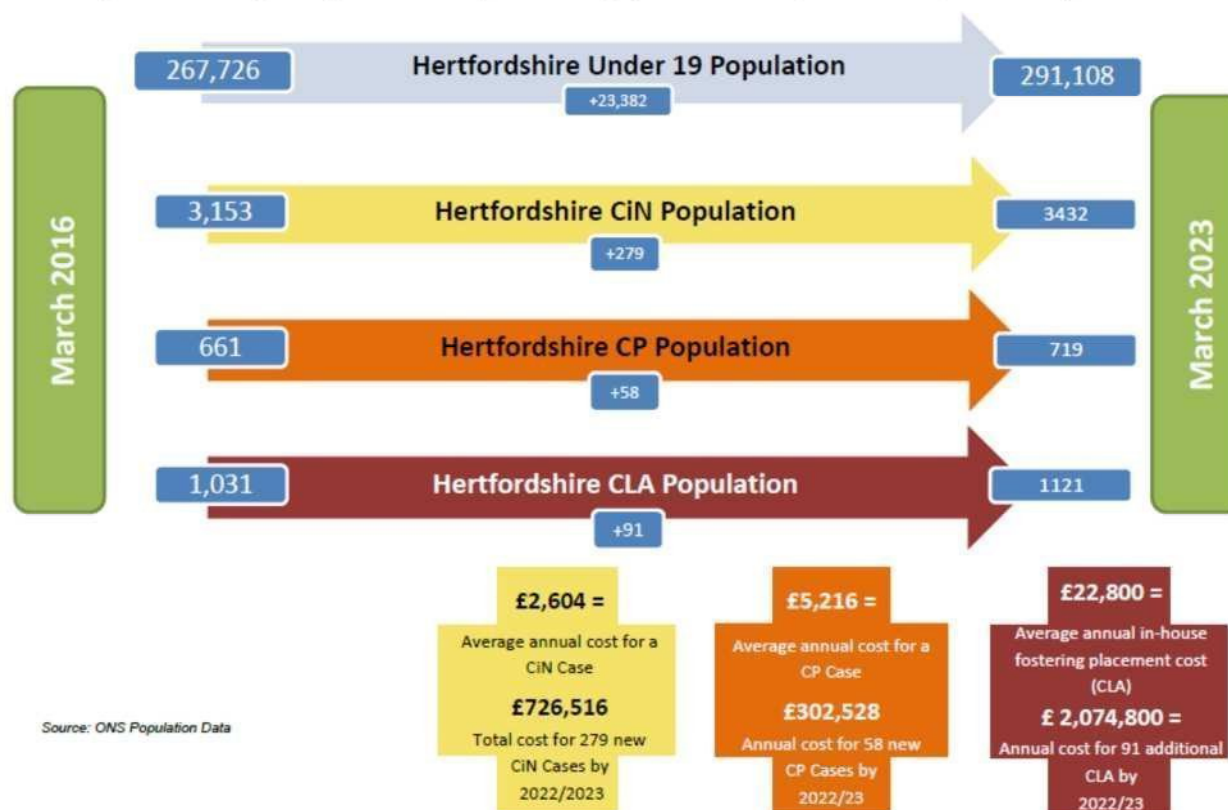


Figure 2: Consequences of doing nothing and impact of demographic

Future demographic pressures over the next few years will potentially increase demands on specialist services within Children’s Services by over £3m by 2022/23. Establishing more effective local early help provision and processes will stem the tide of referrals to social care and build sustainable resilience of families. Within Children’s Social Care Family Safeguarding is leading to reductions in the number of children subject to child protection plans despite a rising under 18 population and national increases in the percentage subject to child protection plans. Children Looked After (CLA) numbers are also reducing despite national increases, and despite the demographic changes which would otherwise be expected to lead to an increase.

In addition to demographic pressures there are additional pressures relating to Unaccompanied Asylum Seeking Children (UASC) and individuals with no recourse to public funds, and those for whom all rights of appeal have been exhausted.

The number of CLA needs to be considered alongside the growth of adoptions and Special Guardianship Orders (SGOs) where allowances are payable. Whilst there are detailed plans in place to reduce the number of CLA, the courts are increasingly requiring allowances to be paid to adoptive parents and those taking out Special Guardianship Orders. This means that, whilst the children or young people are no longer counted in the number looked after, the county council continues to have a financial commitment for them. The numbers of SGOs with allowances being made has increased significantly in recent years and therefore this is putting pressure on budgets.

£3.36m was spent on Special Guardianship Support in 15/16 with £3.52m budgeted for 16/17, a 4.7% increase.

During 2015/16 there was a considerable increase in the number of **unaccompanied asylum seeking children (UASC)** arriving in Hertfordshire with a total of 68 UASC being supported at the end of March 2016, an increase from 46 at the end of March 2015. The changes introduced by the Home Office for new cases from 1 July 2016 will reduce the funding gap for applicable cases from 25% to 10% (under 16 year olds), 44% to 28% (16-17 year olds) and 83% to 78% for over 18's. However, this only refers to the placement costs and not the associated case costs. Hertfordshire has taken in additional UASC from the Calais 'jungle' closure and is part of a rota system in the eastern region to transfer UASC from authorities where they have population equivalent to more than 0.07% of the under 18 population. As at 31<sup>st</sup> October 2016 there were 79 UASC in Hertfordshire which equates to 0.03% of the under 18 population.

In addition to demography, there is a further pressure for CLA placements due to more complex cases of children and young people who require residential placements or highly specialist foster placements. This continues to have an impact on the placements budget in the current year and although plans are in place to address this, pressure may continue into 2017/18.

The majority of CLA Placements are with our in-house foster carers whilst the remainder are mainly commissioned from the private and voluntary sector. The payment rates for foster care allowances are linked to National Fostering Rates and those for independent placements are required to consider whether the price paid for care allows providers to remain viable and provide a good quality of care. For private providers, where we negotiate each year, utilising regional commissioning arrangements where possible, cost increases are likely to be in excess of the standard inflation allowances.

Staying Put (which allows for care leavers to remain in their foster placements beyond the age of 18) increases pressure on fostering and support budgets. Hertfordshire has had policies in place to provide support to some members of this cohort for some time and indications are that at present numbers are not increasing significantly – however if numbers increase then this will put pressure on the Fostering budgets and potentially reduce capacity within the in-house service for CLA placements. At present the Staying Put entitlement only extends to young people in foster placements. However, nationally there has been some discussion about young people in residential care being able to 'stay close' which will have an impact on staffing levels. As at April 2015 there were 62 staying put placements, by April 2016 this had risen to 76 effectively leading to a loss in foster carer capacity of 14 placements over the period.

There continues to be public and political concern about the sexual abuse and sexual exploitation of children. This has led to an increased demand for residential placements that can manage high risk and self-harming behaviours. The setting up of a specialist Police team has led to better arrangements to identify young people who

may be at risk. This is a significant pressure on the budget and looks likely to remain so for at least the next three years.

The **Children and Families Act 2014** has had significant implications for the way we support children and young people with Special Education Needs and/or Disability. The next two to three years will continue to see a period of embedding the necessary process and cultural changes to ensure Hertfordshire is compliant with the new statutory requirements and adopts the principles of greater choice and control for families underpinning the reforms.

The most significant pressure in this area is the need to complete conversion of approximately 4,000 statements of special educational need and 600 learning difficulty assessments into Education, Health and Care (EHC) plans by the end of the 2017/18 academic year. In addition, there is increasing demand in terms of new requests for assessments for an EHC plan (414 in first six months of 15/16 compared with 564 in same period in 16/17) leading to an increased demand on all services and potentially considerable extra expenditure on process-costs. This has also been experienced nationally.

**Recruitment and retention of child protection social workers and managers remains challenging at a national level.** Part of our strategy has been to adjust the intake of newly qualified staff into the Academy in 2013-15. Due to the high levels of positive media coverage of our Family Safeguarding innovation project, we have not needed to increase recruits in 2015/17. HCC is part of a regional agreement on payment levels to agency social workers in order to help stabilise the market locally.

The number of **young people involved in offending behaviour** reduced significantly year on year until 2013/2014. Young people involved in offending plateaued in 2014/15 and we are now seeing small increases in the numbers of offenders.

### **3 What are the key projects/programmes that the portfolio will deliver 2017/18 – 2019/20?**

#### **Reducing the Number of Children Looked After**

We need to reduce the number of children looked after and increase the proportion of those looked after placed in foster care (where appropriate) in order to contribute towards our considerable financial savings by 2019.

Key areas of activity include:

- Reducing the number of children entering care through earlier identification of vulnerable families
- Reducing the number of children entering care by expanding our capacity to intervene early to support children and families at risk
- Maximise the recruitment of in-house foster carers
- Strengthen our commissioning arrangements to ensure an appropriate range of independent placements that are cost effective

- CLA successfully leave care at the right time through early planning and robust care
- Ensure that where children are not able to return home, alternative permanence plans are progressed in a timely manner.
- Work proactively with our partners in housing, health and HCS to improve transition planning to reduce numbers returning to care

An agreed set of CLA population reduction targets has been established and disaggregated within specific age bands. The strategy aims to reduce the CLA population by 58 each year so that by March 2019 the total CLA population will be 825 and we are currently on track to achieve this. Savings between £2.8m and £7.7m will be made dependent upon the placement mix eg: Hertfordshire internal foster placements, independent fostering placements and residential placements. There is also scope for savings of approximately £1m in non-placement costs by the end of March 2020.

The **Shaping the Future Programme** was developed during Summer 2014 to ensure we focus our energy and resource to achieve Children's Services improvement priorities and improve outcomes for children and families in Hertfordshire. The Shaping the Future programme is outlined below:

The programme is driving forward family based commissioning, service design, structure and provision, working closely with partners including the two Clinical Commissioning Groups, Health providers, Schools and Hertfordshire Police.

### **The 0-25 Integration for Children and Young People with Additional Needs Programme**

In 2011 Hertfordshire was selected to become a Pathfinder Authority for the SEND Reforms, driven by the Support and Aspiration Green Paper, which was part of the Children and Families Bill. We worked as a Pathfinder until the Children and Families Act came into law in September 2014. In a time of reducing funding and a rising young population it is vital that we make the best use of our resources to ensure that the right help is available, at the right time and at the right cost and there are significant challenges to achieving this. The 0-25 Integration Programme seeks to address this and has been designated as a priority by the Health and Wellbeing Board. A savings target of £1m is on track for delivery.

The programme oversees:

- The implementation of the 2014 SEND Reforms
- The SEND Strategy
- The development of the 0-25 Together Service
- A review of Information, Advice and Guidance arrangements
- Development of further opportunities to align and integrate services for children and young people with SEND

Following the 2016 SEND Area Inspection current priorities going forwards are;

- increasing independence and earlier preparation for adulthood,



- the development of a clear outcomes framework and combined data set
- workforce development.

### **Families First Programme**

Over the next 12 months, the Families First programme will establish Families First Hubs which rather than establishing physical teams will be an umbrella approach to co-ordinate multi-agency early support in each District/ Borough. A key feature of this will be local triage panels which will address the need for early help before it needs to come into Children's Services. As a result we will expect to reduce the number of early help contacts coming into the Customer Service Centre by up to 75% by 2022/23. In addition, these changes will also contribute to achieving our existing Integrated Planning savings. Overall savings as a result of these changes are expected to be between £2.06m-3.57m over the next five years.

### **Family Safeguarding Programme**

Hertfordshire has implemented Family Safeguarding in Hertfordshire, using a £4.86m grant from the DfE Innovations fund. The purpose of the change was to deliver child protection services leading to positive changes for families in terms of reducing crime, substance misuse, neglect, and health improvements which in turn will be reflected in reduced demand on public services across Hertfordshire. The independent evaluation is nearing completion as at December 2016, with early indications of Family Safeguarding having a positive impact on outcomes.

Features of Family Safeguarding are:

- Reducing risk and improving outcomes by delivering protection services on a family basis through multidisciplinary Family Safeguarding Teams (FSTs) with the full range of skills necessary to address those highest-risk factors to children. These include parenting factors relating to domestic abuse, substance misuse and mental health, especially in families where all three factors exist together.
- Changing the way we work with families so we focus on engaging them in changing their behaviours that place children at risk rather than monitoring their compliance.
- Improved information sharing and reaching a better shared understanding of risk in families;
- Co-location of professionals in teams to reduce time spent on recording, travelling, meetings and writing separate reports; and
- Re-investing time saved to improve the quality of work with children and families and increase focus on achieving good outcomes.

## Business efficiency programme

Our Business Efficiency programme runs across the service, and largely but not exclusively depends on a programme of investment in technology to improve efficiency and reduce costs. Specifics include:

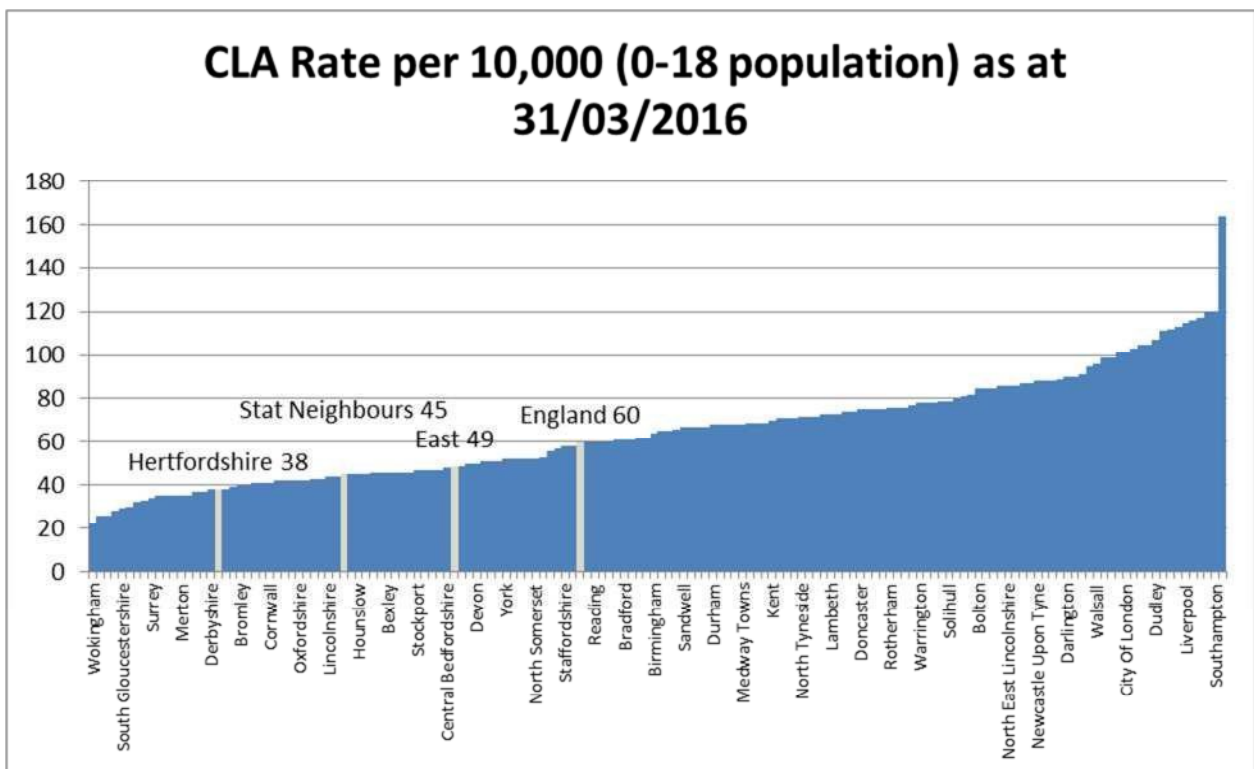
- Roll out of iPads to enable more flexible working, so that office accommodation and printing costs reduce
- Investment in enabling main case management and other systems to support mobile working
- Review of business support staff so that resources are used most effectively.

There is a continuing expectation on each service area to deliver efficiency savings annually.

In addition, Childrens Services Commissioning has been restructured with a view to improving value for money and reduce the cost and impact of commissioned services.

### 4 How has the portfolio reviewed its effectiveness / value for money in delivering service outcomes?

Hertfordshire is in the top quartile nationally for the lowest number of referrals to social care, numbers of children subject to child protection plans and numbers of children looked after. Performance is monitored against statistical neighbour indicators on a regular basis and where performance is below expected standards, this is challenged via performance meetings and specialist 'Performance Clinics' for areas of concern. Some recent examples of this include workshops around improving performance for attainment of children looked after, reducing the number of children looked after and improving placement stability.



As at end March 2016, Hertfordshire had the 18<sup>th</sup> lowest rate per 10,000 (0-18 population) for children looked after in England (38). This is lower than the England rate of 60 and the statistical neighbour rate of 45.

Hertfordshire is a lead authority for benchmarking in the Eastern Region and compares performance on an agreed set of performance indicators on a quarterly basis, together with coordinating 'deep dives' into performance areas agreed across the Region.

Hertfordshire is also a member of the CIPFA benchmarking club, which shows that our average unit cost per child looked after was £893 per week, compared with a benchmarking group average of £919.

<b>Estimated Average Weekly Cost Per Child Looked After – CIPFA Benchmarking</b>		
	<b>HCC</b>	<b>AVG</b>
2014/15	£970	£921
2015/16	£893	£919

The impact of the Family Safeguarding model has been reviewed by the University of Bedfordshire and their Research team will publish the full report early in 2017.

**5 What are the key savings proposals that have been identified to meet the budget gap 2017/18 to 2019/20; what additional actions will need to be taken to achieve these, and what are the potential impacts?**

The programmes set out in Section 3, above, in terms of their financial dimensions are largely directed at achieving savings through managing and reducing demand. We are now part-way through these programmes and substantial savings are targeted in costs related to vulnerable children described under the Families First heading (£2.75m rising to £4.5m), and also at services for children/young adults with disabilities (£500,000, 0-25 integration).

A rigorous programme of review across each area of the service has required efficiency savings and staffing reductions to be identified and brought forward for 2017/18, running to about 2.5% of the service's total budget. This has involved reductions in costs for externally-purchased services, with some revisions to service specifications, reductions in staffing establishments, and the programme of back-office business efficiency referred to above. Efficiencies have been delivered in training budgets, and where possible alternative sources of funding sought for continuing activities.

**6 What are the key risks in delivering projects and programmes for this portfolio, and what mitigations are in place? What steps are being taken to ensure resilience?**

As we enter year 3 of the Shaping the Future Transformation programme, considerable progress has been made in reducing demand for services and particularly in the areas of reductions in the numbers of those subject to child protection plans and numbers of children look after. However, there is a risk that reductions in numbers will not lead to

consequential savings at the level forecast, because of the impact of additional cost and demand pressures.

If the Service is unable to recruit and retain high quality foster carers, children and young people will need to be placed with independent agencies, some of which will be out of county. In order to mitigate this, the recruitment process is monitored on a regular basis to ensure there is year on year net growth in the number of in house council foster carers.

Another key risk is that if pay and conditions for staff and managers fail to remain competitive the council may not be able to retain highly qualified professionals. To mitigate this, the service via its HR partners are regularly monitoring market conditions to ensure pay and conditions are appropriate with targeted additional payments where required.

The following further significant risks exist in relation to the IP savings proposals put forward:

1. The planned funding of some Early Years staffing costs from the Dedicated Schools Grant (DSG) may not be possible because of regulatory and other constraints.
2. The number of Unaccompanied Asylum Seeking Children (UASC) may increase by more than predicted
3. The placement cost mix for UASC and Children Looked After (CLA) may be less favourable than predicted
4. The recruitment and retention of social work staff may become more difficult, increasing use of agency and consequently undercutting our salary budget savings assumptions
5. There is a risk that the numbers of families with no recourse to public funds and supported through the relevant budget continues to increase rather than remain stable at the current year's level
6. There is a risk that the numbers of Special Guardianship Orders (SGO) continue to rise at the same rate next year as over the last two months, exceeding prediction on which the budget is based.

The above risks describe the position after mitigation action has been taken.

**KEY BUDGET MOVEMENTS 2017/18 - 2019/20**

	2017/18 TOTAL £000s	2018/19 TOTAL £000s	2019/20 TOTAL £000s
Technical Adjustment	630	380	430
Service Specific Inflation	461	461	461
Demography	2,012	2,763	4,577
<b>TOTAL PRESSURES</b>	<b>2,012</b>	<b>2,763</b>	<b>4,577</b>
Existing Efficiencies	(91)	(224)	(224)
New Efficiencies	(5,903)	(7,710)	(7,760)
<b>TOTAL SAVINGS</b>	<b>(5,994)</b>	<b>(7,934)</b>	<b>(7,984)</b>

Ref	Description	Dept	Type of budget movement	2017/18 TOTAL £000s	2018/19 TOTAL £000s	2019/20 TOTAL £000s	Approximate current budget £'000
	<b>Technical Adjustments</b>						
TA01	<u>Troubled Families (TF) Grant</u> Thriving Families grant income has been amended to reflect the actual expected income in each year from the programme in line with the plan for Phase 2 of TF. This has been updated given there are restrictions on the amount of income expected from Payment by Results given that the requirements of the programme mean more (longer term) evidence is required before claims can be made.	CS	Technical Adjustment	630	380	430	1,837
	<b>Service Specific Inflation</b>						
	<u>Adoption (0.11% / 2.00%)</u> All Adoption based allowances are increased in line with the Fostering increase.	CS	Service Specific Inflation	10	10	10	3,681
	<u>Asylum Seeker - Leaving Care (ASLC) (1.34%) / Unaccompanied Asylum Seeking Children (UASC) (2.22%)</u> ASLC is linked to semi-independent placements and UASC is linked to fostering rates	CS	Service Specific Inflation	33	33	33	1,759
	<u>Disabled Children's Services - Direct Payments (1.00%)</u> Direct Payments inflationary pressures are linked to those calculated by HCS for their respective services.	CS	Service Specific Inflation	26	26	26	2,598
	<u>Disabled Children's Services - Homecare (3.73%)</u> Homecare inflationary pressures are linked to those calculated by HCS for their respective services.	CS	Service Specific Inflation	55	55	55	1,480
	<u>Fostering - Allowances &amp; Daycare (0.04%) / Fees (1.98%)</u> Fostering Allowances are increased in line with the National Minimum Fostering Allowance scheme.	CS	Service Specific Inflation	88	88	88	5,851
	<u>Leaving Care (0.96%)</u> Linked to benefit rates.	CS	Service Specific Inflation	5	5	5	523
	<u>Specialist Services - Independent Placements (-1.33% / 0.55% / 1.34% / 2.22%)</u> Price increases are calculated by analysing prices experienced at the end of the previous financial year and comparing them with current price levels. The difference is used as the most accurate approximation for the minimum expected pressure on prices which will be felt during the following financial year.	CS	Service Specific Inflation	244	244	244	23,427

Ref	Description	Dept	Type of budget movement	2017/18 TOTAL £000s	2018/19 TOTAL £000s	2019/20 TOTAL £000s	Approximate current budget £'000
	<b>Pressures</b>						
D01	<p><u>Children Looked After (CLA)</u> The demographic pressure estimates for CLA are based on an increasing child population in Hertfordshire and maintaining numbers of CLA at a specified rate per 10,000. The CLA savings assume a decreasing number of CLA based on reducing the target from 39 to 34 per 10,000 and are based on the current child population of 262,000. It is estimated that the child population will increase to 283,341 by 2019/20 and this pressure reflects the impact this will have to maintain CLA at the target rates per 10,000.</p>	CS	Demography	1,047	1,798	3,612	44,100
D02	<p><u>Child Protection</u> The demographics pressure included in last year's IP resulting from increasing numbers of children on Child Protection Plans had been based on the costs of staff required to chair and support Child Protection Conferences and reviews. The pressure had assumed that numbers would reduce as a result of the family focus programme work, hence the reduced pressure in 2017/18 and beyond.</p>	CS	Demography	(132)	(132)	(132)	1,748
D04	<p><u>Adoption &amp; Special Guardianship Orders</u> Increasing numbers of children being adopted and moving to Special Guardianship Orders (SGO) is putting pressure on the Adoption and SGO Allowances budget. It is anticipated that the number of SGOs with financial support will increase by 55 in 2017/18</p>	CS	Demography	346	346	346	7,394
D05	<p><u>No Recourse to Public Funds (NRPF)</u> There has been an increasing number of families with NRPF who require support under Section 17 of the Children Act. Children's services have a duty under section 17 of the Children Act 1989 to provide support to children and families which are deemed destitute, while their claims for asylum or leave to remain in the country are being considered by the Home Office (HO). This is recognised as a growing issue here in Hertfordshire and as demand rises, the impact on the budget is steadily increasing. Family's status is also not being resolved quickly by the HO, which means we remain responsible for families for longer both for their subsistence and accommodation costs.</p>	CS	Demography	357	357	357	521
D06	<p><u>Unaccompanied Asylum Seekers</u> The introduction of the National Transfer Scheme has a voluntary target of 0.07% of UASC to Child Population. Hertfordshire is part of the Eastern Region Group and will take additional UASC as part of this scheme. If the Target of 0.07% is to be reached this would increase our numbers by around 120. This will cause increasing pressure on placement and case management staffing budgets. Maximum Pressure estimated around £1.2m</p>	CS	Demography	394	394	394	1,512

Ref	Description	Dept	Type of budget movement	2017/18 TOTAL £000s	2018/19 TOTAL £000s	2019/20 TOTAL £000s	Approximate current budget £'000
	<b>Savings</b>						
SSS01	<u>Family Focus</u> The number of Children Looked after in Hertfordshire is currently around 40 per 10,000 population. Introducing measures to seek to reduce this to 34 per 10,000 while keeping the same % mix of care packages across the care continuum should allow these savings to be achieved. However, it should be noted that only 11 other authorities are at this level or below.	CS	New Efficiencies	(2,750)	(4,500)	(4,500)	44,100
EEI03 & SSS02	<u>0-25 Integration</u> Exploring the opportunities to improve efficiencies and remove duplication across services through the introduction of cross service working and the development and implementation of the SEND Pathfinder model and maximise use of community based services to support independence and self reliance.	CS	Existing Efficiencies	(75)	(200)	(200)	33,563
			New Efficiencies	(280)	(300)	(300)	
SSS03	<u>Reduce training budget</u> Further reduction in the departmental budget for training including efficiencies	CS	New Efficiencies	(106)	(106)	(106)	670
EEI05 & SSS04 (X1)	<u>Printing Contract Savings</u> Savings through a reduction in print costs achieved through the new managed print service contract.	CS	Existing Efficiencies	(16)	(24)	(24)	n/a
EEI13	<u>Early Years spend transfer to DSG</u> It is planned to meet staff costs for operating the funding process for early years education, together with related management and planning costs. This is subject to appropriate consents and regulatory compliance.	CS	New Efficiencies	(640)	(640)	(640)	1,544
EEI15	<u>Families First ITT Bid</u> Savings from the ITT investment to set up the local triage model for early help for families	CS	New Efficiencies	0	(37)	(87)	n/a
EEI23 & SSS05	<u>Children's Services - Further Transformation Savings</u> 1% efficiency savings. This line shows a number of small efficiencies across the budgets in CS. Other elements of this efficiency are shown on other savings lines in the IP where appropriate	CS	New Efficiencies	(235)	(235)	(235)	179,019
SSS06	<u>Children Looked After Efficiency Savings</u> Further efficiency savings from across the children looked after budgets including independent placements, in-house fostering and residential services.	CS	New Efficiencies	(300)	(300)	(300)	44,100
SSS07	<u>Safeguarding &amp; Specialist Services Salary Savings</u> Planned reductions in salary budgets across safeguarding and specialist services including reductions in agency costs resulting from enhanced market forces supplements; reductions in Social Worker establishments; the first stage savings from Innovations (Family Safeguarding) project and savings resulting from Enabling the Worker (ETW) developments.	CS	New Efficiencies	(450)	(450)	(450)	32,384
SSS08	<u>Childcare Litigation</u> Further reductions in the budget for court fees and expert witness fees are expected as a result of plans to reduce the number of children entering the care system.	CS	New Efficiencies	(100)	(100)	(100)	865
SSS09	<u>Re-Commissioning Services</u> Targets for efficiencies arising from the recommissioning of services as contracts come up for renegotiation are estimated to deliver savings.	CS	New Efficiencies	(664)	(664)	(664)	2,838

Ref	Description	Dept	Type of budget movement	2017/18 TOTAL £000s	2018/19 TOTAL £000s	2019/20 TOTAL £000s	Approximate current budget £'000
EEI17	<u>Business Efficiency Programme</u> The efficiency measures to be taken will include the Business Efficiency Programme including reviews of printing, business support (admin) staff, savings flowing from ETW, and other process/back office efficiencies; continuing vacancy and staffing review; minor additions to income expectations.	CS	New Efficiencies	(280)	(280)	(280)	78,728
EEI18 & SSS11 (X2)	<u>Enabling the Worker (ETW)</u> This shows small ETW efficiencies across a number of service areas in CS with the remainder being included in other service lines.	CS	New Efficiencies	(98)	(98)	(98)	n/a

**Note 1**

A number of pressures and savings impact on a several portfolios. The total amounts across all portfolios is given here:

Savings - Printer savings cross cutter (X1)

Savings - Enabling the worker (X2)

Savings - Environment departmental overheads (X3)

(76) (113) (113)

(1,122) (1,807) (1,807)

(174) (174) (174)



## ANALYSIS OF REVENUE BUDGET BY OBJECTIVE AREAS

2016/17 Original Net Budget £'000	Objective Area	Gross Budget 2017/18 £'000	Income £'000	Net Budget 2017/18 £'000	Net Budget 2018/19 £'000	Net Budget 2019/20 £'000
21,656	<p><b>Safeguarding &amp; Specialist Services</b></p> <p><u>Safeguarding Operations</u></p> <p>This budget provides for pay and related expenditure for social work assessment teams, locality (child protection) teams, family assessment teams and children looked after teams. In addition the budgets in this area support commissioning costs of the Childcare Litigation Unit which provides the advice, advocacy and legal representation required in Children' Social Care.</p>	22,799	(969)	21,830	21,829	21,829
50,380	<p><u>Services for Children Looked After &amp; Leaving Care</u></p> <p>This Budget provides for the following:</p> <ul style="list-style-type: none"> <li>• Residential Services comprises accommodation and care for Children Looked After in 4 children's homes, two Adolescent Resource Centres providing specialist multi-agency outreach service for adolescents, specialist foster care and 3 short term residential beds, The Datchworth project providing specialist multi-agency outreach services for younger children and specialist foster care.</li> <li>• The Fostering Service budget funds all the fostering teams, including Recruitment, Family and Friends, Area Fostering teams, Fostering Panel administration and allowances &amp; fees to carers to support placements for Children looked After.</li> <li>• Independent Placements – Residential: This budget funds both residential placements for the whole age range of children and supported living arrangements for those aged 16 plus that are supplied by independent providers. Independent placements of this nature which are commissioned when there are no vacancies in our in-house provision.</li> <li>• Independent Placements – Fostering: This budget funds the costs of foster placements that are purchased from independent agencies. Independent providers are only used when in-house placements are at full capacity.</li> <li>• The Contact Service SLA provides some 3,000 supervised contact sessions a month for children in care proceedings to meet with their parents in a safe and child friendly environment through an SLA with Serco.</li> </ul>	50,749	(1,607)	49,142	48,142	49,956
9,187	<p><u>Adoption Services</u></p> <p>This budget funds two Area Adoption Teams, a Family Finder Team, the Adoption Support Team (AST), Adoption Panel administration and adoption and special guardianship allowances to carers. The AST provides a service to children and adults as well as those with special guardianships.</p>	9,647	(161)	9,486	9,486	9,486

2016/17 Original Net Budget £'000	Objective Area	Gross Budget 2017/18 £'000	Income £'000	Net Budget 2017/18 £'000	Net Budget 2018/19 £'000	Net Budget 2019/20 £'000
10,572	<u>Disabled Children's Services</u> This service provides statutory and supportive social work services and short breaks to all children and young people residing in Hertfordshire, with a substantial disability. This includes providing support in the community and in residential settings where necessary and works closely with Adult Care Service to ensure that all young people requiring ongoing social care services receive an effective handover. In addition budget supports early help for children with a disability through Short Break Local Offer.	10,479	(2)	10,477	10,394	10,394
3,605	<u>Other Specialist Services</u> The budgets in this area include Child & Adolescent Mental Health Services and the Brokerage Service and other specialist services budgets.	8,260	(580)	7,680	7,710	7,710
3,079	<u>Child Protection &amp; Quality Assurance</u> The Child Protection and Statutory Review Service undertakes safeguarding functions such as child protection conferencing, independent reviewing of children's care plans, allegations management and child protection advice, support and training to schools. This service also leads on policy and practice development and quality assurance of social work practice.	3,417	(225)	3,192	3,192	3,192
<b>98,479</b>	<b>Safeguarding &amp; Specialist Services Total:</b>	<b>105,351</b>	<b>(3,544)</b>	<b>101,807</b>	<b>100,753</b>	<b>102,567</b>
15,507	<b>Education &amp; Early Intervention Services</b> <u>Services for Young People</u> Services for Young People include a number of budgets as detailed below: <ul style="list-style-type: none"> <li>• <b>Youth Connexions Service:</b> provides integrated youth support for young people aged 13 - 19 (up to age 25 for those with a learning difficulty or disability). This includes information, advice and guidance, access to positive activities and targeted support for more disadvantaged young people. The service also includes a specialist Personal Adviser team for young people with learning difficulties and disabilities.</li> <li>• <b>Targeted Youth Support Service (TYS):</b> provides support for the most vulnerable young people with a particular focus on those at significant risk of becoming 'Children Looked After'. TYS also incorporates:               <ul style="list-style-type: none"> <li>- Youth Justice Service: a statutory service to manage young offenders and reduce the likelihood of offending or re-offending.</li> <li>- Teenage Pregnancy Service: supports the delivery of our strategy for reducing teenage pregnancies and for supporting young mothers.</li> <li>- Young People's Substance Misuse: supports the delivery of provision that underpins the county's young person's substance misuse strategy. In addition the budget includes specialist services relating to counselling, resilience and teenage pregnancy strategies.</li> </ul> </li> </ul>	18,806	(3,696)	15,110	15,109	15,109

2016/17 Original Net Budget £'000	Objective Area	Gross Budget 2017/18 £'000	Income £'000	Net Budget 2017/18 £'000	Net Budget 2018/19 £'000	Net Budget 2019/20 £'000
1,958	<p><u>Intensive Family Support Service</u></p> <p>Thriving Families aims to empower families with multiple and complex needs to achieve better outcomes and therefore prevent escalation of problems, by ensuring a safe and effective service, which responds quickly and intensively to the families' needs.</p> <p>This area also includes budget for the oversight of the Common Assessment Framework and the 0-18 Targeted Advice Service (TAS), which provide Early Intervention for 5-11 year olds.</p>	4,477	(2,545)	1,932	1,903	1,853
1,854	<p><u>Education Access &amp; Provision:</u></p> <p><i>Central</i></p> <p>The service monitors and forecasts supply and demand for school places, manages capacity and commissions additional school places to match demand (a statutory requirement), promote improvement in educational outcomes and other policy objectives. It identifies and secures external funding, manages relationships with DfE and formulates and sponsors any resulting capital projects and programmes. Major activities are developing and overseeing delivery of primary and secondary school expansion programmes (capital) with the Hertfordshire expansion programme one of the largest nationally. This includes the lead role in relation to new and converting academies, and free schools.</p>	1,745	(9)	1,736	1,536	1,536
13,280	<p><u>Early Childhood &amp; Early Help Commissioning</u></p> <p>Childhood Support Services (CSS) provide the countywide strategic, policy and service development lead for universal and preventative services for young children and their families under the age of 5. A key focus is on targeting those children and families at risk of poor outcomes and particularly children living in low income families.</p>	12,407	(2)	12,405	12,406	12,406
113	<p><u>HR Budgets</u></p> <p>This area of the budget relates to historic HR liabilities relating to specific groups of school staff such as caretakers and teachers that HCC are required to honour.</p>	112	0	112	112	112
0	<p><u>Milk &amp; Meals</u></p> <p>This budget covers the cost of running HCC's schools milk policy including purchase and sales of milk and the cost of operating the free school milk policy.</p> <p>Milk is run as a net nil cost service with any deficits met from DSG.</p>	801	(801)	0	0	0

2016/17 Original Net Budget £'000	Objective Area	Gross Budget 2017/18 £'000	Income £'000	Net Budget 2017/18 £'000	Net Budget 2018/19 £'000	Net Budget 2019/20 £'000
0	<u>BSF PFI Schemes</u> This budget relates to the PFI operational and unitary charges with respect to Marriotts & Lonsdale schools. Whilst It was originally expected that the PFI funded schools would become operational and unitary charge payable to the operator (Balfour Beatty Education) from September 2012 the actual handover date was 7 January 2013.  The scheme is still due to end on 31 August 2037 at which stage all assets will revert to the Council. The value of the Marriotts and Lonsdale Schools (land and buildings) at the date they became operational was £43.24m.  There is a net nil budget; The expenditure charges are funded through a central government PFI Initiatives grant. In the early years of the scheme, it is anticipated the scheme will run at a surplus, which will be transferred to a specific reserve. This will be utilised to fund the deficit expected in the later years of the scheme.	7,447	(7,771)	(324)	(125)	(125)
782	<u>Music Service</u> Hertfordshire Music Service engages over 600 instrumental and vocal teachers teaching over 25,000 children in schools and music centres across the county. The service is committed to making every child's music matter, and to improving standards in schools through music.	9,540	(9,096)	444	444	444
1,731	<u>Corporate Parenting</u> The Corporate Parenting function of the Local Authority means it acts as a guardian for Children Looked After (CLA). The virtual school for CLA aims to improve the educational outcomes and life chances of this group of children and young people.	1,543	(16)	1,527	1,527	1,527
<b>35,225</b>	<b>Education &amp; Early Intervention Total:</b>	<b>56,878</b>	<b>(23,936)</b>	<b>32,942</b>	<b>32,912</b>	<b>32,862</b>
6,582	<b>Children's Services Overheads</b> <u>Performance and Business Support</u> The Performance and Business Support area contains the following areas which support the whole of CS department: • Performance and Improvement • IT Budget • Business Infrastructure Service • Children and Young People's Strategic Commissioning	2,237	(2)	2,235	2,235	2,235
481	<u>CS Departmental Overheads</u> This budget is Children's Services departmental overheads.	220	0	220	212	212
<b>7,063</b>	<b>Children's Services Overheads Total:</b>	<b>2,457</b>	<b>(2)</b>	<b>2,455</b>	<b>2,447</b>	<b>2,447</b>

### **Proposed Childrens' Services Portfolio Capital Programme 2017/18-2019/20**

The total proposed Capital Programme 2017/18 to 2019/20 for the portfolio is £58.821m and for 2017/18 is £20.8m, almost all of which is grant funded. This includes re-programming from 2016/17 at the end of quarter 2. There are no revised or new Capital bids.

	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>HCC Funding</b>	0.471	0.312	-	<b>0.783</b>
<b>Grant</b>	20.368	18.869	18.801	<b>58.038</b>
<b>Total</b>	<b>20.839</b>	<b>19.181</b>	<b>18.801</b>	<b>58.821</b>

## Proposed Children's Services Portfolio Capital Programme 2017/18-2019/20

		Total Scheme Cost	2017/18 Integrated Plan			2018/19	2019/20
			Cost	HCC Funding	Grant	Cost	Cost
<u>Children's Services</u> <i>New Request (N) or Existing Request (E) or Revised Request (R) if change to existing scheme requires additional HCC funds?</i>							
		£'000	£'000	£'000	£'000	£'000	£'000
1	<b>School's Repairs &amp; Maintenance - Schools Condition Allocation Grant ( E):</b> Budget to assist in maintaining and managing school buildings	Annual Programme	20,004	-	20,004	18,759	18,759
2	<b>Building Schools for the Future-ICT (E):</b>	4,763	364	-	364	110	42
3	<b>Liquidlogic Troubled Families Phase 2 Solution (E):</b> This project will deliver the IT solution to bring together information from across all agencies that are contributing to the success of early help. The new system would generate the performance monitoring intelligence to target interventions at those vulnerable families to prevent an escalation in need and, to evidence outcomes required for Hertfordshire to claim Payment by Results rewards.	286	66	66	-	-	-
4	<b>Liquidlogic – Early Help Module Implementation (E) :</b>	525	225	225	-	132	-
5	<b>Liquidlogic - LCS (Liquidlogic Children's System) (E) :</b> the ICT system that manages casework recording for the Safeguarding and Specialist Services.		180	180	-	180	-
<b>TOTAL CHILDREN'S SERVICES</b>			20,839	471	20,368	19,181	18,801