N O T I C E 1

HERTFORDSHIRE COUNTY COUNCIL

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the '2012 Regulations')

This is formal notice pursuant to Regulation 5(2) of the 2012 Regulations that it is intended that papers relating to the following item of business, to be considered by Cabinet on 18 June 2018, will be taken in private (Part 2) session:-

A029/18   The Provision of ICT Infrastructure for Herts FullStop

Papers relating to this item will be considered in private as they contain information relating to the financial and business affairs of the County Council and/or another person as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and the public interest in maintaining the exemptions outweighs the public interest in disclosing the information.

In accordance with the Regulations and the County Council's Constitution, the Chairman and Vice-Chairmen of the Council's Overview and Scrutiny Committee, and the service Opposition Spokesmen, have been notified of the matter about which the decision is to be made.

KATHRYN PETTITT
CHIEF LEGAL OFFICER
21 MAY 2018

PART II BUSINESS

N O T I C E   2

HERTFORDSHIRE COUNTY COUNCIL

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the 'derived 2012 Regulations')

This is formal notice pursuant to Regulation 5(4) and (5) of the 2012 Regulations that, following the notice issued on 21 May 2018 relating to the following item of business, to be considered by Cabinet on 18 June 2018, this item will now be dealt with as indicated:-

A029/18   The Provision of ICT Infrastructure for Herts FullStop

This item of business will be considered in private (Part 2) session as it contains exempt information for the purposes of paragraph, 3 (information relating to the financial and business affairs of the County Council and/or another person) of Part 1 of Schedule 12A of the Local Government Act 1972 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

There will also be papers on the above item considered at this meeting in public (Part 1) session, which is open for members of the public to attend.

No representations were received in relation to the above listed item.

KATHRYN PETTITT
CHIEF LEGAL OFFICER
12 June 2018

N O T I C E   1

HERTFORDSHIRE COUNTY COUNCIL

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the '2012 Regulations')

To David Andrews, Chairman of Overview & Scrutiny Committee

This is formal notice pursuant to Regulation 10(1) of the 2012 Regulations that it is intended that key decision(s) be made on the following matter and that it is impracticable to comply with the notice provisions contained in Regulation 9 of the 2012 Regulations:-

The Potential Transfer of Hertfordshire Fire & Rescue Service from Hertfordshire County Council to the Police & Crime Commissioner – consideration of Local Business Case Addendum

Key Decision/s in relation to this matter will be made by Cabinet at its meeting on 18 June 2018.

KATHRYN PETTITT
CHIEF LEGAL OFFICER
4 June 2018

cc: Vice-Chairmen of the Overview and Scrutiny Committee
        Opposition Spokesmen
        Group Leaders

N O T I C E 2

HERTFORDSHIRE COUNTY COUNCIL

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the '2012 Regulations')

To David Andrews, Chairman of Overview and Scrutiny Committee

This is formal notice pursuant to Regulation 10 (3) of the 2012 Regulations setting out the reasons why compliance with regulation 9 is impracticable with regard to reaching decision(s) on the matter identified in Notice 1.

<u>Reasons</u>

This decision was not included on the Forward Plan as confirmation was not received until very recently that (a) decision(s) on this matter would be required at this juncture. The reason for this late item is that the PCC has been asked by the Home Office to submit an addendum to his business case and the County Council needs to be able to respond to that addendum very promptly.

Accordingly there is insufficient time to include this decision in the next Forward Plan and wait the 28 days required by regulation 9 before making the decision(s).

KATHRYN PETTITT
CHIEF LEGAL OFFICER
4 June 2018

cc: Vice-Chairmen of the Overview and Scrutiny Committee
       Opposition Spokesmen
       Group Leaders

Agenda

AGENDA for a meeting of the CABINET in COMMITTEE ROOM B, County Hall, Hertford on MONDAY, 18 JUNE 2018 AT 2.00PM

MEMBERS OF THE CABINET (Executive responsibilities are as indicated).
(Quorum = 3)

D A Ashley	Growth, Infrastructure, Planning & the Economy
P Bibby	Highways & Environment
T L F Douris	Education, Libraries & Localism
T C Heritage	Children, Young People & Families
T W Hone	Community Safety & Waste Management
R M Roberts	Public Health & Prevention
R Sangster	Resources & Performance
J D Williams	Leader of the Council
C B Wyatt-Lowe	Adult Care & Health

AGENDA

Meetings of the Cabinet are open to the public (this includes the press) and attendance is welcomed. However, there may be occasions when the public are excluded from the meeting for particular items of business. Any such items are taken at the end of the public part of the meeting and are listed under "Part II ('closed') agenda".

The Committee Room is fitted with an audio system to assist those with hearing impairment. Anyone who wishes to use this should contact main (front) reception.

Members are reminded that all equalities implications and equalities impact assessments undertaken in relation to any matter on this agenda must be rigorously considered prior to any decision being reached on that matter.

Members are reminded that:

(1)   if they consider that they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting they must declare that interest and must not participate in or vote on that matter unless a dispensation has been granted by the Standards Committee;

(2)   if they consider that they have a Declarable Interest (as defined in paragraph 5.3 of the Code of Conduct for Members) in any matter to be considered at the meeting they must declare the existence and nature of that interest. If a member has a Declarable Interest they should consider whether they should participate in consideration and vote on the matter.

1

PART I (PUBLIC) AGENDA

1. **MINUTES**

   To confirm the Minutes of the Cabinet meeting held on 25 May 2018 (*attached*).

2. **QUESTIONS FROM MEMBERS OF THE COUNCIL TO EXECUTIVE MEMBERS**

   To deal with any questions directed to the Leader of the Council and Executive Members. All such questions shall have been notified to the Chief Legal Officer at least 5 clear days before the meeting.

   Questions will be answered at the meeting in the order in which notice was received. At the end of each reply the questioner may ask one supplementary question to the person to whom the original question was put, who may reply orally or may undertake to reply in writing within 7 days.

   The period allocated to questions shall not exceed 15 minutes. Any remaining after that period has elapsed shall be answered in writing within 7 days.

   [No questions had been received at the time of agenda despatch.]

3. **PUBLIC PETITIONS**

   The opportunity for any member of the public, being resident in Hertfordshire, to present a petition relating only to a matter on the Cabinet Agenda which has not been considered by a Cabinet Panel and which contains 250 or more signatories who are either resident in or who work in Hertfordshire.

   If you have any queries about the petitions procedure for this meeting please contact Deborah Jeffery, Assistant Democratic Services Manager, by telephone on (01992) 555563 or by email to deborah.jeffery@hertfordshire.gov.uk.

4. **OUTCOME OF THE PUBLIC CONSULTATIONS ON THE PROPOSAL TO RECONFIGURE EXISTING SERVICES TO SCHOOLS TO SUPPORT THEM TO MEET THE NEEDS OF PRIMARY-AGED CHILDREN WITH SPECIFIC LEARNING DIFFICULTIES (SpLD) BY 31 MARCH 2019**
   [Forward Plan Ref: A069/17]

   Report of the Director of Children's Services

5. **RELOCATION OF THE PRIMARY SUPPORT BASE AT SPRINGMEAD PRIMARY SCHOOL, WELWYN GARDEN CITY**
    [Forward Plan Ref: A034/18]

    Report of the Director of Children's Services

    Local Members: Barbara Gibson (Haldens); Lynn Chesterman (Welwyn Garden City South); Stephen Boulton (Hatfield Rural); Margaret Eames-Petersen (Hatfield North); Susie Gordon (Hatfield East); Nigel Quinton (Handside and Peartree); Richard Smith (Welwyn); Paul Zukowskyj (Hatfield South)

6. **ENLARGEMENT AND RELOCATION OF WESTFIELD PRIMARY SCHOOL, HODDESDON, OUTCOME OF PUBLIC CONSULTATION**
    [Forward Plan Ref: A018/18]

    Report of the Director of Children's Services

    Local Members: Paul Mason (Hoddesdon South),Tim Hutchings (Hoddesdon North)

7. **DEVELOPER CONTRIBUTIONS TO NEW SCHOOLS**
    [Forward Plan Ref: A031/18]

    Joint Report of the Director of Children's Services and the Director of Resources

8. **A CARERS STRATEGY FOR HERTFORDSHIRE 2018-2021**
    [Forward Plan Ref: A023/18]

    Report of the Director of Adult Care Services

9. **HERTFORDSHIRE ADULT SOCIAL CARE WORKFORCE STRATEGY 2018-2021**
    [Forward Plan Ref: A024/18]

    Report of the Director of Adult Care Services

10. **SUB NATIONAL TRANSPORT BOARDS – HERTFORDSHIRE COUNTY COUNCIL'S POSITION AND MEMBERSHIP**
    [Forward Plan Ref: A006/18]

    Report of the Chief Executive

11. **HERTFORDSHIRE COUNTY COUNCIL FINANCE REPORT – OUTTURN MONITOR, 2017/18**
[Forward Plan Ref: A035/18]

Report of the Director of Resources

12. **THE POTENTIAL TRANSFER OF HERTFORDSHIRE FIRE & RESCUE SERVICE FROM HERTFORDSHIRE COUNTY COUNCIL TO THE POLICE & CRIME COMMISSIONER – CONSIDERATION OF LOCAL BUSINESS CASE ADDENDUM**
(to follow)

Report of the Director of Resources

13. **HERTS FULLSTOP – INVEST TO TRANSFORM BID**
[Forward Plan Ref: A029/18]

Report of the Director of Resources

PART II ('CLOSED') AGENDA
EXCLUSION OF PRESS AND PUBLIC

Part II business has been notified and the procedures set out in the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 have been complied with. The Chairman will move:-

"That under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item/s of business on the grounds that it/they involve/s the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the said Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information."

If you require further information about this agenda please contact Deborah Jeffery, Democratic and Statutory Services on telephone no. (01992) 555563 or email deborah.jeffery@hertfordshire.gov.uk

Agenda documents are also available on the internet at
https://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings.aspx

1. **HERTS FULLSTOP – INVEST TO TRANSFORM BID**
[Forward Plan Ref: A029/18]

Report of the Director of Resources

KATHRYN PETTITT
CHIEF LEGAL OFFICER Agenda Pack 8 of 357

Minutes

To: All Members of the Cabinet, Chief Executive, Chief Officers	From: Legal, Democratic & Statutory Services Ask for: Deborah Jeffery Ext: 25563

CABINET
25 May 2018

ATTENDANCE

MEMBERS OF THE CABINET

D A Ashley, P Bibby, T L F Douris, T C Heritage, T W Hone, R M Roberts, R Sangster, J D Williams (Leader of the Council)

<u>Other Members in Attendance</u>

D Andrews

Upon consideration of the agenda for the Cabinet meeting on 25 May 2018 as circulated, copy annexed, conclusions were reached and are recorded below:

Note: No conflicts of interest were declared by any member of the Cabinet in relation to the matters on which decisions were reached at this meeting.

PART I ('OPEN') BUSINESS

1. MINUTES

1.1 The Minutes of the Cabinet meeting held on 14 May 2018 were confirmed as a correct record and signed by the Chairman.

2. QUESTIONS FROM MEMBERS OF THE COUNCIL TO EXECUTIVE MEMBERS

2.1 There were no questions from Members of the Council to Executive Members.

CHAIRMAN'S
 INITIALS

 ……………

3. PUBLIC PETITIONS

3.1 There were no public petitions.

4. CABINET PANELS – REVISIONS

<u>Decision</u>

4.2 Cabinet agreed that, with immediate effect the name, remit, membership, Chairman and Vice-Chairman of each Cabinet Panel be revised and be as follows:-

1. <u>Adult Care & Health Cabinet Panel</u>

(a) Remit
The responsibilities of the Executive Member for Adult Care & Health.

(b) Membership
13 (8 Conservatives, 3 Liberal Democrats and 2 Labour)

(c) Chairman
C. Wyatt-Lowe

(d) Vice Chairman
F. Hill

2. <u>Children, Young People and Families Cabinet Panel</u>

(a) Remit
The responsibilities of the Executive Member for Children, Young People and Families.

(b) Membership
13 (8 Conservatives, 3 Liberal Democrats and 2 Labour)

(c) Chairman
T. Heritage

(d) Vice Chairman
G. McAndrew

3. **Community Safety & Waste Management Cabinet Panel**

    (a) **Remit**
    The responsibilities of the Executive Member for Community Safety & Waste Management

    (b) **Membership**
    13 (8 Conservatives, 3 Liberal Democrats and 2 Labour)

    (c) **Chairman**
    T. Hone

    (d) **Vice Chairman**
    C. Woodward

4. **Education, Libraries & Localism Cabinet Panel**

    (a) **Remit**
    The responsibilities of the Executive Member for Education, Libraries & Localism.

    (b) **Membership**
    13 (8 Conservatives, 3 Liberal Democrats and 2 Labour)

    (c) **Chairman**
    T. Douris

    (d) **Vice Chairman**
    T. Hutchings

5. **Growth, Infrastructure, Planning and the Economy Cabinet Panel**

    (a) **Remit**
    The responsibilities of the Executive Member for Growth, Infrastructure, Planning and the Economy.

    (b) **Membership**
    13 (8 Conservatives, 3 Liberal Democrats and 2 Labour)

    (c) **Chairman**
    D. Ashley

(d)   Vice Chairman
A. Stevenson

6.   Highways and Environment Cabinet Panel

(a)   Remit
The responsibilities of the Executive Member for Highways and Environment.

(b)   Membership
13 (8 Conservatives, 3 Liberal Democrats and 2 Labour)

(c)   Chairman
P. Bibby

(d)   Vice Chairman
M. Bright

7.   Public Health and Prevention Cabinet Panel

(a)   Remit
The responsibilities of the Executive Member for Public Health, and Prevention.

(b)   Membership
13 (8 Conservatives, 3 Liberal Democrats and 2 Labour)

(c)   Chairman
R. Roberts

(d)   Vice Chairman
A. Williams

8.   Resources and Performance Cabinet Panel

(a)   Remit
The responsibilities of the Executive Member for Resources and Performance and any matter not falling within the exclusive remit of any other Cabinet Panel.

(b)   Membership
13 (8 Conservatives, 3 Liberal Democrats and 2 Labour)

(c)   **Chairman**
R. Sangster

(d)   **Vice Chairman**
B. Deering

Reasons for the decision

The Council's Constitution provides for the Cabinet to establish Cabinet Panels as it sees fit, to assist Executive Members and Cabinet as a whole in drawing up proposals for policy development. Cabinet has decided to revise the remits of its Cabinet Panels in order to best achieve this and also decided to revise the number of members on Cabinet Panels.

Any alternative options considered and rejected

None.

KATHRYN PETTITT
CHIEF LEGAL OFFICER   **CHAIRMAN**_____

HERTFORDSHIRE COUNTY COUNCIL

CABINET
MONDAY, 18 JUNE 2018 at 2:00PM

OUTCOME OF THE PUBLIC CONSULTATIONS ON THE PROPOSAL TO RECONFIGURE EXISTING SERVICES TO SCHOOLS TO SUPPORT THEM TO MEET THE NEEDS OF PRIMARY-AGED CHILDREN WITH SPECIFIC LEARNING DIFFICULTIES (SpLD) BY 31 MARCH 2019

Report of the Director of Children's Services

Report Authors: David Canning, County Lead SEND Specialist Advice and Support
(Tel: 01992 588556)
Phil Brunt, Planning Officer, School Planning Team
(Tel: 01992 555811)

Executive Members: Terry Douris, Education, Libraries & Localism
Teresa Heritage, Children, Young People and Families

1. Purpose of report

1.1 To inform the Cabinet of the outcome of the public consultation on the proposal to reconfigure existing outreach services to schools to support them to meet the needs of primary aged pupils with Specific Learning Difficulties (SpLD) and seek agreement to publish statutory notices.

2. Summary

2.1 Hertfordshire's Special Educational Needs and Disability (SEND) Strategy 2015-18 has established a number of reviews to ensure services and provision are fit for purpose and can meet current and future needs. The work of the SEND Executive along with School Forum is focused on the effective and equitable use of Hertfordshire's high needs funding. The work is not about making savings to SEND services but about reshaping out-dated provision and redirecting resources to new areas of need so as to improve our overall provision.

2.2 The SEND Executive (a collective stakeholder Board) steers this work and prioritised SpLD services for review. Following this review the SEND Executive has recommended that specialist SpLD provision should be maintained but should be reconfigured and focused on children with high level needs corresponding to Tier 2 and Tier 3 work (See 5.7 below). Tier 1 work is considered to be universal provision and is covered within the quality first teaching offer within all schools. This would bring the SpLD service into line with the other SEND support services that are funded from

the High Needs Block. In the round, the proposals are intended to improve the overall offer of services to children across all 3 tiers.

2.3   Currently, services for SpLD in the primary sector are delivered from 10 primary schools across the county. Each has additional funding for a resource base for SpLD. The specification for these bases originally included placements for a small number of pupils with SpLD but no pupils have been placed at the bases for many years. Pupils with SpLD remain educated in their local school and where it is necessary for Specialist Advice and Support, this is provided from specialist SpLD staff employed at the 10 primary schools with the resource bases. The resource bases are used to hold a wide range of books and resources that can be viewed and loaned to schools. The base staff also deliver a broad range of free or low cost training. As all pupils, their families and staff at all schools across the county could be affected by the proposal, they have all been consultees.

2.4   In order to achieve the outcome wanted by the SEND Executive and supported by Officers, a public consultation for the reconfiguring of the service started on 2 October 2017 and timetabled to end on 20 December 2017. The majority of respondents disagreed with the proposals and all concerns are explained in section 7. Of the 398 schools receiving services, only 11 head teachers and 23 SENCos responded. In total respondents identified themselves with 83 of the 398 potential schools, although there was ambiguity in the question so this might be an underestimate. 54% of those were associated with just 4 schools.

2.5   Based on the outcome of the consultation a revised set of proposals has been developed which is set out below. This is intended to address concerns raised, whilst also meeting the objectives of the original proposal.

2.6   The Executive Member for Children, Young People and Families requested that this report be considered at the Education, Libraries and Localism Cabinet Panel on 5 June 2018. Members of the Children, Young People and Families Cabinet Panel are invited to attend this meeting on 5 June 2018 to express their views on this item if they wish.

3.   Recommendation

3.1   The Education, Libraries & Localism Cabinet Panel considered a report on this item of business at its meeting on 5 June 2018, at the request of the Executive Member for Children, Young People and Families. The Panel recommended to Cabinet that Cabinet accepts the amended proposals as detailed within the report and agrees to publish a statutory notice to close the 10 primary SpLD bases.

4.   Background and context

4.1   In December 2016, the DfE asked all local authorities to prioritise a strategic review of their SEND high needs services to ensure the needs of children and young people are met and that best use is made of high needs funding. Officers had already commenced a programme of reviews

through the Council's SEND Strategy 2015-18, [attached here][1] and had established a collective stakeholder Board (The SEND Executive) to manage and monitor this work.

4.2   The SEND Executive members are made up of representatives from mainstream and special Headteacher forums, health, early years, colleges, County Council senior officers, Herts for Learning (HfL) and parents. Established in 2015, the members of the SEND Executive collectively steer the Council's strategy about the development and delivery of SEND services and provision. The work of the SEND Executive feeds into the School Forum and informs the effective and equitable use of Hertfordshire's high needs funding.

4.3   Hertfordshire's High Needs Block of the Delegated Schools' Grant (DSG) provides the funding for all high needs services and provision and it is these services that the work of the SEND Executive is largely concerned with. Local authorities are experiencing increasing pressures on high needs funding with many of them overspending. Hertfordshire is not currently in this position due to the effective and planned approach it has taken to managing the high needs budget to date. However, Hertfordshire is now experiencing similar upward pressures particularly on high cost specialist placements. Hertfordshire's changing demography and patterns of needs mean that the County Council must continually review its priorities so that officers can make sure funding is allocated on the most efficient and equitable basis taking account of current and future pressures.

4.4   The SEND Executive is steering a range of the County Council's high needs reviews and workstreams in order to ensure appropriate services and provision are available in Hertfordshire to address the changing pattern of needs and support children and young people with increasingly complex SEND. As indicated above the work of the SEND Executive along with the School Forum is not about reducing funding for SEND services but reshaping some out-dated provision and redirecting funding to new areas of need. Increasing and changing pressures and demands require us to increase a number of areas including special school provision, services for behaviour and social, emotional and mental health, provision for children and young people with severe and profound learning difficulties, services for children with autism and complex communication difficulties and provision for early years with high level SEND.

5.   **SpLD review**

5.1.   The SpLD bases were established in Hertfordshire over 20 years ago and since they were established there have been very significant changes in SEND legislation and statutory guidance and in the responsibilities of schools for meeting the needs of pupils with SEND. With far greater delegation of the available funding, schools are now required to support

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[1] https://www.hertfordshire.gov.uk/microsites/local-offer/media-library/documents/policies-and-procedures/hertfordshires-send-strategy.pdf

the majority of pupils with all categories of special educational needs and/or disabilities from their own resources.

5.2   There is now far greater knowledge and understanding about SpLD and over time schools have increased their capacity to identify and meet the needs of these pupils. This has gone hand in hand with recognition that SpLD is a high incidence SEND affecting, by some estimates, 4 children in every class. All schools will have pupils with SpLD on their roll that they need to cater for as part of their ordinarily available provision.

5.3   At the time of the SpLD Workstream review, part of the SEND Strategy 2015-2018, there were 2 secondary schools with SpLD bases. These had been established to provide placements for pupils with SpLD but the review found that pupils with SpLD were now successfully catered for in local mainstream secondary schools and, following formal consultation, the secondary SpLD bases have been de-commissioned.

5.4   The review identified that the 10 primary SpLD bases tended to respond to a broad range of local needs. When the bases were originally established their intended purpose included provision of places for primary pupils with SpLD. However, the bases have not had children placed there for many years and currently they provide outreach services to children in their local schools. The review also found that services were delivered differently across the County and were not consistent or equitable.

5.4   The review considered that the level and model of SpLD provision in Hertfordshire is now not commonly found in the majority of local authorities. Information recently obtained from examination of documents online, including the Local Offers, for ten statistical neighbours of Hertfordshire indicate a diverse range of services across local authorities. Only one service (Bracknell Forest) has a separate service for SpLD although two others (Buckinghamshire and West Berkshire) have a specialist service encompassing specific and general learning difficulties. There was reference to a traded service in four local authorities (Bracknell Forest, Buckinghamshire, Warwickshire and West Berkshire). Only two of the ten authorities (Hampshire and West Berkshire) have specialist additionally resourced mainstream provision for SpLD and, in both these authorities the provision is for secondary aged students only.

5.5   Hertfordshire's primary SpLD services are currently funded from the High Needs Block of the Dedicated Schools Grant (DSG). The budget for the 10 Bases in 2017-18 was £1,617,663 and an additional £58,000 funds accredited SpLD training for school staff. Although entirely funded from the High Needs Block the review found that much of the work of the bases is not focused on pupils with high level needs. The bases have developed a broad training role to support mainstream schools and they provide universal early intervention support as well as specialist and targeted support for individual pupils.

5.6   The review recognised that, despite schools' increasing abilities to meet SpLD, there will continue to be some pupils with more complex needs where a school might not have the necessary level of expertise and where additional support and advice would be needed. The SEND Executive

considered that a targeted and specialist SpLD service should be maintained. However, it was considered that there needed to be a better balance between what schools ordinarily provide for pupils with SpLD and the use of High Needs funding to provide additional services, as for other types of SEND. The review concluded that support could be enhanced by reconfiguring the way the service was organised, and focused.

5.7   In common with other areas of SEND a 'tiered' approach has been developed to describe how the needs of pupils with SpLD will be met with support at Tier 2 and Tier 3, building on the universal support that all schools provide:

Tier 1 : Universal Support and Quality First Teaching
Tier 2 : Targeted Advice and Support
Tier 3 : Specialist Support

5.8   Following the review, the SpLD working group developed options for the future of the service. At its meeting on 16 November 2016, the SEND Executive considered two options put forward from the working group. Both options proposed reductions in the funding of the service (one to 65% of the current funding and the other to 50% of the current funding). The SEND Executive considered that a greater reduction was more appropriate on the basis of the findings of the review and proposed a further preferred option of a funding envelope of less than 50% of the current funding.

5.9   Options were presented to Schools Forum on 7 December 2016. The Forum endorsed a reduction in the budget for the service to £728k and a model that provided for 10.7 specialist SpLD teachers, a professional SpLD lead, administrative support and accredited training. The service would focus on pupils with more challenging needs in line with the core purpose of high needs funding. Tier 1 universal services and training would not be funded centrally from high needs but a traded offer could be developed. This is the proposal which formed the basis of the public consultation.

6.   The public consultation

6.1   A public consultation was authorised by the Director of Children's Services. The proposal began on 2 October 2017 and ended on 20 December 2017.

6.2   The public consultation set out the proposal to reconfigure the SpLD service to focus provision on targeted (Tier 2) and specialist (Tier 3) support for pupils with complex SpLD needs and to manage the reconfigured service as part of Integrated Services for Learning (ISL). This will enhance the current offer by aligning and integrating the SpLD service with the expertise and knowledge of the other specialist SEND support services also delivering to local schools. Reconfiguring the service in this way will require the closure of the SpLD outreach bases in 10 primary schools and to provide the service as part of ISL.

6.3   Consultation letters were distributed by all local authority maintained primary schools across the county to: parents/carers, school governors and staff at the schools. They were also sent to: Local Pre-Schools,

Nursery and Primary schools; the local MP, County Councillors, District Councillors, Parish and Town Councils and Local Authority Chief Executives; Trade Union representatives; Church Diocese representatives; NHS representatives; Parent Governor representatives on the Overview and Scrutiny Committee at Hertfordshire County Council; playgroups, Children's Centres, toddler groups and day nurseries; Libraries and Citizen's Advice Bureaux; relevant senior officers in Hertfordshire County Council. The consultation was also publicised on the Hertfordshire County Council website, www.hertfordshire.gov.uk.

7. Results of the public consultation

7.1 1067 consultation letters were circulated excluding letters shared with governors, staff and families of the school.

7.2 By 21 December 2017 a total of 700 responses were received as summarised in the table below. In order to make the table readable the categories of respondent has been collapsed to broad reflect groups.

Capacity of Respondent	Agree	Disagree	Don't know	Total Responses
Member of Parliament		1		1
Charity		4		4
Ex-pupil		1		1
Headteacher	1	10		11
Interested Professional	2	2	2	6
Local member of public	1	3		4
Member of staff	16	352	7	375
Parent/Carer	5	235	8	248
School governor		17		17
Senco or Inclusion leader		23		23
Unspecified		9	1	10
Grand Total	**25**	**657**	**18**	**700**
Percentage Response	**3.6**	**93.9**	**2.6**	

7.2.1 The 10 SpLD bases received significantly different levels of response. These are reported below. The remaining 20% identified their own school. In total there were 83 different schools named in the survey.

SPLD Base	Number of respondents	Percentage of all responses (700 total responses)
The Thomas Coram Junior School	145	21%
Windermere Primary School	101	14%
Laurence Haines Primary School	88	13%
Thorley Hill Primary School	44	6%
Maple Grove Primary School	40	6%
Parkside Primary School	37	5%
Bonneygrove Primary School	33	5%
The Leys Primary School	30	4%
Grange Junior School	17	3%

| Applecroft Primary School | 15 | 2% |

7.3 Copies of all the responses received will be available for inspection in the Members' Room at County Hall and will be available at the meeting.

8. Key Issues and responses

8.1 There were a small number of responses from schools that stated they agreed with the proposal. These generally supported the strategic SEND direction and the need to reform services and funding, recognising that schools had improved their practice and ability to meet needs themselves. They also supported the equitable distribution of resources across areas. There was also a very small number of parents in agreement with the proposal.

8.2 The majority of responses disagreed with the proposals. It should be noted that 4 of the schools with SpLD bases were identified in more than 50% of the responses. The remainder of the SPLD bases received significantly fewer responses. The responses mostly included a detailed narrative of the value of the current range of services available and details of the aspects that are highly valued.

8.3 In response to the feedback obtained through the consultation officers have considered that an overwhelming majority of issues can be addressed broadly within the proposed model but with certain modifications to the recommendations.

8.4 The themes and responses to the issues are summarised below:

8.4.1 **Theme 1 : Support for schools**

Over 100 comments received referred to the value that the SpLD staff adds to mainstream staff in schools. Most frequently this relates to the expertise and knowledge which the SpLD staff brings.

There were also concerns about the reduction in the level of resource for the service and the impact on pupils with SpLD if services were to focus on those with complex needs. There was also concern about whether there would be an impact on the County Council being able to meet its statutory duties for pupils with Education, Health and Care Plans (EHCPs).

A number of head teachers referred to the financial constraints that they face and the implications of the loss of a free or affordable service.

Response

The proposed reconfiguration of the service within ISL will retain the specialist SpLD expertise and knowledge required to provide an effective and efficient targeted and specialist service. SpLD specialist teachers will join the SEND Specialist Advice and Support (SAS) Service which is highly discipline specific. Staff within SAS have a range of specialisms and already provide advice and support for pupils with high level needs based on their presenting needs. This ensures that services are delivered in a manner which has impact and makes a difference to outcomes. This would

be the case for pupils with SpLD. The effectiveness of services and overall expertise available locally to schools will be enhanced by the greater opportunities brought about by aligning and integrating SpLD specialists with other specialist SEND staff.

The targeted and specialist aspects of the SpLD offer that are valued very highly and considered to be effective are consistent with the range services that are offered by the current ISL SAS and will continue to be offered by the SpLD staff if integrated into ISL. Where there are new services and approaches that are effective in improving outcomes, then there are internal mechanisms for learning and incorporating new practice within the SAS.

The changes proposed in the consultation will ensure that there is more appropriate targeting and use of High Needs funding to focus on pupils with higher levels of need. It is recognised that many of those who responded to the consultation have concerns about the impact of this. However, there is evidence that the residual work of the SpLD staff, if Tier 1 training and support was to be removed, would be manageable within the proposed staffing level.

Support for pupils with SpLD, including those with EHCPs, will be kept under regular review to ensure that all the statutory obligations are met.

Currently the SpLD service supports 120 pupils directly with 2 or 3 visits a term and 800 pupils through unnamed consultations. However, as to be absolutely confident that this work can continue to be accommodated officers are now proposing a slightly increased level of staffing beyond the originally proposed level in the consultation (12.7 full-time equivalent F.T.E. teachers, a professional lead and administrative support). The efficiencies to be gained through multidisciplinary working and reconfigured management arrangements remain as originally proposed.

This is an increase in the level of staffing proposed in the consultation by 2 WTE (whole time equivalent) and would in effect mean that teaching redundancies will not be expected.

8.4.2 **Theme 2 : Localism**

A large number of comments (approx. 400) referred to the benefits of the existing service being local. This related to the close relationship that is developed between staff and the proximity of the physical SpLD resource bases to schools in a locality.

Over time SpLD base staff have developed close relationships with schools, with staff at each base typically working with around 50 schools. The close relationship and local knowledge that is developed is considered highly valuable. Families too, report that the knowledge that there is a local support base is valuable.

Proximity to local schools is seen as an important factor in a number of responses. Responses indicated that proximity allows staff, teachers and

support staff, to visit local bases and look at or borrow resources, or to attend courses and drop in advice sessions without having to take a lot of time out of the day:

Response

The importance of strong local relationships between services, schools, families and other stakeholders is recognised and in the proposed reconfigured model the SpLD service will continue to be delivered locally as part of ISL. ISL services are already delivered locally and SpLD staff will be one element of the high level needs specialist support provided for pupils and schools in a local area.

Integrating SpLD staff into a larger team of specialists working together and in partnership with the same local schools and pupils will enhance the shared knowledge of needs and breadth of specialist expertise. Schools will be better supported at both a child and systems level. It will also enable better information sharing, more effective and efficient targeting of services to need to avoid duplication and achieve better value for money.

Many respondents indicated that they do not want to lose the access they have had to a wide range of SpLD resources that are available in bases, currently as part of a Tier 1 universal offer, both for training and for loan.

In response to this concern officers therefore propose to commission between 4 and 6 bases as resource centres. These will be in schools where there is no pressure on the space for teaching purposes. As part of this proposal the County Council will expect schools to maintain an open session each week for visitors to the resource libraries and the bases will have admin support for this day. Other costs associated with retaining a resources base will be maintained and reviewed annually. This provision will be commissioned for a three year period with break clauses included in the commissioning arrangements.

We will additionally expect that ISL Specialist Advisory Teachers including the SPLD staff who will transfer to the ISL service continue to have access to the bases throughout the week. This will contribute to promoting local provision and reduce overhead staffing costs in line with Smart Working practices.

8.4.3 **Theme 3 : Affordable training**

This is referred to in more than 100 of the responses.   It is mentioned in relation to the current offer which is seen as delivering an excellent range of training, often bespoke, for the specific needs of schools and children. Training is a key feature of the current county SpLD offer, with some centres providing a wide range of courses on various topics for local schools.

Response

It is evident that the bases have developed a broad training offer and many respondents said they do not want to lose the ability to have free or

affordable training easily available to them. Several respondents quoted the affordability of the training compared to other providers.

Following the responses received on this issue during the consultation officers now propose to introduce affordable training across the county in partnership with Dyslexia Matters, who have been our training partners for several years. Officers anticipate underwriting the cost of a range of pilot courses targeted at schools and settings which will allow classroom staff to develop practical and focussed skills in SPLD. If successfully received, this will then become a budget offer along with the Level 5 and Level 7 training across the county. This has the intention of increasing capacity within our local schools and settings.

Currently the SpLD service has an income of £60K annually for the courses offered. These are not at full cost. This indicates that there is a potential to support some training at Tier 1 through a traded vehicle.

The proposal does not exclude the possibility of trading a range of Tier 1 SpLD services. These could be commissioned through our training partner HfL, the Developing Special Provision Locally partnerships and other groups.

8.4.4 **Theme 4: Service Quality**

Many of the responses refer to the quality of the service offered by the current bases. This includes the quality of the training courses, individual guidance and consultation about unnamed pupils and support with named pupils over an extended period of time.

SpLD outreach staff offer an annual conversation with each school in their area to identify children who might need additional support and school training needs. This is also seen by schools and the SpLD staff as very valuable.

Response

The quality controls currently in place in the SpLD bases are consistent with the systems in ISL SAS. The concern that specialist SpLD skills will need to be maintained and developed would be addressed as part of the SAS internal Continuous Professional Development (CPD) programme. The appointment of a Lead Practitioner (SPLD) with a County wide role will promote consistency and equality across the county. There will also be benefits to pupils and schools through the integration of the SPLD Specialist Teachers with ISL Advisory services as a result of sharing expertise, resources and professional challenge.

A new Workstream in the SEND Strategy with a focus on Targeted Support Services has been established to ensure co-ordination and effective delivery of quality SEND services at local level and SpLD services are part of this work.

9.   Conclusion

9.1   Like all local authorities it is appropriate and necessary to undertake reviews of our SEND provision and best use of available High Needs Funding. The County Council needs to ensure that it can safeguard its ability to meet future needs and pressures, and provide the best possible provision to local children.

9.2   There has been good reason for reviewing the SpLD provision which was established over 20 years ago. The level and model of provision in Hertfordshire is not commonly found in other authorities and the SEND Executive and School Forum made a rational case for reconfiguring the service to focus on high level SpLD to bring the service into line with other SEND support and outreach services funded from the High Needs Block.

9.3   The County Council are committed to maintaining targeted and specialist support for children and young people with SpLD. However, High Needs Funding is not intended to provide Tier 1 Universal provision and Hertfordshire's position is unusual when compared to other authorities.

9.4   The proposed model of SpLD in this report include the following key components:

- A reshaped more targeted SpLD service focusing on Tier 2 and 3 support in line with other SEND services funded from the high needs block

- Retention of a level of service (12.7 fte specialist SpLD teachers, a Professional SpLD Lead, administrative support and a programme of accredited training) that will accommodate the current level of direct support and consultation for pupils with SPLD. This is an increase of 2 fte specialist teachers from that in the original proposal and will mean that it will not be necessary to make any permanent teaching staff redundant

- The alignment and integration of SpLD services and staff within the current ISL Specialist Advice and Support Services facilitating the enhancement of local expertise. SpLD often occurs within a complex of other SEN and the broader range of professional skills within ISL will ensure that the most appropriate support is available

- Commissioning local resource centres in 4-6 schools so that mainstream staff can continue to access resources. This was not in the original proposal but is a response to the views expressed during the consultation

- The offer of affordable accredited training developed in partnership with a Dyslexia Matters and to have a broader reach across the sector. This was not in the original proposal but is a response to the views expressed during the consultation

- Retention of funding within the overall High Needs Block but released and redirected to areas of increasing pressure and new needs

10. Financial implications

Capital

10.1 There are no capital implications.

Revenue

10.2 The SpLD service is funded from the High Needs Block. The proposal to reconfigure SpLD is not about saving money on SEND high needs services and there would be no reduction in the High Needs Block as a result of this proposal. The funding required for the proposed model is £900,000. This would maintain a high needs SpLD service of 12.7 fte specialist teachers, a Professional Lead, administrative support and accredited training open to all staff across the county.

10.3 In a full year this would release £775,663. This funding will be re-directed to meet high level and complex needs in a more equitable way. An area of increasing demand in special school places and in 2019-20 it is estimated that a further increase of 50-60 special school places which will require approximately £1m. Funding released from SpLD will be used towards this pressure. Other pressures are provision for social, emotional and mental health needs, autism and complex communication difficulties, provision for children and young people with severe and profound needs and provision for early years children with high level needs.

11. Equalities Implications

11.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the Equality implications of the decision that they are making.

11.2 Rigorous consideration will ensure that there is a proper appreciation of any potential impact of that decision on the county council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equality Impact Assessment (EqIA) produced by officers.

11.3 The Equality Act 2010 requires the county council when exercising its functions to have due regard to the need to: (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

11.4	EqIAs have been carried out on the proposal to increase the number of places to the Schools which are the subject of this report. Copies of the EqIAs accompany this report at Appendix A.

Background Information
None

PROPOSAL TO RECONFIGURE EXISTING SERVICES TO SCHOOLS TO SUPPORT THEM TO MEET THE NEEDS OF PRIMARY-AGED CHILDREN WITH SPECIFIC LEARNING DIFFICULTIES (SpLD) BY 31 MARCH 2019

EQUALITIES IMPACT ASSESSMENT (EQIA)

SPLD BASE CLOSURES
STEP 1: Responsibility and involvement

Title of proposal/ project/strategy/ procurement/policy	Proposal to re-configure existing services to schools to support them to meet the needs of primary aged children with Specific Learning Difficulties (SpLD) by 31 March 2019. This includes the closure of 10 SpLD Outreach Primary Bases in the following schools:	**Head of Service or Business Manager**	Jennie Newman
	Applecroft Primary, 14 Applecroft Rd, Welwyn Garden City AL8 6LA Bonneygrove Primary, Dark Ln, Cheshunt, Waltham Cross EN7 5ED Grange Junior, Sparhawke, Letchworth Garden City, SG6 4PY Laurance Haines Primary, Vicarage Rd, Hertfordshire, Watford WD18 0DD Maple Grove Primary, St Agnells Ln, Hemel Hempstead HP2 7BG Parkside Primary, Aycliffe Rd, Borehamwood WD6 4EP The Leys Primary, 207 Ripon Rd, Stevenage SG1 4LR The Thomas Coram Jr. Swing Gate Ln, Berkhamsted HP4 2RP Thorley Hill Primary, Park La, Bishop's Stortford CM23 3NH Windermere Primary, Windermere Ave, St Albans AL1 5QP		
Names of those involved in completing the EqIA:	Phil Brunt & Tom Stacey	**Lead officer contact details:**	David Canning 01442 454160
Date completed: Reviewed:	30 November 2017 10 January 2018	**Review date: Reviewed:**	15 March 2018 30 April 2018

STEP 2: Objectives of proposal and scope of assessment – what do you want to achieve?

Proposal objectives: −what you want to achieve −intended outcomes −purpose and need	Following a review of existing SpLD provision at primary and secondary bases considered at County SEND Executive, it is proposed to close the SpLD primary bases at the Schools listed above, with the needs of the majority of students experiencing SpLD being met through the support arrangements and delegated resources available in all schools by class teachers. Where needed, additional advice and support would come from the schools' SENCO. Individually allocated pupil led funding will be available for the very small number of students with higher level (exceptional) needs requiring support over and above the schools' ordinarily available provision.
	Class teachers, teaching assistants and SENCos will continue to be supported by the SpLD Outreach service, based at three County Council buildings (Apsley, Farnham House and County Hall) with a central team leader to ensure a consistent approach across the county.
	Individually allocated pupil led funding will be available for the very small number of students with higher level (exceptional) needs requiring support over and above the schools ordinarily available provision.
	Consequently, a consultation ended 20 December 2017 on the proposals to reconfigure existing services to schools to support them in meeting the needs of primary aged children with Specific Learning Difficulties (SpLD) by 31 March 2019.
	The vast majority of students identified with SpLD in Hertfordshire currently have their needs met in their local mainstream schools with outreach support from a number of bases across the county. A review has identified that an enhanced service can be provided in a different way. If this were to go ahead it will require the closure of the bases (listed above).
	Specifically, the proposals are to reconfigure staffing into four teams as part of the Special Education Needs and Disability (SEND) Special Advice and Support Service, under the overall line management of the County Lead for Specialist Advice and Support. This will enhance the current offer with additional expertise from within the central service which includes staff with higher levels of SpLD training and expertise.

	To do this it will be necessary to close the SpLD Outreach Bases located in the schools listed above on 31 March 2019 and to provide support for students from staff working out of the 4 Integrated Services for Learning (ISL) areas based in the 3 County Locations; Farnham House, County hall and Apsley.
Stakeholders: Who will be affected: the public, partners, staff, service users, local Member etc.	Parents/carers/pupils, staff and governors at all schools in Hertfordshire, including those with the SpLD bases located within; Local Pre-Schools, Nursery, Primary, Secondary and Special schools; MPs, County Councillors, District Councillors, Parish and Town Councils and Local Authority Chief Executives; Trade Union representatives; Church Diocese representatives; NHS representatives; Parent Governor representatives on the Overview and Scrutiny Committee at Hertfordshire County Council; Pre-schools, playgroups, Children's Centres, toddler groups and day nurseries; Libraries and Citizen's Advice Bureaux; Senior officers in Hertfordshire County Council's Children's Services department and in Herts Property Services

STEP 3: Available data and monitoring information

Relevant equality information	What the data tells us about equalities
For example: Community profiles / service user demographics, data and monitoring information (local and national), similar or previous EqIAs, complaints, audits or inspections, local knowledge and consultations.	A public consultation was undertaken from 2 October 2017 ended on 20 December 2017. Consultation letters were provided to staff, parents, pupils and governing bodies of all Hertfordshire schools and other key stakeholders, including local members, parish councils, local schools and nurseries, the Roman Catholic and Church of England Dioceses, community groups and relevant staff at Hertfordshire County Council. The consultation was also on the Hertfordshire County Council website, Hertfordshire.gov.uk, and the consultation documents were made available in other formats on request, including large print, braille and other languages. At the conclusion of the consultation all responses will be carefully considered and where issues are raised regarding

	Disability they will be considered as part of upcoming EqIA's.
January 2017 school census data on gender split, English as an additional language (EAL), ethnicity, free school meal (FSM) eligibility, number of children with SEN statements, SEN Provision or who have Education Health Care Plans.	**January 2017** school census data See appendix 1 attached.

STEP 4: Impact Assessment – Service Users, communities and partners (where relevant)

Guidance on groups of service users to consider within each protected group can be found here

Protected characteristic	**Potential for differential impact** (positive or negative)	What reasonable mitigations can you propose?
Age	The proposals would only affect children of primary school age, as the proposal only concerns the SpLD service at primary level.	It is proposed that the level of support at tiers 2 and 3 which the SpLD Outreach service will deliver to staff and students at all Hertfordshire schools will be unchanged.
Disability Including Learning Disability	The proposals would only affect primary school pupils who either require direct support from the SpLD outreach service or whose teacher/TA is supported by the SpLD Outreach service. Some of these children may have disabilities or learning disabilities.	It is proposed that the level of direct support at tiers 2 and 3, which the SpLD Outreach service will deliver to staff and students at all Hertfordshire schools will be unchanged.
Race	It is not anticipated that the proposals will affect people disproportionately because of their race.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
		will be amended accordingly.
Gender reassignment	It is not currently anticipated that the proposals will affect people with this characteristic disproportionately.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Pregnancy and maternity	It is not currently anticipated that the proposals will affect people with this characteristic disproportionately.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Religion or belief	It is not anticipated that the proposals will affect people disproportionately because of their religion or belief.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Sex	It is not anticipated that the proposals will affect people disproportionately because of issues around sex.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Sexual orientation	It is not anticipated that the proposals will affect people disproportionately because of issues around sexual orientation.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Marriage & civil partnership	It is not anticipated that the proposals will affect people disproportionately because of issues around marriage and civil partnership.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
Carers (by association with any of the above)	It is not anticipated that the proposals will affect people disproportionately because of issues around caring responsibilities.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.

Opportunity to advance equality of opportunity and/or foster good relations
The proposed changes will further embed the expectation that local settings can and do cater for all but the most exceptional needs of young people. A programme of advisory teacher support, together with a funded accredited training scheme has been available over time to promote embedding of local knowledge, skills and experience to ensure young people are enabled and empowered to learn within their local school / community. Wherever possible the needs of a young person should be addressed within their local community at their local mainstream setting. Children experiencing additional (special educational) needs benefit from opportunities to be educated alongside their peers, fostering peer acceptance and positive self-image and enabling them to develop local friendships.

Impact Assessment – Staff (where relevant)

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigation can you propose?
Age	It is not anticipated that the proposals will affect people disproportionately because of their age.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Disability Including Learning Disability	It is not anticipated at this stage that the proposals will affect people disproportionately because of the issues of disability.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly. Any issues identified or known as well as the duties found within Part 6, Section 149 and Schedules 10 and 13

Protected characteristic	**Potential for differential impact** (positive or negative)	What reasonable mitigation can you propose?
		of the Equality Act 2010 will be taken into account.
Race	It is not anticipated that the proposals will affect people disproportionately because of their race.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Gender reassignment	It is not anticipated that the proposals will affect people disproportionately because of their gender reassignment.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Pregnancy and maternity	It is not anticipated that the proposals will affect people disproportionately because of their pregnancy and maternity.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Religion or belief	It is not anticipated that the proposals will affect people disproportionately because of their religion/belief.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Sex	It is not anticipated that the proposals will affect people disproportionately because of issues around sex.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Sexual orientation	It is not anticipated that the proposals will affect people disproportionately because of issues around sexual orientation	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Marriage & civil partnership	It is not anticipated that the proposals will affect people disproportionately because of	No mitigation is currently required but the position will continue to be monitored and

Protected characteristic	**Potential for differential impact** (positive or negative)	What reasonable mitigation can you propose?
	issues around marriage and civil partnership	if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Carers (by association with any of the above)	It is not anticipated that the proposals will affect people disproportionately because of issues around caring responsibilities.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Opportunity to advance equality of opportunity and/or foster good relations		

The SpLD advisory teachers would become part of the Specialist Advice and Support Service. They would spend the majority of their time visiting and providing services to schools and targeted and specialist work with children. They would have the benefit of being part of the four local ISL teams. Initially SpLD teachers will be allocated across the county using model indicator data to ensure fair and equitable distribution of resources.

The service will further develop the principles of outreach in line with the Specialist Advisory Teacher model delivered by Integrated Services for Learning (ISL).

Reasonable steps will be taken to avoid compulsory redundancies should this be necessary. Where compulsory redundancy cannot be avoided individuals would be identified from a relevant pool of staff following the application of selection criteria confirmed during consultation with employee representatives (trade unions/professional associations).

Existing libraries of resources are proposed to be available on short term loans to local settings, as are other special needs resources in localities.

STEP 5: Gaps identified

Gaps identified Do you need to collect more data/information or carry out consultation? (A 'How to engage' consultation guide is on Compass). How will you make sure your consultation is accessible to those affected?	When the consultation has been completed the responses will be considered and should the issues raised require further data, the EqIA will be updated before moving forward to the statutory phase.

STEP 6: Other impacts

It is not considered that the proposal will have any other impact.

STEP 7: Conclusion of your analysis

Select one conclusion of your analysis	Give details
☒ **No equality impacts identified** − No change required to proposal.	The proposal could impact any primary-aged pupil who currently or in the future access the SPLD Outreach service. As the proposed reconfiguration intends to maintain the same level of service to all staff and pupils, there will be no impact on either.
☐ **Minimal equality impacts identified** − Adverse impacts have been identified, but have been objectively justified (provided you do not unlawfully discriminate). − Ensure decision makers consider the cumulative effect of how a number of decisions impact on equality.	
☐ **Potential equality impacts identified** − Take 'mitigating action' to remove barriers or better advance equality. − Complete the action plan in the next section.	
☐ **Major equality impacts identified** − Stop and remove the policy. − The adverse effects are not justified, cannot be mitigated or show unlawful discrimination. − Ensure decision makers understand the equality impact.	

STEP 8: Action Plan

Issue or opportunity identified relating to: – Mitigation measures – Further research – Consultation proposal – Monitor and review	Action proposed	Officer Responsible and target date
Future provision for students with SpLD	It is proposed that class teachers, teaching assistants and SENCos will continue to be supported by the SpLD Outreach service. The SpLD outreach teams will be based at three County Council buildings (Apsley, Farnham House and County Hall) with a County Wide team leader to ensure a consistent approach across the county. Individually allocated pupil led funding will be available for the very small number of students with higher level (exceptional) needs requiring support over and above the schools ordinarily available provision.	David Canning, 1 September 2018 onwards

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This EqIA has been reviewed and signed off by:

Head of Service or Business Manager: Jennie Newman   Date: 22 May 2018

Equality Action Group Chair: Date:

Appendix 1 to EQiA

	Applecroft	Bonneygorve	Grange Jnr	Laurance Haines	Maple Grove	Parkside	The Leys	Thom Coram	Thorley Hill	Windermere	County Totals
Students (Years R to 6)	423	392	224	475	199	345	472	300	211	201	100130
Number Minority Ethnic Students (not White British and excluding Refused and Not Obtained)	72	122	37	404	76	163	129	22	42	100	30506
% Minority Ethnic Students (not White British and excluding Refused and Not Obtained)	17.02%	31.12%	16.52%	85.05%	38.19%	47.25%	27.33%	7.33%	19.91%	49.75%	30.47%
Number EAL (English as an alternative Language) (First language Not English or believed not to be English excluding Refused and Not Obtained)	36	50	9	311	43	107	83	7	14	61	16719
% EAL (English as an alternative Language) (First language Not English or believed not to be English)	8.51%	12.76%	4.02%	65.47%	21.61%	31.01%	17.58%	2.33%	6.64%	30.35%	16.70%
Number with Statement (or EHCP (S or E))	3	5	0	4	1	3	7	0	1	1	1866

% with Statement (or EHCP (S or E))	0.71%	1.28%	0.00%	0.84%	0.50%	0.87%	1.48%	0.00%	0.47%	0.50%	1.86%
Number SEN Provision (K)	37	18	38	50	56	44	73	30	26	21	11879
% SEN Provision (K)	8.75%	4.59%	16.96%	10.53%	28.14%	12.75%	15.47%	10.00%	12.32%	10.45%	11.86%
Number Eligible for FSM (at date of Census)	20	29	23	59	64	86	80	17	9	38	8733
% FSM (Free School Meals) (at date of Census)	4.73%	7.40%	10.27%	12.42%	32.16%	24.93%	16.95%	5.67%	4.27%	18.91%	8.72%
Number of Male Students	189	204	129	233	91	189	272	150	107	105	51271
% of Male Students	44.68%	52.04%	57.59%	49.05%	45.73%	54.78%	57.63%	50.00%	50.71%	52.24%	51.20%
Number of Female Students	234	188	95	242	108	156	200	150	104	96	48859
% of Female Students	55.32%	47.96%	42.41%	50.95%	54.27%	45.22%	42.37%	50.00%	49.29%	47.76%	48.80%

HERTFORDSHIRE COUNTY COUNCIL

**CABINET
18 JUNE 2018 AT 2.00PM**

RELOCATION OF THE PRIMARY SUPPORT BASE AT SPRINGMEAD PRIMARY SCHOOL, WELWYN GARDEN CITY

Report of the Director of Children's Services

Report Author: Richard Woodard, Area Manager – Professional Lead for Access and Inclusion, Integrated Services for Learning (Tel: 01442 453224)
Samantha Young, Senior Planning Officer, School Planning, (Tel: 01992 555754)

Executive Member: Terry Douris, Education, Libraries & Localism
Teresa Heritage, Children, Young People and Families

Local Members: Barbara Gibson (Haldens); Lynn Chesterman (Welwyn Garden City South); Stephen Boulton (Hatfield Rural); Margaret Eames-Petersen (Hatfield North); Susie Gordon (Hatfield East); Nigel Quinton (Handside and Peartree); Richard Smith (Welwyn); Paul Zukowskyj (Hatfield South).

1. **Purpose of the Report**

1.1   To inform Cabinet of the outcome of public consultation on the proposal to relocate the Primary Support Base (PSB) at Springmead Primary School in Welwyn Garden City to Swallow Dell Primary and Nursery School in Welwyn Garden City from 1 September 2018.

2. **Summary**

2.1   Springmead Primary School, Welwyn Garden City, when in the process of converting to an Academy, indicated that it would no longer be able to support the PSB, which serves the Welwyn and Hatfield area. It was therefore necessary to relocate it. The Head and Governing Body of Swallow Dell Primary and Nursery School, Welwyn Garden City, supported in principle the relocation of the PSB to their school and the Director of Children's Services therefore initiated consultation on the proposal.

2.2   The public consultation for the relocation of the PSB was held over an eight week period, to take in to account the Easter holidays. The consultation began on 16 March 2018 and ended on 10 May 2018.

2.3   There have been 46 responses to the consultation, of which 82.6% of respondents have been in favour of the proposal and 13.0% have disagreed. The Governing Body at Springmead Primary School has responded and agrees with the proposal. The Governing Body at Swallow Dell Primary and Nursery School also responded to the consultation and gave its approval in principle. Subsequently it has given its full support at its full governing body meeting on 21 May 2018.

2.4   A breakdown of the consultation responses is provided in section 5.

2.5   Springmead Primary School became Springmead Primary Academy on 1 April 2018.

2.6   The Executive Member for Children, Young People and Families has requested that this report be considered at the Education, Libraries and Localism Cabinet Panel on 5 June 2018. Members of the Children, Young People and Families Cabinet Panel are invited to attend this meeting on 5 June 2018 to express their views on this item if they wish.

3.   Recommendations

3.1   The Education, Libraries & Localism Cabinet Panel considered a report on this item of business at their meeting on 5 June 2018, at the request of the Executive Member for Children, Young People and Families. The Panel recommended to Cabinet that it approves the relocation of the PSB from Springmead Primary School, Welwyn Garden City to Swallow Dell Primary and Nursery School, Welwyn Garden City with effect from 1 September 2018.

4.   Background

4.1   Springmead Primary School, when in the process of converting to an Academy, indicated that it would no longer be able to support the PSB, which serves the Welwyn and Hatfield area. The Head and Governing Body of Swallow Dell Primary and Nursery School supported in principle the relocation of the PSB to their school and the Director of Children's Services therefore initiated consultation on the proposal.

4.2   The public consultation for the relocation of the PSB was held over an eight week period, to take in to account the Easter holidays. The consultation began on 16 March 2018 and ended on 10 May 2018.

4.3   Consultation letters, attached at Appendix 1 to the report, were sent to all parents, governors and staff at both schools, as well as all schools in the area, and to all other statutory consultees. Copies of the consultation letter were sent or emailed to:

        (i)   MPs, County Councillors, District Councillors, Parish and Town Councils and Local Authority Chief Executives;
        (ii)   Trade Union representatives;

      (iii)   Church Diocese representatives;
      (iv)   NHS representatives;
      (v)   Parent Governor representatives on the Overview and Scrutiny
             Committee;
      (vi)   Libraries and Citizen's Advice Bureaux.

The consultation letter and response form were also available on the County Council's website. An estimated total of 1167 letters and emails were sent out for the consultation.

5. Response to the consultation

5.1   Copies of the responses received are available to Members in the Members' Lounge and will also be available to Cabinet at the meeting on 18 June 2018.

5.2   A detailed analysis of the responses follows which includes:

      (i)   a breakdown of the number of responses received, and who they are from;
      (ii)   an analysis of the key issues raised and the response to them;
      (iii)   a copy of the governing body responses.

5.3   A final summary of the responses are detailed below:

Capacity of respondent	Total responses	Agree	%	Disagree	%	Don't Know	%
Parent/carer	21	14	66.7%	5	23.8%	2	9.5%
Governor	3	3	100.0%	0	0.0%	0	0.0%
Member of staff	15	14	93.3%	1	6.7%	0	0.0%
Resident	3	3	100.0%	0	0.0%	0	0.0%
Grandparent	0	0		0		0	
Other	4	4	100.0%	0	0.0%	0	0.0%
Total responses	**46**	**38**	**82.6%**	**6**	**13.0%**	**2**	**4.3%**

6. Key Issues and responses

6.1   The majority of respondents supported the proposal (38) of which 27 specifically noted the benefit of the work of primary support bases and the need for continuation of provision for the area.

6.2   The following key themes were raised and a response to them provided below:

Concern that there will be an impact on the quality of education for current pupils at Swallow Dell Primary & Nursery School (8).

6.21.   The PSB will be provided with additional accommodation on an area of the school site that is not currently in use by Swallow Dell Primary and Nursery School pupils. The combination of a designated outdoor space and a purpose built provision, with separation from the main

school, will enable the PSB to develop the type of provision and support given to schools in the area, helping to support mainstream schools in meeting the very complex needs of some of the most vulnerable children.

6.2.2   Swallow Dell Primary and Nursery School ("the School") is rated GOOD by Ofsted. Governors support the proposal and have confirmed that the Headteacher has the capacity to oversee the base.

6.2.3   The current PSB is also rated GOOD by Ofsted. It is proposed that the current PSB staff will transfer with the base so that the service can continue unaffected.

Concern that there will be a negative impact on the physical environment of the school (4)

6.2.4   The School is on a large site and it is proposed that additional accommodation will be provided on an area of the school site not currently used by existing pupils. The additional accommodation will include an outdoor play area, teaching spaces, an office, toilets and storage.

6.2.5   Additional parking spaces will be created and the operational times of the base will be staggered so as not to coincide with the school's opening and closing times.

6.2.6   The proposed additional accommodation and associated works required will be subject to a separate town planning process which will include a formal consultation with the local community and the highways authority.

Existing parents of Swallow Dell Primary and Nursery School need more information about this proposal (4)

6.2.7   The School will positively engage with parents and other stakeholders, through its newsletter and a Frequently Asked Questions information sheet. The School will respond directly to any specific enquiries from parents.

6.2.8   The other issues raised, by one or two people each, were that the PSB should be relocated to an alternative location rather than Swallow Dell Primary and Nursery School and that the PSB should remain at Springmead Primary School as it is a valuable service for parents (which that institution does not support).

6.3   **Governing Body responses**

Response from the Governing Body of Swallow Dell Primary and Nursery School:

6.3.1 "On behalf of the Board of Governors, we give approval-in-principle for this proposal. We remain hopeful that on-going discussions with the County Council to address a few issues regarding legal liabilities and some operational matters will allow the Board to give full support by ratifying the decision at our Full Governing Body meeting on 21 May 2018."

6.3.2 Subsequently, at the Full Governing Body meeting held on 21 May 2018, the proposal was fully ratified by governors.

Response from the Governing Body of Springmead Primary School:

6.3.3 "As the school is now part of the Spiral Academy Trust, governors have discussed the base provision with the Trust leaders. This type of specialist provision cannot be provided through the Trust. One member of staff is leaving the base this summer and four of the base pupils are in year 6 and would be leaving anyway, therefore to relocate the base at this time will have the least possible impact on staff and pupils. The school would benefit from the additional space provided when the base classroom becomes empty. The relocation of the base to another school in WGC is positive as the town is central within the county and the DSPLs it serves."

8.   Financial Implications

8.1   **Revenue funding**
PSB's are funded from the Dedicated Schools Grant (DSG) which will be transferred to the Swallow Dell Primary and Nursery School with effect from 1 September 2018.

8.2   **Capital funding**
The cost of the accommodation is estimated at £350,000. It is anticipated that funding for this provision will be met from Capital Grant provided by DfE from its Special Provision Capital Fund.

9.   Equalities implications

9.1   When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the Equality implications of the decision that they are making

9.2   Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this

requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EIA) produced by officers.

9.3   The Equality Act 2010 requires the County Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

9.4   An Equalities Impact Assessment (EIA) has been carried out in relation to this proposal, attached at Appendix 2 to the report. Consideration has been given to the likely impact of the proposal, and the current assessment concludes that it is not anticipated that people with protected characteristics will be affected disproportionately. The EIA will be continued to be reviewed and updated as necessary.

9.5   The relocation of the Primary Support Base to Swallow Dell Primary and Nursery School maintains provision within the local area to the benefit of pupils.

Background Information
None

Hertfordshire County Council
County Hall
Hertford
SG13 8DF

Tel:	**0300 123 4043**
My ref:	School Planning
Date:	16 March 2018

Dear Consultee

Consultation on the proposal to relocate the Primary Support Base at Springmead Primary School to Swallow Dell Primary and Nursery School

We are consulting you on the following proposal:

The relocation of the Primary Support Base (PSB) currently at:

- Springmead Primary School, Hilly Fields, Welwyn Garden City, Hertfordshire, AL7 2HB to:

- Swallow Dell Primary and Nursery School, Blackthorn Road, Welwyn Garden City, Hertfordshire, AL7 3JP.

When would this happen?

It is proposed that the PSB would relocate at the beginning of the autumn term in September 2018.

What is a Primary Support Base?

There are six PSBs located across Hertfordshire as part of the Council's strategy to improve the behaviour and achievement of primary pupils with emotional and behavioural needs in mainstream schools. PSBs are commissioned to provide a range of services including advice and outreach to support children in mainstream schools, a small number of short term 'respite' places and, where necessary, longer term places on the roll of the PSB for pupils with particularly significant and complex emotional and behavioural needs.

Would the provision change?

The provision would remain as at present with the same range of advice and support, outreach services and a small number of pupil places in the PSB.

What would happen to staff?

Should the proposal go ahead, the PSB staff would be able to transfer over from the existing PSB at Springmead to the relocated PSB at Swallow Dell.

Why is this being proposed?

Springmead Primary School is currently in the process of converting to an Academy and it will no longer be possible for the PSB to remain at this school. Swallow Dell Primary and Nursery School is a nearby school which has a suitable and large enough site to accommodate the PSB if relocated. The Head and Governing Body of Swallow Dell Primary support in principle the proposal to relocate the PSB to the school. The distance between the two schools is approximately 0.9 miles[1] so it is unlikely that any existing PSB users or staff will be significantly disadvantaged by the proposed relocation.

The services currently provided by the existing PSB are still required in order to meet the needs and improve the outcomes for local pupils with significant emotional and behavioural needs. The Council is of the view that the relocation of the PSB would have a positive impact for the pupils it serves and for staff, by enabling the re-provision of the services and by providing enhanced education opportunities and improved facilities in the proposed new PSB.

Have your say

You have until 10 May 2018 to let us know your views. The easiest way you can do this is by completing the online response form on our website at www.hertfordshire.gov.uk/consultations. You can tell us if you agree or disagree with the proposal and leave your comments.

If you do not have access to the internet you can visit your local library where free access is available to all Hertfordshire residents. Should you wish to request a hard copy of the response form or need help understanding this information you can email contact@hertfordshire.gov.uk or alternatively please call us on 0300 123 4043. An interpreting service is available for those who need it.

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[1] Distance measured in a straight line between the main entrances of the two schools.

Your comments must be received by 10 May 2018. We will not be able to acknowledge or respond individually to your comments but they will be taken into account, as explained below.

How the decision will be taken

This is a consultation and no decision has been made yet. All comments received will be made available to elected members who make the final decision. All responses may be made available in public reports, although personal details will be removed to respect individual privacy.

The following timetable outlines the decision-making process. Please note that meetings marked with ***** will be open to the public. Although it will not be possible to inform everyone individually of the decisions made, you will be able to access this information throughout the process at: www.hertfordshire.gov.uk/committees.

Process	Date
Public consultation (8 weeks)	16 March – 10 May 2018
Education, Libraries & Localism Cabinet Panel*	5 June 2018
Cabinet* (for final approval)	18 June 2018
Implementation	September 2018

Yours faithfully

Jenny Coles
Director of Children's Services

Equality Impact Assessment (EqIA)

Proposal to relocate the Primary Support Base (PSB) currently based at Springmead Primary School to Swallow Dell Primary and Nursery School.

1. Who is completing the EqIA and why is it being done?

Title of service / proposal / project / strategy / procurement you are assessing	Proposal to relocate the Primary Support Base (PSB) currently based at Springmead Primary School to Swallow Dell Primary and Nursery School, both in Welwyn Garden City.
Names of those involved in completing the EqIA	Adrian Bentley, Tom Stacey, Samantha Young
Head of Service or Business Manager	Pauline Davis
Team/Department	School Planning Team
Lead officer contact details	Richard Woodard, ISL Area Manager - Professional Lead for Access and Inclusion, Integrated Services for Learning Tel: 01442 453224 (Comnet/Internal 83224)
Focus of EqIA – what are you assessing?	Primary Support Base's form part of the County Council's strategy to improve the behaviour and achievement of primary pupils with emotional and behavioural needs in mainstream schools. They provide advice and outreach to support children in mainstream schools; a small number of short term places and 6th day provision for permanently excluded children; and where necessary, longer term places for pupils with particularly significant and complex emotional and behavioural needs. Although at an alternative location the provision would remain as at present with the same range of advice and support, outreach services and a small number of pupil places in the PSB. The reason for this proposal is that Springmead Primary School, which has recently converted to an Academy, can no longer host the PSB. Swallow Dell Primary and Nursery School is a nearby school which has a suitable and large enough site to accommodate the PSB if relocated. The Governing Body of Swallow Dell Primary and Nursery School support in principle the proposal to

	relocate the PSB to the school. The distance between the two schools is approximately 0.9 miles* so it is unlikely that any existing PSB users or staff will be significantly disadvantaged by the proposed relocation. PSB staff would be able to transfer over from the existing PSB at Springmead to the relocated PSB at Swallow Dell.
	The County Council believes that the relocation of the PSB would have a positive impact for the pupils it serves and for staff, by providing for enhanced education opportunities and improved facilities in new buildings.
	The local authority ("we") are carrying out a non-statutory consultation on the proposed relocation of the PSB which concludes on 10 May 2018. The final decision would be made by Cabinet on 18 June 2018.
	Distance measured in a straight line between the main entrances of the two schools. A statutory process is only required when the proposed new site is more than 2 miles from the current site, according to Department for Education (DfE) guidance.
Stakeholders	Officers recently conducted an 8-week public consultation on this proposal that concluded on the 10 May 2018. The following groups are all considered to be Stakeholders and were consulted: Parents/carers/pupils, staff and governors at the schools concerned; Local Pre-Schools, Nursery, Primary, Secondary and Special schools; MPs, County Councillors, District Councillors, Parish and Town Councils and Local Authority Chief Executives; Trade Union representatives; Church Diocese representatives; NHS representatives; Parent Governor representatives on the Overview and Scrutiny Committee at Hertfordshire County Council; Libraries and Citizen's Advice Bureaux; Senior officers in Hertfordshire County Council's Children's Services department and in Herts Property Services The consultation materials were also available on the Hertfordshire County

	Council website, www.hertfordshire.gov.uk

2.   List of data sources used for this EqIA *(include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, EqIAs from other projects or other local authorities, etc.)*

A range of useful local data on our communities can be found on Herts Insight and on the Equalities Hub

Title and brief description	Date	Gaps in data
We carried out an 8-week public consultation that started on 16 March 2018 and ended on 10 May 2018 on the proposal to relocate the Primary Support Base (PSB) currently based at Springmead Primary School to Swallow Dell Primary and Nursery School (both schools are located in Welwyn Garden City). At the conclusion of the consultation all responses received were carefully considered and no issues were found to have been raised that further impact any of the protected characteristics considered as part of this EqIA.	16 March 2018 to 10 May 2018	No gaps have been identified at this stage.

January 2018 school census data on gender split, English as an additional language (EAL), ethnicity, free school meal (FSM) eligibility, number of children with SEN Statements (S), Education and Health Care Plans (E) or SEN Support (K). Countywide data includes pupils at special schools.

Spring 2018 School Census data	Springmead Primary Academy	Swallow Dell Primary School	Primary Countywide
Students (Years R to 6)	353	414	101019
Number Minority Ethnic Students (not White British and excluding Refused and Not Obtained)	107	111	31683
% Minority Ethnic Students (not White British and excluding Refused and Not Obtained)	30.31%	26.81%	31.36%
Number EAL (English as an alternative Language) (First language Not English or believed not to be English excluding Refused and Not Obtained)	56	30	17053
% EAL (English as an alternative Language) (First language Not English or believed not to be English)	15.86%	7.25%	16.88%
Number with Statement (or EHCP (S or E))	8	5	2050
% with Statement (or EHCP (S or E))	2.27%	1.21%	2.03%
Number SEN Provision (K)	42	88	12147
% SEN Provision (K)	11.90%	21.26%	12.02%
Number Eligible for FSM (at date of Census)	32	93	8761
% FSM (Free School Meals) (at date of Census)	9.07%	22.46%	8.67%
Number of Male Students	196	206	51668
% of Male Students	55.52%	49.76%	51.15%
Number of Female Students	157	208	49351
% of Female Students	44.48%	50.24%	48.85%

Summary of data in the table above:

		Springmead Primary School : The percentage of Minority Ethnic Students and students with EAL is slightly less than the countywide average for primary schools. The percentage of students with a Statement or EHCP (S or E) is slightly more than the countywide average. The percentage of students with SEN Provision (K) is slightly less than the countywide average. The percentage of students eligible for FSM is slightly more than the countywide average. The percentage of male students is significantly greater than the countywide average and the percentage of female students is correspondingly less than the countywide average. Swallow Dell Primary and Nursery School: The percentage of Minority Ethnic Students is less than the countywide average for primary schools. The percentage of students with EAL is significantly less than the countywide average. The percentage of students with a Statement or EHCP (S or E) is less than the countywide average whereas the percentage of students with SEN Provision (K) is significantly more than the county wide average. The percentage of students eligible for FSM is significantly more than the countywide average. The percentage of male students is slightly less than the countywide average and the percentage of female students is correspondingly more than the countywide average.

3. Analysis and assessment: review of information, impact analysis and mitigating actions

Protected characteristic group	What do you know? What do people tell you?	What does this mean – what are the potential impacts of the proposal(s)?	What can you do?
Age		It is not anticipated at this stage that the proposals will affect people disproportionately because of their age.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Disability		It is not anticipated at this stage that the proposals will affect people disproportionately because of their disability. However, the responsible Officer will continue to monitor closely this aspect.	Any issues identified or known, as well as the duties found within Part 6, Section 149 and Schedules 10 and 13 of the Equality Act 2010 concerning disability will be factored into the individual scheme design. Any building scheme will also meet the requirements to avoid Disability Discrimination under Section 15 of the Equality Act 2010.
Gender reassignment		It is not anticipated at this stage that the proposals will affect people disproportionately because of their gender reassignment.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Pregnancy and maternity		It is not anticipated at this stage that the proposals will affect people disproportionately because of their pregnancy or maternity.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Race		It is not anticipated at this stage that the proposals will affect people disproportionately because of their race.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.

Protected characteristic group	What do you know? What do people tell you?	What does this mean – what are the potential impacts of the proposal(s)?	What can you do?
Religion or belief		It is not anticipated at this stage that the proposals will affect people disproportionately because of their religion or belief.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Sex/Gender		It is not anticipated at this stage that the proposals will affect people disproportionately because of their sex/gender.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Sexual orientation		It is not anticipated at this stage that the proposals will affect people disproportionately because of their sexual orientation.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Marriage and civil partnership		It is not anticipated at this stage that the proposals will affect people disproportionately because of their marriage or civil partnership.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Carers		It is not anticipated at this stage that the proposals will affect people disproportionately because of their caring responsibility.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Other relevant groups Consider if there is a potential impact (positive or negative) on areas		It is not anticipated at this stage that the proposals will affect people in other relevant groups disproportionately.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of people in other relevant groups are identified then the Action Plan below will be amended accordingly.

Protected characteristic group	What do you know? What do people tell you?	What does this mean – what are the potential impacts of the proposal(s)?	What can you do?
such as health and wellbeing, crime and disorder, Armed Forces community.			

Opportunity to advance equality of opportunity and/or foster good relations

The services currently provided by the existing PSB are still required in order to meet the needs and improve the outcomes for local pupils with significant emotional and behavioural needs. The County Council is of the view that the relocation of the PSB would have a positive impact for the pupils it serves and for staff, by enabling the re-provision of the services and by providing enhanced education opportunities and improved facilities in the proposed new PSB.

Conclusion of your analysis and assessment -

OUTCOME AND NEXT STEPS	SUMMARY
i. **No equality impacts identified** - No major change required to proposal	
ii. **Minimal equality impacts identified** - Adverse impacts have been identified, but have been objectively justified (provided you do not unlawfully discriminate) - Ensure decision makers consider the cumulative effect of how a number of decisions impact on equality - No major change required to proposal	

iii. Potential equality impacts identified - Take 'mitigating action' to change the original policy/proposal, remove barriers or better advance equality - Set out clear actions in the action plan in section 4.	*YES*
iv. Major equality impacts identified - The adverse effects are not justified, cannot be mitigated or show unlawful discrimination - You must stop and remove the policy **[you should consult with Legal Services]** - Ensure decision makers understand the equality impact	

4. Prioritised Action Plan

Impact identified and group(s) affected	Action planned	Expected outcome	Measure of success	Lead officer and timeframe
Stakeholders	Explore ways of supporting parents, carers, governors and staff through the change process			**Richard Woodard June 2018**
Disabled Pupils	Ensure that any known issues around disability are factored into the individual scheme design and that the building scheme is compliant with the Equalities Act. Obtain information around individual needs of children with disabilities.			**Richard Woodard June 2018**

This EqIA has been signed off by:

Lead Equality Impact Assessment officer:	**Richard Woodard**	**Date: 22 May 2018**
Head of Service or Business Manager:	**Jennie Newman**	**Date: 22 May 2018**
Review date:	**22 June 2018**	

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HERTFORDSHIRE COUNTY COUNCIL

CABINET
MONDAY, 18 JUNE 2018 AT 2.00PM

ENLARGEMENT AND RELOCATION OF WESTFIELD PRIMARY SCHOOL, HODDESDON, OUTCOME OF PUBLIC CONSULTATION

Report of the Director of Children's Services

Report Author: Brenda Dennett, School Planning Officer
                       (Tel: 01992 555813)

Executive Member: Terry Douris, Education, Libraries & Localism

Local Members: Paul Mason (Hoddesdon South), Tim Hutchings (Hoddesdon North)

1. **Purpose of report**

1.1   To inform Cabinet of the outcome of the public consultation on the proposal to relocate and enlarge the 1 form of entry (f.e.), Westfield Community Primary School ("the School") which currently has 210 places to a new 2 f.e., 420 place School located within a new housing development at High Leigh, Hoddesdon, which would provide an additional 1 f.e. to meet demand from the new housing.

1.2   To also update Cabinet on progress with background work regarding the financial viability of the proposal.

2. **Summary**

2.1   On 18 December 2017, Cabinet gave approval to pursue the proposal to relocate and enlarge Westfield Community Primary School and agreed that the Director of Children's Services was authorised to proceed with a statutory consultation, commencing in January 2018. The Consultation ended on 27 February 2018 and there has been a relatively low online response with only 26 responses received. A consultation event held at the School was well attended and a further 23 written responses were collected on the day. Almost half, 24 (49%) of the combined responses were in favour of the proposals, including the Governing Body's response. The remaining responses were split, 15 (30.6%) disagree and 10 (20.4%) undecided.

2.2   Consideration of the issues and concerns raised are contained in Appendix 1, attached to the report.

2.3   The developer has recently provided projected delivery and housing occupation timescales that are significantly later than previously anticipated. This delay impacts upon various trigger points within the s.106 agreement, including transfer of the school site to the County Council. In light of this, the revised programme for delivery

of the new school is now September 2022, two years later than the indicative date of 2020 stated in the consultation.

2.4 A delay in the granting of rights for the County Council to access the school site to undertake survey work means it has not been possible to progress further feasibility work at this stage. An update is now expected in July/August 2018. This means that the financial implications remain as previously reported to Cabinet in December 2017.

3. Recommendation

3.1 The Education, Libraries & Localism Cabinet Panel considered a report on this item of business at its meeting on 5 June 2018. The Panel recommended to Cabinet that Cabinet authorises the Director of Children's Services to publish a statutory notice to enlarge Westfield Community Primary School, Hoddesdon by relocating it to a school building located within the housing development at High Leigh, Hoddesdon from 1 September 2022.

4. Background

4.1 On 18 December 2017, Cabinet approved (with final terms to be agreed by the Director of Resources in consultation with Executive Members) use of Basic Need grant and Repairs and Maintenance funding to enable site acquisition and bridge any funding gap. It also indicated that Cabinet would receive a financial update as part of the subsequent report on the outcome of the public consultation.

4.2 The public consultation was held over a seven week period to take into account the February half-term holidays. The consultation began on 10 January 2018 and ended on 27 February 2018.

4.3 The consultation letter attached at Appendix 2 was sent to all parents, governors and staff at the School, as well as all schools in the area, and to all other statutory consultees. Copies of the consultation letter were sent or emailed to:

    (i)   Residents local to the school;
    (ii)   MPs, County Councillors, District Councillors, Parish and Town Councils and Local Authority Chief Executives;
    (iii)   Trade Union representatives;
    (iv)   Church Diocese representatives;
    (v)   NHS representatives;
    (vi)   Parent Governor representatives;
    (vii)   Pre-schools, playgroups, children's centres, toddler groups and day nurseries;
    (viii) Libraries and Citizen's Advice Bureaux.

4.4 The letter and response form were also available on the County Council's Hertfordshire.gov.uk website. A total of 2313 letters/emails were sent out for the consultation.

4.5 The consultation proposed that the expansion would take place on 1 September 2020 (and the earliest) and that the School would be located within the housing

development at High Leigh, Hoddesdon and would offer additional places in all year groups, growing gradually from 1 fe (30 places) to 2fe (60 places) as necessary, to meet demand for places generated by the new housing.

Response to the consultation

4.6   A total of 26 online responses have been received. A further 23 handwritten responses were collected at a consultation event held at the School on Tuesday 23 January 2018 at which 81 people recorded their attendance (some people chose not to sign in). Copies of all responses received are available to Members in the Members' Lounge and will also be available to Cabinet at the meeting 18 June 2018..

4.7   A detailed analysis of the responses is attached at Appendix 1 to the report, which includes:

(i)   a breakdown of the number of responses received, and who they are from;
(ii)   an analysis of the key issues raised and the response to them;
(iii)   a copy of the governing body's response;

A summary of the responses received is shown below.

Westfield Community Primary School	Total Responses	Agree	%	Disagree	%	Don't Know	%	Governing Body Response
Online responses	26	12	46.2%	8	30.8%	6	23.1%	Agree
Event responses	23	12	52.2%	7	30.4%	4	17.4%	
Total responses	**49**	**24**	**49%**	**15**	**30.6%**	**10**	**20.4%**	

4.8   Almost half (49%) of the respondents agreed with the proposal. Of the 30% who disagreed, the most common concern was about the possible change to the small school ethos at Westfield, a response to this has been provided in Appendix 1. Of the 20% who were undecided, much of the concern was about the proposal to dispose of the vacated site for housing development rather than specifically about the relocation of the school.

4.9   The concern raised about the future use of the vacated current school site will be the subject of a future town planning application which will involve formal consultation with local residents through the Borough of Broxbourne's town planning process.

4.10   The enlargement and relocation will be conditional upon the granting of town planning permission for the new school building and the housing scheme for the subsequently vacated school site.

4.11   Having analysed all of the responses, it is the Officer's view that in light of:

- the full agreement of the Governing Body to the enlargement and relocation; and

- the advantages relocation to new enlarged premises will offer to the children;

the enlargement of Westfield Community Primary School is the right solution to provide the additional 1 f.e. of school places needed to serve the new housing at High Leigh, subject to the outcome of further financial viability updates expected in July/August 2018.

Developer Programme

4.12   The developer has provided an updated anticipated timeframe for the delivery and occupation of the housing at this site. The timeframe is slower than previously anticipated and impacts on the timing of the transfer of the school site to the County Council. In view of this, the revised programme for delivery of the new school is now September 2022, two years later than the indicative date of 2020 stated in the consultation.

4.13   In addition, a delay in granting rights for the County Council to access the proposed school site to undertake survey work means it has not been possible to progress further feasibility work at this stage. An update is now expected in July/August 2018. The financial implications therefore remain as previously reported in the report approved by Cabinet in December 2017, https://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl /ViewMeetingPublic/mid/397/Meeting/656/Committee/8/SelectedTab/Documents/Def ault.aspx .

4.14   Whilst this reported change to the programme would mean the delayed delivery date of the school, it is recommended that Cabinet endorses the publication of a statutory notice at this stage for the following reasons:

- it follows the process set out in in the public consultation and reduces uncertainty for the school. This would be beneficial for the school when discussing proposals with prospective parents and aid in its future financial and capacity planning;
- it will ensure the County Council is able to meet all necessary obligations within the s106. It is important to note that should the programme change again (brought forward or further delayed), it would be necessary to seek a post determination modification to the implementation date stated in the Statutory Notice;
- a financial update will be available prior to the final decision being made.

4.15   Cabinet can choose whether to:

(i)   authorise the Director of Childrens Services to publish a statutory notice to enlarge Westfield Community Primary School by relocating it to a school building located within the housing development at High Leigh, Hoddesdon from September 2022;
(ii)   take no further action;
(iii)   initiate fresh consultation on any alternative suggestion(s); or
(iv)   take alternative action.

4.16   Cabinet will be asked to consider this and the recommendations of the Panel at its meeting on 18 June 2018 and will be requested to decide how it wishes to proceed.

4.17   Subject toCabinet's subsequent agreement to publish a notice, the final decision will be referred back to Cabinet along with a financial update within two months of the end of the statutory notice period.

4.18   The proposed timetable for the remainder of the statutory process is:

| Statutory notice period | 3rd – 30th September 2018 |
| Decision by Cabinet | 26th November 2018 |

5.   Financial Implications

5.1   On 18 December 2017, Cabinet, link provided in paragraph 4.13 above, gave approval to pursue the proposal to relocate and enlarge Westfield Community Primary School, with final terms to be agreed by the Director of Resources in consultation with the Executive Members for Resources, Property and the Economy and Education, Libraries and Localism for:

- the acquisition of additional land at High Leigh, Hoddesdon
- the application of indexed s106 funds as detailed in the formal s106 agreement relating to the High Leigh housing development, Hoddesdon
- the use of County Council funding equivalent to the value of the eventual disposal receipt to part-fund the acquisition of additional land at High Leigh, Hoddesdon and additional building costs
- the use of schools Repairs and Maintenance budget and Basic Need funding to bridge the funding gap
- the submission of a planning application for housing on the Westfield School site and completion of any planning agreement
- the submission of a planning application for the proposed new school
- the procurement of the new school premises, and
- the subsequent disposal of the Westfield School site;

5.2   Currently, the financial implications remain as set out in that report. Cabinet will be provided with an update on the financial viability of the proposal for consideration following publication of the Statutory Notice but prior to making its final decision.

6.   Equality Implications

6.1   When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the Equality implications of the decision that they are making.

6.2   Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

6.3 The Equality Act 2010 requires the County Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

6.4 An Equalities Impact Assessment (EqIA) has been carried out, attached at Appendix 3 to the report, on this proposal and has been updated where necessary.The EqIA will be reviewed and updated as part of any future public consultation.

6.5 Consideration has been given to the likely impact of the proposal, and current assessments conclude that it is not anticipated that people with protected characteristics will be affected disproportionately.

6.6 The County Council is also bound by the Admissions Code and Regulations and this does not allow for any discrimination.

6.7 Officers are of the view that the relocation and expansion of the school will enable:-

- additional school places to be made available in new facilities at a more sustainably sized school that are well located to meet demand from the new development and to continue to serve the existing community;
- enhanced education opportunities and an enriched curriculum offer which has a positive impact on the whole school community;
- the opportunity for improved facilities for disabled access in the new building.

Background Information

Cabinet Minutes December 2017
https://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/View MeetingPublic/mid/397/Meeting/656/Committee/8/SelectedTab/Documents/Default.aspx

PROPOSAL TO RELOCATE AND ENLARGE 1 FORM ENTRY (fe) WESTFIELD COMMUNITY PRIMARY SCHOOL TO A NEW 2fe SCHOOL AT HIGH LEIGH, HODDESDON, FROM 2020 (subject to the developer's programme)

1. **Response to the consultation:**

   A total of 26 online responses were received to the consultation of which 46.15% were in agreement with the proposal and 30.77% disagreed. The remaining 23.08% were undecided. A breakdown of the responses is shown below:

Capacity of respondent	Total responses	Agree	Disagree	Don't Know
Parent/carer	8	2	5	1
Governor	4	4	0	0
Member of staff	8	4	0	4
Resident	5	2	2	1
Grandparent	1	0	1	0
Other	0	0	0	0
%	100%	46.15%	30.77%	23.08%
Total responses	26	12	8	6

   The Governing Body agrees with the proposal to relocate and expand the school by 1fe to 2fe, the full response can be found at the end of this appendix.

   On Tuesday, 23 January an exhibition on the proposals was held at the school. The purpose of the event was to provide information and seek views on this consultation and on the proposed design of the new school as part of a pre-application, town planning consultation.

   The event was well supported; 81 people recorded their attendance (some people chose not to sign in). Of those who attended, 23 completed a written response on the day, 52.2% of which were in agreement with the proposal, 30.4% disagreed and 17.4% were undecided. A breakdown of the responses is shown below:

Capacity of respondent	Total responses	Agree	Disagree	Don't Know
Parent/carer	4	1	3	0
Governor	0	0	0	0
Member of staff	0	0	0	0
Resident	5	2	1	2
Grandparent	0	0	0	0
Other (or not given)	14	9	3	2
%	100%	52.2%	30.4%	17.4%
Total responses	23	12	7	4

The written responses collected at the event were primarily related to the design proposals consulted on, as part of the pre-application town planning process for the new school building. The issues raised will be addressed in a Statement of Community Engagement that will be submitted along with a planning application for the new school design that will be considered separately to this consultation.

A summary of the combined responses, online and the event is shown below:

Capacity of respondent	Total responses	Agree	Disagree	Don't Know
Parent/carer	12	3	8	1
Governor	4	4	0	0
Member of staff	8	4	0	4
Resident	10	4	3	3
Grandparent	1	0	1	0
Other (or not given)	14	9	3	2
%	100%	49%	30.6%	20.4%
Total responses	49	24	15	10

Copies of every response received online and recorded at the event are available in the Members Room to enable Members to review the detail prior to the Education Panel and Cabinet meetings.

2. **Key themes raised:**

A significant number of the respondents welcomed the proposals to relocate and enlarge Westfield Community Primary School, agreeing that it will be good for the school to be relocated to a modern, energy efficient building and that it would be beneficial for the pupils and staff.

The following key issues were raised and a response to them provided below:

3. **Expanding the school will adversely affect its small-school ethos, standards and impact on school's ability to recruit and retain staff:**

Permanent expansion to 2 forms of entry will allow the school more flexibility to offer a broad curriculum for teaching and learning, as well as improved opportunities for staff development. The school name and team will not change as a result of the relocation.

There is not a direct relationship between the size of a school, the standards it achieves and its overall effectiveness. Schools of differing sizes can, and do, perform very well. The key factors which contribute to school standards and effectiveness are the quality of leadership and management, and of learning and teaching. Where these factors are equal, larger schools have some significant benefits. The larger budget provides greater flexibility in terms of staffing and resources; there is a better distribution of management responsibilities; there are improved opportunities for staff promotion within the school leading to better capacity to sustain leadership; and consequently the school is less vulnerable to turbulence.

In view of the opportunities for staff outlined above, a positive impact on recruitment and retention of staff is anticipated.

The County Council is confident that Westfield Community Primary School will maintain its ethos and standards.

4. Further to walk to school via new routes, road safety, additional traffic and parking:

It is inevitable that a relocated school will mean that some children will have to travel further to get to school, including the need for some families to walk through different areas that some respondents have expressed concern about. The school will produce and maintain a travel plan for the new location to encourage sustainable travel amongst pupils, staff and visitors to the school. The school will continue to explore a number of walking to school initiatives to address pupil safety and make environmental improvements. Safe pedestrian and crossing routes from both the High Leigh development and existing residential areas, including Westfield Road, have been incorporated into plans and will be delivered as part of the new housing development to encourage families to walk to school.

The impact of traffic generated at peak times by a larger relocated school was considered in an independent transport assessment completed to inform the design process. This will be submitted with the planning application for the new school.

The car parking requirement for the school has been established in conjunction with the Highway Authority and reflects the normal provision for a school of this size considering the location and accessibility by other sustainable modes of transport.

A construction management plan has been submitted as part of the wider High Leigh development and the construction traffic for the northern area where the new school will be located will access the site directly from the Dinant Link Road, not from Westfield Road.

5. What will the vacated school site be used for?

Should the school relocate, the existing school site would be disposed of for housing development, subject to town planning approval. Disposal of the site for housing is essential to the financial viability of the relocation of the school to new premises.

It will be necessary to submit a town planning application for housing on the vacated site and as part of the pre-application town planning process a separate exhibition to discuss the proposed housing scheme was held at Westfield School on 22 February 2018. Further formal consultation with local residents will take place through the Borough of Broxbourne's town planning process when a planning application is submitted.

6. Will the pre-school relocate with the school?

The new school building provides a nursery classroom space and as is currently the case, it will be for the school to determine how the nursery accommodation should be

used.

7. **A public meeting should be held to allow people to ask questions and express their views:**

A public exhibition held at Westfield Community Primary School on Tuesday 23 January gave interested parties an opportunity to express their views and ask questions about the expansion and relocation proposal and the design of the proposed new school. Representatives from the school planning and project teams were available to answer questions, including the highways and planning consultants. Attendees were offered forms to provide written responses at the event and encouraged to provide a response online as set out in the consultation letter and the County Council's website.

When the planning applications for the new school building and the redevelopment of the vacated school site are submitted, there will be further public consultations where the public will be able to express their views.

8. **Governing Body Response:**

At a Full Governing Body Meeting on the 21 November 2017 the Governors of Westfield Community Primary unanimously voted in favour of the proposed relocation and change to two form entry for Westfield CP School.

Received on 31 January 2018

Hertfordshire County Council
County Hall
Hertford, SG13 8DF

Tel:		**0300 123 4043**
My ref:		School Planning
Date:		10 January 2018

Dear Consultee

We are consulting you on the following proposal:

The enlargement and relocation of Westfield Community Primary School, Westfield Road, Hoddesdon, Hertfordshire, EN11 8RA by 30 places (1 form of entry), to a new 2 form entry school building located within the nearby High Leigh housing development from September 2020 (or at a later date, depending on the timing of the housing development).

This proposal would support a permanent increase in the size of this school by 30 places (1 form of entry). The capacity of the school on its current site is 210 pupils and the eventual capacity in the proposed new school building would be 420 pupils. This means the school would then have the capacity to admit up to 60 pupils per year group to allow it to meet both the existing local demand for school places plus demand from the new housing development at High Leigh. The school would manage the growth in pupil numbers across the school; increasing gradually to provide sufficient additional places, as necessary, to meet demand from the new housing (with up to 60 places being made available in all year groups).

Why is this being proposed?

On 2 April 2015, Broxbourne Borough Council granted planning permission for up to 523 dwellings at High Leigh, Hoddesdon. The development is expected to create demand for about 1 form (30 pupils) for each primary school year. A legal agreement linked to the granting of planning permission requires the developers to make available land to the county council, and make a financial payment, for a 1 form entry school.

The County Council has a preference for primary schools of at least 2 forms of entry because it considers that they are financially and educationally more viable in the longer term. Larger schools can also offer a broad curriculum and enhanced opportunities for staff development. A 2 form entry school would also manage fluctuations in pupil numbers more easily than a smaller school.

As the proposed development is so close to Westfield Community Primary School (less than 0.5 miles), an option for the county council to acquire additional land sufficient to accommodate a 2 form entry school has been secured to provide the opportunity to consider the enlargement and relocation of the school. In addition to the educational benefits of becoming a larger school, relocation from an older school building to modern, energy-efficient accommodation would also have a positive impact on the school's running and maintenance costs. It also avoids the provision of two smaller primary schools within close proximity to each other.

The Governing Body of the school is supportive of the proposal to relocate as a 2 form entry school.

When would the school relocate?

The earliest anticipated timing for completion of the new school is September 2020, based on current information on the developer's programme. Although this is some time off, a decision is required now in order to be certain of meeting legal timescales necessary to achieve this.

What would the new school look like?

As part of the initial feasibility work that will be used in the decision making process, it has been necessary to progress some design work. A project team has been working with representatives from Westfield Community Primary School to develop the design of the proposed new 2 form entry school building. There will be an opportunity to see the plans of the new building at a public exhibition **at Westfield Community Primary School on Tuesday 23 January between 2:30 pm and 8:00 pm**.

The purpose of the event is twofold: firstly, to provide an opportunity to speak to school place planning team representatives and ask any questions about the expansion and relocation proposal; secondly, to display the plans for the proposed new school ahead of submission of a planning application. Representatives from the project team, including highways and planning consultants, will be available to answer questions and gather feedback about the new school design for consideration as part of the town planning process.

If you are unable to attend, the exhibition material will be available to view **between 24 and 31 January 2018** at: www.vincent-gorbing.co.uk/consultation and at: www.hertfordshire.gov.uk/consultations

Have your say

The County Council believes that the enlargement and relocation of Westfield Community Primary School would have a positive impact on existing and future pupils and staff and the local community. This proposal would secure the right number of school places and provide enhanced education opportunities in a brand new school building.

You have until 27 February 2018 to let us know your views. The easiest way you can do this is by completing the online form on our website at:
www.hertfordshire.gov.uk/consultations
You can tell us if you agree or disagree with the proposal and leave your comments.

If you do not have access to the internet you can visit your local library where free access is available to all Hertfordshire residents. Should you wish to request a hard copy of the response form or need help understanding this information you can email contact@hertfordshire.gov.uk or alternatively please call us on 0300 123 4043. An interpreting service is available for those who need it.

Your comments must be received by 27 February 2018. We will not be able to acknowledge or respond individually to your comments but they will be taken into account, as explained below.

How the decision will be taken

This is a consultation and no decision has been made yet. All comments received will be made available to elected members who make the final decision. All responses may be made available in public reports, although personal details will be removed to respect individual privacy.

The following timetable outlines the decision-making process. Please note that meetings marked with ***** will be open to the public. Although it will not be possible to inform everyone individually of the decisions made, you will be able to access this information throughout the process at:
www.hertfordshire.gov.uk/committees

Process	Date
Public consultation	10 January to 27 February 2018
Education Panel*	17 April 2018
Cabinet*	23 April 2018
Statutory notice period (4 weeks)	3 to 30 May 2018
Cabinet* (for final approval if objections received)	9 July 2018
Implementation	September 2020 (Indicative only)

Yours faithfully

Simon Newland
Operations Director, Education

Equality Impact Assessment (EqIA)

STEP 1: Responsibility and involvement

Title of proposal/ project/strategy/ procurement/policy	Education strategy for the delivery of additional primary school places to serve the new community arising from the new development of up to 523 homes at High Leigh, Hoddesdon and the relocation and enlargement of Westfield Community Primary School.		
Head of Service or Business Manager	Pauline Davis		
Names of those involved in completing the EqIA:	Adrian Bentley	**Lead officer contact details:**	Brenda Dennett
Date completed:	16 April 2018	**Review date:**	2 October 2018

STEP 2: Objectives of proposal and scope of assessment – what do you want to achieve?

Proposal objectives: −what you want to achieve −intended outcomes −purpose and need	The County Council has a legal duty to ensure sufficient school places to meet the needs of existing and new communities. The new housing development proposes the delivery of an additional1 f.e. (30 places) for primary school aged children to meet anticipated demand from any new community moving into the new housing development at High Leigh Hoddesdon. The additional places will be available on a school site to be located within the housing development. As part of the development there is an option to acquire additional land to provide a 2 f.e. school instead of a 1 f.e school. This option would include the relocation of the existing nearby 1 f.e. Westfield Community Primary School. This option is considered to offer a more sustainable pattern of provision, and would provide the school with brand new accessible accommodation that would have the benefit of lower maintenance and running costs than that of an equivalent older building. A 7-week public consultation was concluded on 27 February 2018 on the enlargement and relocation of Westfield Community Primary School, Westfield Road, Hoddesdon, Hertfordshire, EN11 8RA by 30 places (1 form of entry), to a new 2 form entry school building located within the nearby High Leigh housing development from September 2020 (or at a later date, depending on the timing of the housing development). Consultation letters were provided to staff, parents, pupils and governing bodies of the affected schools and local residents and other key stakeholders, including neighbouring local authorities, MP's, local members, parish councils, local

Equality Impact Assessment (EqIA)

<table>
<tr>
<td></td>
<td>schools and nurseries, the Roman Catholic and Church of England Dioceses, community groups and relevant staff at Hertfordshire County Council.

Posters were displayed in local libraries and other selected public places. The consultation documents were also available on the County Council website, Hertfordshire.gov.uk. The consultation documents were made available in other formats on request, including large print, braille and other languages.

At the conclusion of the consultation all responses were carefully considered and no issues were raised that further impact any of the protected characteristics considered as part of this EqIA.</td>
</tr>
<tr>
<td>**Stakeholders:**
Who will be affected: the public, partners, staff, service users, local Member etc.</td>
<td>Schools in the education planning area
Hertfordshire County Council Planning colleagues
Local Members and political representative
Local community
Borough of Broxbourne
Residents in the local and surrounding areas
Department for Education
High Leigh Developer (s)
MPs, County Councillors, District Councillors, Parish and Town Councils and Local Authority Chief Executives;
Trade Union representatives;
Church Diocese representatives;
NHS representatives;
Parent Governor representatives on the Overview and Scrutiny Committee at Hertfordshire County Council;
Further Education establishments, pre-schools, playgroups, Children's Centres, toddler groups and day nurseries;
Libraries and Citizen's Advice Bureaux;
Senior officers in Hertfordshire County Council's Children's Services department and Property teams.</td>
</tr>
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Equality Impact Assessment (EqIA)

STEP 3: Available data and monitoring information

Relevant equality information	What the data tells us about equalities
For example: Community profiles / service user demographics, data and monitoring information (local and national), similar or previous EqIAs, complaints, audits or inspections, local knowledge and consultations.	The strategy seeks to provide additional primary school places to meet the anticipated need from the new community arising from High Leigh and provide more sustainable provision than having two 1 f.e schools in such close proximity (less than 0.5 mile). The school will offer local places for local children. The additional places will be available on a school site to be located within the new housing development and a new pedestrian/cycle route from the current school site to the new location will be provided by the Developer as part of the Development scheme approved by the Borough of Broxbourne.

As the housing development is not yet built, the new community does not currently exist so the data from the existing Westfield Community Primary School has been used to provide a guide to the possible composition of the ultimate population of the enlarged school. |

Spring 2018 school census data on gender split, English as an additional language (EAL), ethnicity, free school meal (FSM) eligibility, number of children with SEN statements, SEN Provision or who have Education & Health Care Plans. *(Countywide data includes pupils at special schools.)*	Spring 2018 School Census data	Westfield Community Primary School	Primary Countywide
	Students (Years R to 6)	192	101019
	Number Minority Ethnic Students (not White British and excluding Refused and Not Obtained)	53	31683
	% Minority Ethnic Students (not White British and excluding Refused and Not Obtained)	27.60%	31.36%
	Number EAL (English as an alternative Language) (First language Not English or believed not to be English excluding Refused and Not Obtained)	28	17053
	% EAL (English as an alternative Language) (First language Not English or believed not to be English)	14.58%	16.88%
	Number with Statement (or EHCP (S or E))	2	2050
	% with Statement (or EHCP (S or E))	1.04%	2.03%
	Number SEN Provision (K)	12	12147
	% SEN Provision (K)	6.25%	12.02%

Equality Impact Assessment (EqIA)

	Number Eligible for FSM (at date of Census)	31	8761
	% FSM (Free School Meals) (at date of Census)	16.15%	8.67%
	Number of Male Students	99	51668
	% of Male Students	51.56%	51.15%
	Number of Female Students	93	49351
	% of Female Students	48.44%	48.85%

The percentage of Minority Ethnic Students, EAL students, students with a Statement (or EHCP) and students with Special Educational Needs (SEN) Provision are all lower than the County Average. The percentage of students who are eligible for Free School Meals is higher than the County Average.

STEP 4: Impact Assessment – Service Users, communities and partners (where relevant)

Guidance on groups of service users to consider within each protected group can be found here

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
Age	This proposal offers additional primary places at an existing, good school in a new building in the heart of a new community. The school will be expected to phase the provision of additional places with the aim to provide sufficient capacity without destabilising neighbouring schools. It is not anticipated that the proposals will affect people disproportionately because of their age.	Pupil numbers and age ranges will be kept under close scrutiny to inform whether or not the number of places available reflects the need. The position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Disability Including Learning Disability	School planning officers are liaising with the Headteacher to ensure that any issues identified for pupils relocating to the new school can be addressed. It is not	The school will be fully inclusive. It will meet the needs of children in the local area, including those with Special Educational Need (SEN) and/or disability. Should the Proposal proceed and

Equality Impact Assessment (EqIA)

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
	anticipated at this stage that the proposals will affect people disproportionately because of the issues of disability. The new school building will be designed to ensure accessibility by all.	issues arise that require specific professional advice this will be sought. Any issues identified or known, as well as the duties found within Part 6, Section 149 and Schedules 10 and 13 of the Equality Act 2010 concerning disability will be factored into the individual scheme designs. Any building scheme will also meet the requirements to avoid Disability Discrimination under Section 15 of the Equality Act 2010. The position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Race	It is not anticipated at this stage that the proposals will affect people disproportionately because of the issues of race.	The school will be required to accept all children regardless of race or ethnicity. No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Gender reassignment	It is not currently anticipated that the proposals will affect people with this characteristic disproportionately.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Pregnancy and maternity	It is not currently anticipated that the proposals will affect people with this characteristic disproportionately.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then

Equality Impact Assessment (EqIA)

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
		the Action Plan will be amended accordingly.
Religion or belief	It is not anticipated that the proposals will affect people disproportionately because of their religion or belief.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Sex	It is not anticipated that the proposals will affect people disproportionately because of issues around sex.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Sexual orientation	It is not anticipated that the proposals will affect people disproportionately because of issues around sexual orientation.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.
Marriage & civil partnership	It is not anticipated that the proposals will affect people disproportionately because of issues around marriage and civil partnership.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly
Carers (by association with any of the above)	It is not anticipated that the proposals will affect people disproportionately because of issues around caring responsibilities per se. However we are aware that some Carers may have disability issues that impact on their ability to access the new site.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan will be amended accordingly.

Opportunity to advance equality of opportunity and/or foster good relations

The provision of school places within the heart of the new community will allow more children to attend a school in their locality and extend the range of successful preferences available to parents/carers.

The provision of a new school building provides a clear opportunity to assist those with

Equality Impact Assessment (EqIA)

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
protected characteristics to attend education provision which is local and of modern, accessible design. The layout/design of the building(s) will meet the requirements to avoid Disability Discrimination under Section 15 of the Equality Act 2010 and the duties found within Part 6, Section 149 and Schedules 10 and 13 of the Equality Act 2010 concerning disability will be factored into the scheme design(s). The designs will allow access to everyone throughout the site and therefore promote integration of all pupils with one another.		

STEP 5: Gaps identified

Gaps identified	
Gaps identified Do you need to collect more data/information or carry out consultation? (A 'How to engage' consultation guide is on Compass). How will you make sure your consultation is accessible to those affected?	The current proposal relates to exercising the option for acquiring land for a 2 f.e. site that will provide for the relocation of the existing 1 f.e. Westfield Community Primary School. When the final decision has been made and the way forward determined, the scope of data necessary to assess the impact equalities issues will be reviewed and any gaps identified at that time. Mitigation measures will also be identified at that time.

We have now completed a 7-week public consultation. The consultation ended on 27 February 2018. |

STEP 6: Other impacts

STEP 7: Conclusion of your analysis

Select one conclusion of your analysis	Give details
☐ **No equality impacts identified** − No change required to proposal.	
☐ **Minimal equality impacts identified** − Adverse impacts have been identified, but have been objectively justified (provided you do not unlawfully discriminate). − Ensure decision makers consider the cumulative effect of how a number of decisions impact on equality.	
√ ☐ **Potential equality impacts identified** − Take 'mitigating action' to remove barriers or better advance equality.	Ensure that the proposals do not impact adversely upon pupils with disabilities and ensure that the communications strategy

Equality Impact Assessment (EqIA)

Select one conclusion of your analysis	Give details
− Complete the action plan in the next section.	takes into account the differing needs of the local community.
☐ **Major equality impacts identified** − Stop and remove the policy. − The adverse effects are not justified, cannot be mitigated or show unlawful discrimination. − Ensure decision makers understand the equality impact.	

STEP 8: Action Plan

Issue or opportunity identified relating to: − Mitigation measures − Further research − Consultation proposal − Monitor and review	Action proposed	Officer Responsible and target date
The need to address access and equality issues when developing the layout of the building.	This will form part of the design brief and specification for the new school building.	School Planning Team – Ongoing through the design process.
There is an opportunity to provide a site and building design which all those with Protected Characteristics to be fully integrated in the school community	The accommodation will be compliant with the Equality Act 2010 to avoid Disability Discrimination under Section 15 of the Act.	Project Manager – reviewed every 3 months throughout design process

This EqIA has been reviewed and signed off by:

Head of Service or Business Manager: Pauline Davis   **Date:** 16 May 2018

Equality Action Group Chair: **Date:**

CABINET
MONDAY, 18, JUNE 2018 AT 2.00PM

DEVELOPER CONTRIBUTIONS TO NEW SCHOOLS

Agenda Item No.
7

Joint Report of the Director of Children's Services and the Director of Resources

Report Authors: Kate Leahy, Senior School Planning Officer
(Tel: 01992 555864)
Trevor Mose, Head of Building Management
(Tel: 01992 556658)

Executive Members: Terry Douris, Education, Libraries & Localism
Ralph Sangster, Resources & Performance

1.   Purpose of report

1.1   To seek Cabinet approval to the proposed change in approach to the developers' financial contributions to school buildings.

2.   Summary

2.1   In April 2016, Cabinet approved a report which endorsed the County Council's adoption of the upper end of the Department for Education's (DfE) Building Bulletin 103 (BB103) space standards.

2.2   In light of the Education and Skills Funding Agency's (ESFA) policy and practice to build schools at the lower end of the BB103 range, officers consider that the high-level costs associated with the County Council's approach is no longer considered sustainable in the context of seeking developer contributions to school buildings.

2.3   A change in the County Council's current approach to seeking developer's contributions for new and expanded school buildings is therefore being recommended by Officers to support 'Good Growth' in Hertfordshire, whilst maintaining good and collaborative relationships with Local Planning Authorities (LPA) and developers.

2.4   It is proposed that whilst the County Council continues to seek new school sites in line with its current policy (i.e. the top of BB103) the County Council will use the lower end of BB103 when it comes to quantifying the value of developer contributions to the cost of the school buildings. A further reduction in price (by up to 10%) will be available on the basis of robust evidence of quality of site.

3. Recommendation

3.1 The Education, Libraries & Localism Cabinet Panel and the Resources & Performance Cabinet considered a report on this item of business at their meetings on 5 June 2018 and 6 June 2018 respectively. The Panels recommended to Cabinet that Cabinet agrees a change in approach to developer sought contributions to the cost of school buildings as set out in paragraph 5.1 of the report as follows:

A new approach is taken to securing developers contributions adopting:

- *the bottom end of the BB103 space standards*
- *the upper quartile build costs (to be kept under review by officers subject to prevailing market conditions)*
- *the potential to reduce costs by 10% where risks are contained*

4. Background

4.1 In May 2016, Cabinet approved a report CMIS > Calendar of council meetings[1] which endorsed the adoption of space standards at the upper end of the DfE's BB103 guidance for school site and buildings.

4.2 This allowed the County Council to continue to deliver school sites and buildings broadly in line with (or in excess of) previous County Council space standards, which had been formulated through extensive consultation with education advisers and Head Teachers.

4.3 In 2017, updated estimates for the cost of building new schools and school expansions were sought from a cost consultant. These costs estimates are required for adoption within the planned update of the County Council's Section 106 (S106) toolkit (https://www.hertfordshire.gov.uk/about-the-council/freedom-of-information-and-council-data/open-data-statistics-about-hertfordshire/who-we-are-and-what-we-do/property/planning-obligations-guidance.aspx); to respond to Local Planning Authorities' Infrastructure Delivery Plans; and as part of negotiation with developers in relation to the provision of school sites and funding for their buildings.

4.4 The building cost estimates were generated using the following assumptions:

- Gross floor areas and pupil numbers (which adopt the upper end of BB103);
- Base construction cost data obtained from BCIS. The upper quartile figure selected based benchmark cost data from schemes delivered for the County Council;
- Site works / abnormals - 25% (primary schools) / 20% (secondary schools);
- Contingency – a fixed percentage to cover unforeseen issues arising during construction;

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[1]

https://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/344/Committee/8/SelectedTab/Documents/Default.aspx

- Fees (10% fees for consultant design and specialist support);
- Fixed furniture and equipment (FF&E) and ICT equipment

4.5   The initial view from officers was that the result of these revised build cost-estimates inevitably appear high given the inputs above, before any site specific feasibility (c. £9.5m for a 2 f.e. primary school). This has been borne out in discussions with Local Planning Authorities and developers, who consider these costs unreasonable and are seeking justification for the significant contribution being sought. This is leading to protracted negotiations.

4.6   The County Council is engaged with developer negotiations in most areas of the County. Often developers are experienced in working with local authorities outside Hertfordshire, where negotiations have been concluded and new school buildings have been delivered at the lower end of the BB103 range (at lower cost than those being presented by the county council). There has been specific challenge to the County Council on this point.

4.7   This aligns with the Education and Skills Funding Agency (ESFA) approach to the delivery of new Free Schools and rebuilds through, for example, the Priority School Building Programme. Within Hertfordshire, several new or rebuilt primary and secondary schools have been (or will be) delivered through these routes via Central Government programmes at the lower end of the BB103 range.

4.8   It therefore appears appropriate to review the current approach to developer contributions to school build costs. This will enable the County Council to enter sensible discussions with Local Planning Authorities around county council delivery of school building, being positive and supportive of the Growth Agenda across Hertfordshire. It will also help to maintain good and collaborative relationships with Local Planning Authorities.

4.9   Consideration of the key elements of the build costs (see para 4.4) is summarised below.

4.10   The size of the required school is specified in BB103 as a range of values. Any increase above the baseline results in increased costs which are built into the developer contributions. The County Council can vary its policy in this regard.

4.11   Officers consider that this element of the costs (i.e. upper end of BB103) is hard to justify and the rationale for reducing this to the lower end would be as follows:

- the ESFA has already built schools in Hertfordshire at this level;
- Head teachers and schools have not demonstrated any ongoing concerns with these builds;
- some other local authorities already work to this standard;
- developers are challenging this principle, which is increasingly difficult to defend

Build costs

4.12   Construction costs per metre squared are derived from national Building Cost Indices (BCIS) as a range. These are considered robust and are adjusted

independently to derive estimates for the cost of building in Hertfordshire. The County Council can choose to adopt a higher or lower position relative to the average.

4.13   The County Council currently applies an upper quartile index figure which reflects the experience from real build contracts as to the cost of building in Hertfordshire. This approach is evidence based and will be kept under review by officers but may be adjusted to react to current market conditions. Decisions to apply a lower position will need to consider the financial risks which relate to the market prices of contracts at the time of tendering.

Abnormal costs and contingency

4.14   Percentages for these elements are variable and account for known and unknown risks. The actual percentages are arbitrary but based on industry norms. They reflect the real uncertainty that exists on an unknown site.

4.15   The amount explicitly demanded could be reduced but this would transfer risk to the County council. It is suggested that 10% might be offered where a developer is prepared to sign up to the County Council's school site specification document and provide appropriate evidence. The County Council could also seek additional contributions on sites where site conditions are cause for significant concern (e.g. contaminated land).

5.   Recommended approach

5.1   Officers are therefore recommending that a new approach is taken to securing developers contributions adopting:

- the bottom end of the BB103 space standards
- the upper quartile build costs (to be kept under review by officers subject to prevailing market conditions)
- the potential to reduce costs by 10% where risks are contained

6.   Financial implications

6.1   The adoption of a new position in respect of developer contributions is a balance of risk. The risk of not securing sufficient contributions to cover essential costs must be balanced against securing the necessary housing growth and educational infrastructure required.

6.2   There are many other reasons within the planning system why the total amount of developer contributions might still require the County Council to top-up the cost of new and expanded school infrastructure. To date this has been achieved through the use of Basic Need or other applicable S106 contributions, although this may not be achievable to the same extent in the future. Any future proposal to 'top up' schemes with Basic Need or County Council capital would be reported to Cabinet on an individual basis for a decision.

6.3   The proposed approach will ensure the County Council is in a stronger position to negotiate contributions without undermining the genuine cost of building in Hertfordshire. The proposals offer a £1.5m reduction on the current cost of a 2FE primary. The actual price will of course vary on a case-by-case basis.

6.4   For illustrative purposes the modelled costs relating to a 2 f.e. primary school are included below:

Scenario	Cost Estimate	Difference
A. Upper end BB103 (Illustrative)	£9,543,785.75	
B. Lower end BB103 (including 10% for abnormals)	£8,719,208.56	-£824,577.19
C. Lower end BB103, less 10% abnormals (clean site)	£8,075,671.88	-£1,468,113.87

7.   Equality Implications

7.1   When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the Equality implications of the decision that they are making.

7.2   Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the county council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

7.3   The Equality Act 2010 requires the county council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

7.4   An Equalities Impact Assessments (EqIAs) has been carried out on this proposal and will be updated where necessary (attached at Appendix A). The EqIA will be reviewed and updated as part of any future public consultation.

7.5   Consideration has been given to the likely impact of the proposal, and current assessments conclude that it is not anticipated that people with protected characteristics will be affected disproportionately.

Background Information

May 2016 Cabinet Minutes -
https://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/Vi
ewMeetingPublic/mid/397/Meeting/344/Committee/8/SelectedTab/Documents/Default.a
spx

Equality Impact Assessment (EqIA)

1.   Who is completing the EqIA and why is it being done?

Proposal	DEVELOPER CONTRIBUTIONS TO NEW SCHOOLS
Names of those involved in completing the EqIA	Kate Leahy
Head of Service or Business Manager	Pauline Davis
Team/Department	School Planning Team
Lead officer contact details	Kate Leahy
Focus of EqIA – what are you assessing?	To consider any impact of changed approach to seeking financial contribution from Developers to school buildings. This is proposed in light of the Education and Skills Funding Agency's (ESFA) policy and practice to build schools at the lower end of the BB103 range, officers consider that the high- level costs associated with the county council's approach is no longer considered sustainable in the context of seeking developer contributions to school buildings
Stakeholders	Pupils Staff Local planning authorities County Councillors Officers of the county council

2. List of data sources used for this EqIA

A range of useful local data on our communities can be found on Herts Insight and on the Equalities Hub

Title and brief description	Date	Gaps in data
Cost Estimate for new school buildings (produced by Mace) Engagement with other local authorities Projects undertaken by the ESFA in Hertfordshire	January to June 2018	No gaps have been identified. Any new school buildings would meet Department for Education (DfE) guidelines and Equality Act

3. Analysis and assessment: review of information, impact analysis and mitigating actions

Protected characteristic group	What do you know? What do people tell you?	What does this mean – what are the potential impacts of the proposal(s)?	What can you do?
Age		It is not anticipated at this stage that the proposals will affect people disproportionately because of their age.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Disability		It is not anticipated at this stage that the proposals will affect people disproportionately because of their disability. However, the responsible Officer will continue to monitor closely this aspect.	Any issues identified or known, as well as the duties found within Part 6, Section 149 and Schedules 10 and 13 of the Equality Act 2010 concerning disability will be factored into the individual scheme designs. Any building scheme will also meet the requirements to avoid Disability Discrimination under Section 15 of the Equality Act 2010.
Gender reassignment		It is not anticipated at this stage that the proposals will affect people disproportionately because of their gender reassignment.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Pregnancy and maternity		It is not anticipated at this stage that the proposals will affect people disproportionately because of their pregnancy or maternity.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Race		It is not anticipated at this stage that the proposals will affect people disproportionately because of their race.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Religion or belief		It is not anticipated at this stage that the proposals will affect people disproportionately because of their religion or belief.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.

Protected characteristic group	What do you know? What do people tell you?	What does this mean – what are the potential impacts of the proposal(s)?	What can you do?
Sex/Gender		It is not anticipated at this stage that the proposals will affect people disproportionately because of their sex/gender.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Sexual orientation		It is not anticipated at this stage that the proposals will affect people disproportionately because of their sexual orientation.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Marriage and civil partnership		It is not anticipated at this stage that the proposals will affect people disproportionately because of their marriage or civil partnership.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Carers		It is not anticipated at this stage that the proposals will affect people disproportionately because of their caring responsibility.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of the protected characteristic are identified then the Action Plan below will be amended accordingly.
Other relevant groups Consider if there is a potential impact (positive or negative) on areas such as health and wellbeing, crime and disorder, Armed Forces community.		It is not anticipated at this stage that the proposals will affect people in other relevant groups disproportionately.	No mitigation is currently required but the position will continue to be monitored and if any issues in respect of people in other relevant groups are identified then the Action Plan below will be amended accordingly.

Opportunity to advance equality of opportunity and/or foster good relations

All school buildings will meet the appropriate standards to ensure they meet Disability Discrimination Act (DDA) requirements

Conclusion of your analysis and assessment

OUTCOME AND NEXT STEPS	**SUMMARY**
i. No equality impacts identified - No major change required to proposal	
ii. Minimal equality impacts identified - Adverse impacts have been identified, but have been objectively justified (provided you do not unlawfully discriminate) - Ensure decision makers consider the cumulative effect of how a number of decisions impact on equality - No major change required to proposal	
iii. Potential equality impacts identified - Take 'mitigating action' to change the original policy/proposal, remove barriers or better advance equality - Set out clear actions in the action plan in section 4.	*Yes – in order to ensure that the change in policy is understood and that the individual scheme designs and that all building schemes are compliant with the Equalities Act 2010 the steps in the attached Action Plan have been identified*
iv. Major equality impacts identified - The adverse effects are not justified, cannot be mitigated or show unlawful discrimination - You must stop and remove the policy **[you should consult with Legal Services]** - Ensure decision makers understand the equality impact	

4. Prioritised Action Plan

Impact identified and group(s) affected	Action planned	Expected outcome	Measure of success	Lead officer and timeframe
Stakeholders	Keep stakeholders informed of any impact of this change.			**Kate Leahy Ongoing**
Disabled Pupils	Ensure that all building schemes are compliant with the Equalities Act. Obtain information around individual needs of children with disabilities where a school is relocating			**Kate Leahy Ongoing**

This EqIA has been signed off by:

Lead Equality Impact Assessment officer: Kate Leahy   Date: 21 May 2018
Head of Service or Business Manager: Pauline Davis   Date: 21 May 2018
Review date: 22 June 2018

HERTFORDSHIRE COUNTY COUNCIL

CABINET
MONDAY, 18 JUNE 2018 AT 2.00PM

A CARERS STRATEGY FOR HERTFORDSHIRE 2018-2021

Report of the Director of Adult Care Services

Author: Ted Maddex, Commissioning Manager
                 (Tel: 01438 845374)

Executive Member: Colette Wyatt-Lowe – Adult Care and Health

1.   Purpose of report

1.1   To seek Cabinet approval of the draft Carers Strategy for Hertfordshire
        2018-2021, which sets out the Council's commitment to carers and
        describes the actions that will be taken to support them in their caring
        role.

2.   Summary

2.1   The previous Hertfordshire Carers Strategy that covered the period
        2015-2018 has been reviewed and refreshed. This report presents the
        new Carers Strategy that will be effective from 2018-21.

2.2   The Carers Strategy sets out the Council's commitment to carers and
        describes the actions that it will take to support them in their caring
        role.

2.3   In the 2011 census, 108,615 people in Hertfordshire identified
        themselves as carers, and the work done by carers across
        Hertfordshire is estimated to have a value of around £2 billion. Carers
        should be seen as a significant element of the care workforce in
        Hertfordshire, playing an important role in supporting people to stay at
        home, reducing hospital and care home admissions and supporting
        hospital discharges.

2.4   Supporting carers is understood to reduce health and social care
        costs. As an example high levels of care in spousal carers are linked
        with a 23% higher risk of stroke and older carers reporting strain have
        a 63% higher risk of death in a year than non-carers/carers not
        reporting strain.

3.   Recommendations

3.1   The Adult Care & Health Cabinet Panel will consider a report on this item of business at its meeting on 12 June 2018. The Panel will be invited to recommend to Cabinet that Cabinet approves the proposed Carers Strategy for Hertfordshire 2018-21.

3.2   The Cabinet Panel's recommendation/s to Cabinet will be reported orally at the Cabinet meeting and circulated to Members in the Order of Business sheet.

4.   Background

4.1   Section 10 of the Care Act 2014 provides a detailed framework for the assessment of and provision of services to Carers. The new duty arises were it appears that a Carer of someone who is resident in that local authority's area requires support to carry out their caring role.

4.2   Progress against the 2015-18 Carers Strategy has been monitored by the multi-agency Carers Planning & Partnership Group (PPG) which includes carer organisations and carer representatives. Key achievements of the 2015-18 Carers Strategy and ambitions for the refreshed strategy are set out in sections 4.6- 4.9 below. The PPG will monitor the actions included in the refreshed strategy and develop new actions and targets through the duration of the strategy.

4.3   The 2015-18 Carers Strategy was successful in reducing the time spent caring before seeking support from the County Council, from seven years in 2014 to 6 years in 2017. Some Carers told us that it was some time before they recognised themselves as Carers and the Strategy takes this forward through actions to reach Carers of all backgrounds more effectively.

4.4   The 2015-18 Carers Strategy implemented the elements of the Care Act relating to carers, for example through the introduction of Carer Practitioners and carer assessments. However some carers report that the purpose and outcomes of carer assessments are not always clear. The new strategy responds to this through actions to evaluate the impact and effectiveness of carer assessments.

4.5   A new process to register contingency plans with Adult Care Services was introduced in 2016; however carers still feel they need more individual support with future planning, not just for emergencies but also for a time when they are no longer able to continue in their caring role. There are actions in the new strategy to develop a more personalised planning process.

4.6   The 2015 -18 Carers Strategy recognised the impact of caring on health and wellbeing, and courses for carers were introduced to build skills in self-care, relaxation and safe lifting. The refreshed Strategy reflects growing awareness of the impact of stress on carers through plans to evaluate which interventions are most effective in improving carer wellbeing, and then promote those interventions.

4.7   Each Clinical Commissioning Group (CCG) and NHS Trust within the county is developing or already has a Carers Strategy. The strategies are all linked by a five step Carers Pathway which has been agreed across the organisations. Both CCGs have endorsed Hertfordshire's refreshed Carers Strategy.

4.8   The revised Carers Strategy continues to be for adult carers but is aligned to the Young Carers Strategy that has been developed by Children's Services in partnership with young carers.

4.9   The revised strategy supports the Adult Care Services 15 Year Plan which   includes a specific ambition to "Place Carers at the heart of our approach, recognising and rewarding their contribution, giving them the skills they need to perform their role and at the same time maintain their own health and wellbeing"

4.10   The revised strategy also supports the Adult Care Services 3 Year Plan target to increase the Carers quality of life score as reported via the Adult Social Care Outcomes Framework ('ASCOF') from 7.3 in 2017/18 to 8.3 in 2020/21.

4.11   The refreshed strategy has been co-produced with a wide range of stakeholders. Crucially the objectives have been set by carers themselves through two carer forums and feedback from the Annual Carer Survey.

4.12   Carer feedback on the challenges they face in achieving each objective is now directly linked to actions that respond to that feedback. Baseline measures and targets will continue to be established in partnership with carers.

5.   **Financial Implications**

5.1   There are no new financial costs specified by the strategy. The Carers Strategy for 2018-21 will be entirely funded from current resources that have been set aside from the existing budget.

6.   **Equalities Implications**

6.1   When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking. Rigorous consideration will ensure that proper appreciation of any potential

impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

6.2   The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

6.3   An Equality Impact Assessment (EqIA) has been undertaken and is attached at Appendix 2 to the report.

6.4   There are no negative impacts to any protected characteristics.

Background information

Care Act 2014: http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted

Hertfordshire Carers Strategy 2015-18:

https://www.carersinherts.org.uk/downloads/have-your-say/consultations/586-hertfordshire-carers-strategy-2015/file

Appendix 1

A Carers Strategy for Hertfordshire: 2018-21

Executive Summary

Hertfordshire County Council's Adult Care Services have refreshed this Carers Strategy for Hertfordshire in order to reaffirm our commitment to working in partnership with carers, health and social care providers and other agencies to support carers' wellbeing and help carers to carry on caring. The value of the 'work' family carers do in Hertfordshire is equivalent to £2bn, if it were to be provided as paid care.[1] We are fortunate to have a strong voluntary and community sector in Hertfordshire which works effectively in partnership with statutory organisations. By identifying carers earlier and ensuring they are referred to voluntary sector sources of support, we can ensure that statutory sector resources are focused on supporting those carers most in need or in crisis. We see this strategy as part of an ongoing conversation with carers, providers of services for carers and others. We welcome everyone's views on how to develop this vital area of work. This strategy focuses upon the needs of adult carers (over the age of 18) but sits alongside and complements the Young Carers Strategy that has been published by Hertfordshire County Council.

The updated objectives embedded in this Strategy build on those of the previous Strategy. They result from feedback from members of the Herts Carers Organisations Network, the multiagency Carers Partnership and Planning Group and feedback from carers at strategy development forums held in November 2017 and February 2018. An action plan has been developed and included in this strategy which outlines the refreshed objectives and how we will look to deliver these across the partnership.

Vision for the strategy

Our overall direction, in line with government policy, is to work in ways which give people real control and choice over how they are supported.

We want to focus on the things that mean the most to carers that make the biggest difference, and are confident that if we do this we will move towards achieving better outcomes and better lives for the carers. The Carers strategy sets out a programme of realistic actions to ensure that the vital role of carers is recognised and supported during the next few years. We now need to respond to the immense commitment shown by carers, by committing ourselves to taking forward the priorities and actions in this document and making a real impact on the lives of local carers.

Our vision is that together we deliver the objectives that carers have identified, that they should be able to:
- **Carry on caring if they want to.**
- **Get good quality information and advice when they need it.**
- **Be recognised, feel respected and heard as carers and partners in care and experts in the needs of the person they care for.**
- **Have a life outside of and after caring, including working or volunteering if they want to & being able to fully access their local community and local services.**
- **Stay mentally & physically fit and healthy**
- **Be safe**
- **Access full benefit entitlements and financial advice.**
- **Receive consistent joined up services**

Progress so Far

Hertfordshire has a history of successful multi-agency working, such as through the Hertfordshire Commitment to Carers market position statement, the Carers Performance and Planning Group and the previous Carers Strategy. The previous Strategy was put in place in 2015 and since then we have continued to work jointly to enhance support for carers. Particular highlights include:

- Continued investment in carers services – total spend on joint contracts with the voluntary sector of £2.15 million in 2017/18.

> **Carers are being supported earlier in their caring journey –**
> **The average length of time carers have been caring before they come into contact with Carers in Hertfordshire has reduced from approximately 9 years in 2012/13 to 7 in 2014, then 6 in 2017/18.**

- Embedding the Care Act into social work practice, including implementing a new carer assessment and introducing Carer practitioners to lead best practice and provide additional capacity.
- Hertfordshire County Council's elected Members have made a decision to continue not to charge carers for services provided to support them.
- Delivery of Carer Lead Nurse posts in Lister and Watford hospitals.
- Both CCGs have also set their own specific Carers Strategies and have supported Carers Champions at GP surgeries across the county.

> **Crossroads Care North Herts-**
> **Support to 800 carers at any one time, and providing 32,500 Making a Difference Carers Breaks a year. Length of time caring before accessing support reduced to 4.6 years**
> **Building Better Opportunities project is supporting Carers into Employment**
> **Breakaway Carer Respite Volunteer Service transferred in from Hertfordshire County Council and expanding to countywide service**

- Development of the Hertfordshire County Council Adult Care Services 15 year plan and 3 year plan including support to carers through information, training, support with health and wellbeing and technology.
- New 'Recognising Carers' online form that enables a carer to share their details with Hertfordshire County Council, Carers in Hertfordshire and their GP in one go.
- Funded a pilot with Carers in Hertfordshire to provide 85 tablet computers to volunteers, to both support the role of these volunteers and to encourage carers to access new technologies that might help them.
- New Connected Lives assessment framework & Adult Care Services Practice Principles for social care work.
- Pilots of new technologies are offering new ways for carers to be assured about the safety and activities of people they care for, either from another room or even another location.

> **Carers in Hertfordshire have issued the 10,000th Carers Passport Discount Card in 2017, offering carers discounts at local businesses and helping to identify more carers earlier.**
> **Carers tell us the passport is very important to them as an acknowledgement of their role**

What do we mean by Carer?

A carer is someone who provides help and support, unpaid, to a family member, friend or neighbour. Carers can include adults, parents or a young person.

It is important to distinguish carers from paid care workers. A carer can be anyone who provides unpaid help or support to another person, without which they would not be able to cope. The Care Act broadened the definition of an unpaid carer, removing the need for carers to be providing regular and substantial care to someone before they qualify for a carers' assessment. Carers may care for someone with a variety of conditions, including physical disabilities, dementia, a learning disability, mental health issues, or drugs and alcohol issues. The person cared for may live in a range of setting including a care home. We want to achieve the outcomes in this strategy for all carers. It is also important to note that caring relationships can be complex. Services need to recognise and support the complexity of these caring relationships. Examples of caring situations can include:

- Someone providing care to another person whilst also receiving support from another carer themselves. For example, a husband and wife could both provide unpaid care to one another.
- A person caring for more than one person at the same time, for example a child with a disability as well as a parent with dementia.
- Multiple people caring one person, for example two parents and also a sibling caring for a child with care needs.
- Carers may be caring for people across local authority and/or hospital boundaries, for example living in a neighbouring county but travelling into Hertfordshire to care for their loved one.
- Young people under the age of 18 may also be involved in or impacted upon by caring.
- A parent Carer is a parent or guardian who provides more care than other parents because their child has additional needs. Parent Carers will often view themselves as parents rather than Carers.

The Care Act requires local authorities to:
- Support any carer caring for someone who is resident in that local authority's area.
- Assess a carer's own need for support, regardless of how much care they provide.
- Consider the impact of the caring on the carer.
- Decide whether the carer's needs are 'eligible' for local authority support.
- Provide carers with a personal budget - a statement showing the cost of meeting their needs.

Profile of Carers Living in Hertfordshire

The Census 2011 reported that there were 108,615 carers living in Hertfordshire, equivalent to 9.7% of the total population of 1,116,062.

Age groups of Carers
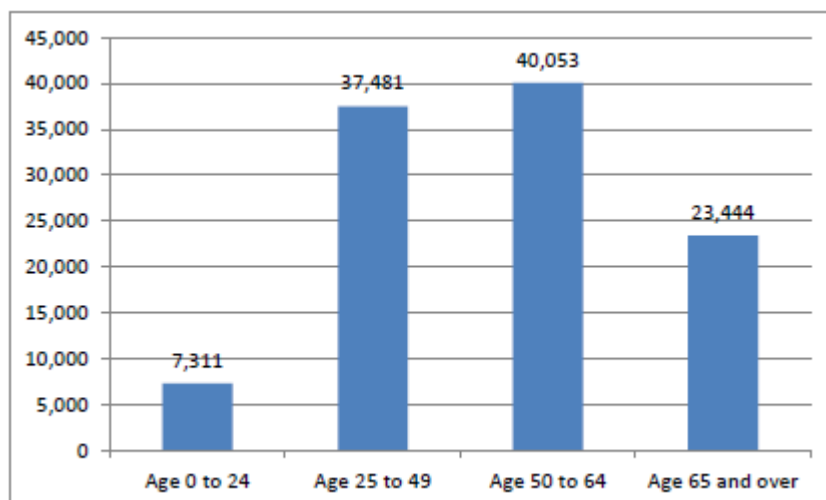
Hours of unpaid care provided by each Age Group
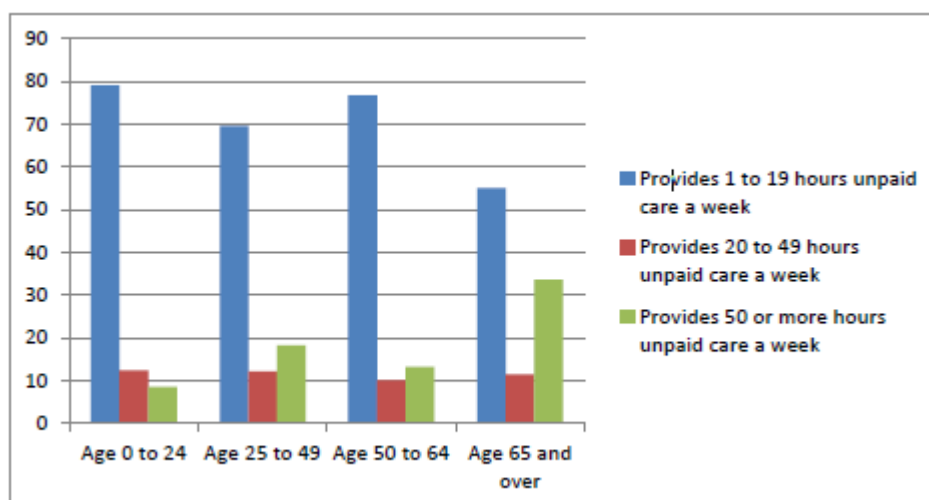
More women than men are unpaid carers: 58% of carers are women and 42% are men. Our monitoring data for preventative services suggests that services are largely reaching women, suggesting there may be a gap in reaching male carers. 91% of carers identify as white. Monitoring data for preventative services suggests services are reaching approximately 3% or less of carers who do not identify as White British. Carers are more likely to have health problems than those who do not have a caring responsibility. 22% of carers have a disability or long-term illness that limits their day-to-day activities a lot or a little.

Parent Carers can be particularly excluded from the labour market. It is estimated that 85% of parents of disabled children want to work either full-time or part-time. Despite this level of aspiration only 16% of mothers of disabled children are in work compared with 61% of all mothers.

Integrating Carer Support across Health and Social Care

Carers come into contact with many different services and no single service can offer all of the help carers may need. It is therefore vital that different services and agencies come together to join up and better identify and support carers. Hertfordshire's multiagency Health and Wellbeing Board brings together health and social care with county and district councils. They have published a new strategy for 2016-2020[2] which states a key principle to centre our strategies on people, their families and carers. It includes aims to-
- Seek to deliver better support for unpaid family carers to have a life outside of caring.
- Seek to deliver better support for young carers.
- Seek to improve the support, care and quality of life of people with dementia and their family carers.

Hertfordshire's two Clinical Commissioning Groups (CCGs) along with West Essex CCG are working together as the Herts & West Essex Strategic Transformation Programme. Hertfordshire County Council are closely involved in supporting their plans, and 4 priorities for carers have been agreed that will run through all the STP work streams. These align well with the objectives in this strategy and they are;

1. **Identification** – ensuring mechanisms for early identification are in place
2. **Promoting carer wellbeing** - using contact with carers to help them stay well
3. **Carer friendly support** – making sure services either provide high quality support to carers themselves or ensure, wherever possible, support to the people they care for doesn't make carers' lives any more complicated and, wherever possible, refer carers on to support
4. **Promoting carers ability to work** (both to stay in or return to work)

NHS organisations and Hertfordshire County Council each have their own separate strategic action plans to improve support to carers, but all have agreed a shared 5 point pathway;

1. **Identifying** carers (clarifying each agency's role – from libraries to hospitals, housing officers to pharmacies, safe and well visitors to faith groups - in carer identification and onward referral)
2. **Welcoming** carers (ensuring carers feel valued and respected)
3. **Supporting** carers – providing carer-friendly information and advice, and practical carer support or support to the person in a way which best supports the carer and/or has no negative impact on the carer, as appropriate to each agency
4. **Involving** carers – ensuring carers are listened to in relation to their caring role (as appropriate in relation to the views of the person they care for) and have opportunities to influence services
5. Helping carers through **Changes** (making sure that carers are supported through complex changes eg bereavement, moving in and out of caring, transitions between services etc)

The Clinical Commissioning Groups and Hertfordshire County Council commission nearly all the health and social care in Hertfordshire, giving the opportunity to embed this pathway in all health and social care contracts.

The NHS has shown its commitment to carers through the **NHS Commitment to Carers, the NHS**

Five Year Forward View (which includes recognition of the vital contribution that carers make) and **NHS England Commissioning Principles for Carers.**[3]

On Carers Rights Day in November 2017 the Minister for Care and Mental Health announced that the Government will bring forward a cross-Government action plan in 2018, once this is published we will incorporate it into our own action planning.

The **Joint Strategic Needs Assessment (JSNA)** includes a section on carers' needs[4] and there are a number of other joint strategies that also support carers, in particular the Hertfordshire Dementia Strategy[5] and the Ageing Well Strategy[6]

The Case for Supporting Carers

Carers are the largest source of care and support in the UK. It is in everyone's interests that they are supported to help manage their individual and changing needs. We have found however that low level one off interventions (to the value of £300-400) accessed via Carers in Hertfordshire can reduce risk of depression among carers by 20%.[7] There is a significant opportunity to offer support early on someone's caring role to help them stay healthy and avoid crisis. The majority of carers in the county are caring for between 0-19 hours[8], presenting an opportunity to provide this early support.

Supporting carers reduces the economic impact on services
- The value of the 'work' family carers do in the UK is equivalent to £119bn, if it were to be provided as paid care.[1] This equates to about £2bn in Hertfordshire, which makes it in everyone's interest to support carers. Failure to identify and support carers can undermine the value of their caring role:
- Carers finding it difficult to cope was the sole reason for readmission of older people in 14% of cases (and a contributory factor in 62%).[9] However the Carer Friendly Hospital project at East & North Herts Hospital Trust in 2011-12 showed a reduction in readmission of older people due to 'carer breakdown' from ten per month (prior to the project) to zero per month afterwards.
- In Hertfordshire 17% of residential care admissions are due to carer crisis/breakdown and it is likely that a substantial proportion of these could be prevented or delayed with the right support.[10]

Supporting carers reduces the economic impact on carers
Caring often limits the hours carers can work or prevents them working at all. Carers often make decisions about giving up work without key information about the impact it will have on their financial futures.
- Caring has serious implications for short and long-term financial health: 54% of carers are struggling to make ends meet. [11]
- Carers are vulnerable to energy costs – for example, the costs of keeping the vulnerable and ill warm.
- Costs of travel to medical appointments and the need for some carers to rely heavily on taxis.
- The price of buying in care to allow work or respite, compounding the isolation caring can bring.

Supporting carers reduces the health and wellbeing impacts of caring
Carers are vulnerable to all the health challenges other people face but in addition:
- Levels of poor health steadily increase as levels of care provided increase and high levels of care are associated with 23% higher risk of stroke.
- 58% of carers have reduced the amount of exercise they do, 69% report that they cannot get a good night's sleep, 73% feel more anxious, 82% feel more stressed,

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- 45% say they eat less healthily as a result of caring, while 50% describe themselves
- as depressed.[12]
- Carers frequently report that they miss their own health appointments and postpone treatments because they can't leave the person for whom they care.

What Carers tell us about the support they receive

Hertfordshire County Council carry out a bi-annual Carers Survey set by the Department of Health; the Permanent Social Services Survey of Adult Carers in England. This enables us to obtain feedback from carers in order to improve our services. The latest survey in 2017 achieved a response from a greater number of carers than previous surveys, up from 42% in 14-15 to 53% in 16-17.

 Within this wider group of carers a lower percentage reported positive answers in the following areas:
- Carers who had as much social contact as they want, down from 46.8% in 2015 to 22.9% in 2017.
- carers who felt consulted in decision making by the local authority, this was 69.6 in 2013, 75.2% in 2015 and 69.5% in 2017,
- carers who found it easy to find information about support, down from 68.5% in 2015 to 65% in 2017.
- carers who reported that they had a better quality of life, down from 8.4% in 2015 to 7.3% in 2017.
- carers satisfied with social services, very slight decline from 39.2% in 2015 to 38.2% in 2017.

While the lower percentages might reflect the fact that this year's survey reached carers who may be less involved with services, it is obviously clear that we need to improve the experience for carers. The action plan has been designed to respond to this and other feedback from carers.

Supporting Parent Carers

Parent carers are defined under the Children and Families Act 2014 as a person aged 18 or over who provides or intends to provide care for a disabled child for whom the person has parental responsibility. The local authority is required to support parent carers' wellbeing, in the same way as other carers covered by the Care Act. The Act places a duty on local authorities to assess a parent carer or a young carer if it appears they may have needs for support, or if they request an assessment, where the local authority are satisfied that they may provide or arrange for the provision of services under section 17 of the Children Act 1989. The parent carers' needs assessment must have regard to the wellbeing of the parent carer (as included in the Care Act) and the need to safeguard and promote the welfare of the disabled child cared for, and any other child for whom the parent carer has parental responsibility. This may lead to the provision of services, such as some form of break or a Direct Payment or support from the voluntary and community sector.

We support parent carers and their families to thrive and achieve the outcomes outlined in this strategy. In 2017 Children's Services introduced a new outcomes framework; the outcome bees. This framework was co-produced with families, and gives a clear vision of what we want to achieve for families in Hertfordshire. The outcome bees allow us to monitor whether Children's Services is having a positive impact on parent carers. The six outcome bees are:
- Be Happy
- Be Ambitious
- Be Resilient
- Be Independent
- Be Safe

- Be Healthy

We are committed to achieving these outcomes with parent carers. In 2017 we refreshed our 0-25 Integrated Commissioning Strategy for Children and Young People with Special Educational Needs and Disabilities for the period 2017-2020. This strategy includes priority areas which have been co-produced with children, young people, and families; one of these priorities is to improve the quality of 'Information, Advice, and Guidance' provided to young people and families. We recognise that parent carers need easy access to information about the support available to them in their local communities and across the county, so that they can take positive decisions for their families. We are committed to transforming our Local Offer website into a web resource where parent carers can access information, advice, and guidance to enable them to thrive.

During 2017 we focused on creating online resources to help parent carers as their young people go through the transition to adulthood process. These materials are all publicly available on the local offer website.

Hertfordshire County Council's 0-25 Together Service provides social care support to children and young people with Special Educational Needs and Disabilities. This service works holistically and considers the needs of parent carers during assessments. This team works across Children's Services and Adult Care Services to support families all the way through to adulthood. This includes the transition from Family assessments during childhood to separate carer assessments as an adult.

Next Steps

We have written a new action plan for 2018-21 setting out how the issues to be addressed in this Strategy will be delivered. The action plan will be a living document that will be regularly reviewed and updated, focusing on the progress against the key actions. This Strategy covers the needs of the adult carers population as a whole, whilst actions related to carers of specific care groups (such as carers of people with dementia) will be covered by the relevant strategy (such as the Dementia Strategy, workforce development strategy etc.). The Carers Planning and Partnerships Group will have oversight of the Strategy action plan and will monitor its delivery. We will also consult regularly with carers to check whether what we are doing is making a difference to them. We will seek the view of individual carers and will also work with carer representatives to get as broad a range of views as possible. An annual report will be produced in a year's time setting out progress made and any recommendations for updates to the Action Plan.

Objective 1:

Carry on caring if they want to

Carers Said: Contingency planning should be more available, professional know what is likely to happen on a lifelong basis and they should help carers plan for it and ensure they keep updating the plan. Carers need to be confident that in the event of a crisis, worsening condition in the cared for or their inability to continue caring there is an effective, long-term contingency plan in place to ensure that their relative is appropriately supported.

No.	What will happen	How will we know it is working?	When will it happen by	Who will do it?
1	Providers of services for carers will ensure contingency and long- term planning is supported and promote Action 3 below.	Contract quality monitoring reports show increased cases of future planning & increased user satisfaction with future planning	Sept 2019	Adult care services (ACS) commissioning
2	We will offer carers personalised services and more control over the support they receive, such as a choice between services arranged by ACS or Direct Payments.	Proportion of direct payments for carers versus services arranged by ACS

Feedback from carers survey regarding choice and control improves | April 2019 | ACS social care teams |
| 3 | Promote the option to record contingency plans with ACS. Consider a check within ACS systems that contingency planning and long term planning has been considered, prior to a case being closed. | Increase in number of contingency plans registered with ACS
Changes to webpage to include more explanation & process diagram
Audit quality of contingency planning and effectiveness of use when an emergency arises. | September 2018 | ACS social care teams |
| 4 | Audit the accessibility, timeliness and impacts of carer assessments integrating the principles of Connected Lives.

Improve on-line self-assessment form process | Establish a Carers practice governance group to oversee; monthly survey, quarterly sampling for quality and annual audit and ACS "your views" carers survey. | August 2018 | ACS commissioning |
| 5 | Pilot new technologies such as Telecare to allow carers to be assured of the safety of the person they care for, reminded of appointments and enable on-line assessments if preferred. | Evaluation of pilots demonstrates carers report reduced stress. | April 2019 | ACS Planning & Resources |

Objective 2:

Carers get good quality advice and information when they need it

Carers Said: Training for carers is important – this could include: information about a diagnosis, subsequent treatment/medication and prognosis, guidance/modelling on how to manage behaviours, divert anxiety etc., support around use of equipment, moving and handling etc., support around managing incontinence, understanding what Safeguarding is all about and how to report concerns. Getting good quality advice has been a struggle & it needs to be proactive as Carers don't know what they don't know. We should promote the benefits of registering with your GP. In the DoH survey carers who found it easy to find information about support reduced from 68.5% in 2015 to 65% in 2017.

No.	What will happen	How will we know it is working?	When will it happen by	Who will do it?
1	Promotion of Herts Help & Community Navigators including improvements to Herts directory	Number of calls by people identifying themselves as carers increases	Sept 2018	ACS commissioning
2	Promote referrals to Carers in Hertfordshire from hospitals staff	Number of referrals to Carer in Herts from hospitals increases Number of carer passports issued at hospitals increases	April 2019	ACS -working with all NHS organisations
3	Promote registrations via Hertfordshire County Council web page which automatically registers people with Carers in Hertfordshire and Hertfordshire County Council and their GP. Ensure the site shares information accurately.	Number of registrations via webpage increases. Increased referrals from GPs to Carers in Herts	April 2019	ACS social care teams ACS commissioning
4	Fund opportunities for carers to learn relevant skills and information. Identify training and knowledge available through health services	Number of training course attendees. Satisfaction survey results improve with regard to carers feeling supported to care. Carer Skills needs are recognised in ACS workforce development strategy.	April 2019	ACS commissioning
5	Review specialist carer support service contract specifications	Report produced with recommendations for changes	Sept 2018	ACS Commissioning
6	Develop Herts Care Search to include whether beds are available at Hertfordshire County	Website shows beds available at Hertfordshire County Council rates Website shows personal	April 2019 April 2020	ACS Commissioning

	Council rates, and to include personal assistants	assistants		

Objective 3:

Carers are recognised, feel respected and heard as carers and as partners in care, recognised as experts in the care of the person they care for

Carers said: Those doing carer assessment need empathy, legal knowledge and the ability to influence, there need to be clear outcomes. Carers should be valued and listened to and recognised as "experts by experience" in their knowledge of the person cared for. Carers sometimes felt excluded, for example by not receiving notes of meetings. Skype assessments could be more personal than on-line assessments.

No.	What will happen	How will we know it is working?	When will it happen by	Who will do it?
1	Organisations supporting carers will ensure that people who use their services reflect the demographic mix of the community	Monitoring of contracts shows a mix of service users nearer to the demographic mix of the community	April 2019	Services supporting carers
2	Support lead nurse for carers roles in hospitals and promote carer involvement during inpatient stays in line with Johns Campaign (http://johnscampaign.org.uk/#/)	Number of carers staying overnight increases Carers in Herts Survey show carers feel more involved in care & discharge planning	April 2019	ACS commissioning and hospital social work teams
3	Review the Carers in Hertfordshire carer's involvement plan, identifying opportunities for carer involvement in the development of health and social care organisation's policies, strategies and services.	Carers organisations agree that there is appropriate level of Carer involvement in Hertfordshire County Council's service developments and that Carers are meaningfully referenced in key documents and policies	April 19 and ongoing	All ACS departments and teams

Objective 4:

Carers are able to fully access their local community and local services

Carers said: Getting help like carer bus passes is overcomplicated. Care homes don't have respite beds available to book ahead, and are not always good at managing respite. It can be complicated to book respite in Hertfordshire County Council's in-house services. Volunteering can be a way to feel part of the community. In the DoH survey Carers who had as much social contact as they want reduced from 46.8% in 2015 to 22.9% in 2017.

No.	What will happen	How will we know it is working?	When will it happen by	Who will do it?
1	All services commissioned by ACS will require that carers are Identified, offered information, appropriately involved in decision making and supported in accessing the services.	Quality monitoring of contracts will show improved carer support & carer involvement in service development	April 2019	ACS Commissioning
2	Increase availability, quality & accessibility of respite in commissioned services Improve booking process for Hertfordshire County Council in- house services & list them on Herts care search.	National carers survey results demonstrate that Herts carers report greater choice and ability to plan ahead Number of in-house voids reduces	April 2019	ACS commissioning ACS In-House service
3	Increase understanding of Job Centre Plus support to Carers seeking employment. Offer training to Job Centre Plus	New leaflets/media /processes so Carers understand what support can be offered by Job Centre Plus	June 2018	ACS commissioning
4	Identify opportunities to meet the needs of working carers through the Changing Services Together review of day activities.	Day activities are available more flexibly and across a wider range of times compared to 2017 baseline.	April 2019	ACS Commissioning
5	Work to facilitate flexible volunteering opportunities for of carers & people who have been carers and Number of volunteers supporting carers	Increase in number of volunteers recorded as carers Increase in number of volunteers in carer support organisations	April 2019	ACS commissioning

Objective 5:

Carers stay mentally and physically fit and healthy

Carers said: The previous title didn't give enough recognition to stress. Respite is important and needs to be at a time of the carer's choosing and of a quality that allows them not to worry about the person they care for. It is a vital part of preparing adult children for life without parents. Ensure carers know what respite options are available.

No.	What will happen	How will we know it is working?	When will it happen by	Who will do it?
1	Evaluate the periodic call back service to carers identified as being at highest risk of isolation and/or carer breakdown, and the mentor service	Evaluation reports positive user feedback Increased numbers benefitting through increased registrations	Ongoing (review in March 2019)	Carers in Hertfordshire
2	Gather evidence of the improvements in wellbeing and reductions in costs that result from carer services	Shared measures of the impact of carers work are agreed Reports from NHS Carers programme of which Herts is one of 5 lead Strategic Transformation Programmes Improved Carer survey results	Ongoing (review in March 2019)	ACS Commissioning working with NHS organisations
3	Review services that are commissioned across the county that support physical activity, to ensure that carers' needs are taken into account in providing these services.	Carers needs are referenced in service specifications Carers are counted in performance returns so insight can be gained on effectiveness of services in relation to carers	March 2019	ACS commissioning working with Public Health

Objective 6:

Carers are safe

Carers said: Feeling safe should be an objective in its own right as it applies to a wide range of carers – those who may experience physically and/or emotionally challenging behaviour from their relative roles and an action plan for this should be developed. Carers might hurt themselves when carrying out physical caring roles.

No.	What will happen	How will we know it is working?	When will it happen by	Who will do it?
1	Raise public & carers awareness of safeguarding issues affecting carers.	Actions arising from Carers in Herts survey Publicity eg articles in Carewaves, communications to all services commissioned by ACS Further action plan developed through workshops with carers and social work practitioners	Sept 2018	ACS commissioning & Carers in Hertfordshire
2	Review how accessible and effective current safeguarding processes are when carers are affected	Report setting out findings and recommendations for improvement	April 2019	ACS commissioning working with safeguarding team & Herts Adult Safeguarding Board
3	Explore availability and roles and responsibilities in moving & handling training.	Satisfaction survey results improve with regard to carers feeling confident in caring skills.	December 2018	ACS commissioning
4	Ensure carers know how to get help if the person they care for is violent, or if they feel vulnerable because of their caring role.	Satisfaction survey results improve with regard to carers feeling safe in their caring roles.	December 2018	ACS social care teams & carer support organisations

Objective 7:

Carers access full benefits entitlements and financial advice

Carers said: The financial impact of caring can be devastating if people have to give up work early and work can also provide respite and resilience. Preventing this depends upon the right services being provided to meet the needs of the person cared for. Membership of Employers for Carers and the use of their resources needs to be promoted. Getting statutory services and financial assessments can seem like a battle.

No.	What will happen	How will we know it is working?	When will it happen by	Who will do it?
1	Monitor effect of additional funding to citizens advice service & Money Advice Unit to reflect demands of universal credit roll out	Number of carers using service increases. Benefits amounts gained by money advice unit and Citizens Advice for carers	June2018	ACS commissioning
2	Promote umbrella membership of Employers for Carers to all organisations in Herts, especially private sector	Increased registrations Increased number of staff completing training	September 2018	ACS commissioning
3	Promote the financial benefits of; carer direct payments, making a difference project, council tax discounts, carers' passport discounts, carers allowance and other benefits for the carer or cared for.	Carers report increased awareness of these options	April 2019 and ongoing	All PPG member organisations
4	Ensure carers have access to support in completing ACS finance forms. Consider roles of Hertfordshire County Council care payments team, community navigators, money advice unit.	Carers report that support is available when they need it.	December 2018	ACS commissioning

Objective 8:

Carers receive consistent joined up services

Carers said: we can't keep up with services if they constantly restructure, reorganise, change the names of the teams or move elements to new projects with new names. This also introduces delays while you wait for new services to decide who your worker will be. Key worker or named worker is vital, and if you are in touch with several organisations eg health & social care the key worker should be able to help to navigate you. A change of worker should be seen as a significant risk to the carer that their support will change/worsen along with attitudes to the cared for person.

No.	What will happen	How will we know it is working?	When will it happen by	Who will do it?
1	Review carers experience of contact with ACS services & staff	Report produced with recommendations	Dec 2018	ACS social care teams
2	Apply learning from Dacorum project- mapping carer support pathways	Changes to pathways are made as a result of Dacorum project report to simplify pathways, including processes to ensure signposting is consistently offered at diagnosis, or at the point of recognition of a carer	March 2019	All PPG members
3	Work with London School of Economics to measure the consistency, accessibility and impact of carer services	Useful findings are shared and implemented	Dec 2018	ACS commissioning
4	Within the limits of the new data protection regulations share information between different parts of the health & care system and services such as HertsHelp & Community Navigators.	A review of the impact of data protection regulations is produced with recommendations	April 2019	ACS Commissioning

References

[1] Valuing Carers, Carers UK and Dr Lisa Buckner, University of Leeds
[2] http://www.hertsdirect.org/your-council/Hertfordshire County Council/partnerwork/hwb/HWBS/
[3] http://www.england.nhs.uk/ourwork/pe/commitment-to-carers/
[4] http://jsna.hertslis.org/top/lifstaggroup/carers/
[5] http://www.hertsdirect.org/your-council/consult/careforelderlyconsult/dementiastrat
[6] http://www.hertsdirect.org/docs/pdf/a/aws.pdf
[7] Carers in Hertfordshire - Making a Difference for Carers Project, using Quality Metric SF12
[8] Census 2011.
[10] Oxford Brookes University and Hertfordshire County Council 2010
[11] Caring & Family Finances Inquiry: UK report, by Steve McIntosh 04 February 2014
[12] Carers UK, State of Caring Survey 2014 (n= 4,924 current carers)

If you would like to receive this information in a larger font size or would like any help in understanding the information in this document, please contact: **ACSCommissioning.Support@hertfordshire.gov.uk**

1. Who is completing the EqIA[1] and why it is being done

Title of service / proposal / project / strategy / procurement you are assessing[2]	Hertfordshire Carers Strategy 2018-21
Names of those involved in completing the EqIA	Ted Maddex
Head of Service or Business Manager	Tim Parlow
Team/Department	Integrated Community Support Team
Lead officer contact details	ted.maddex@hertfordshire.gov.uk 01438 853574
Focus of EqIA – what are you assessing?[3] What are the aims of the service, proposal, project? What outcomes do you want to achieve? What are the reasons for the proposal or change? Do you need to reference/consider any related projects?	Adult Care Services is refreshing its Carers Strategy, renewing its commitment for services for carers and building on the previous version of the strategy put in place for 2015-2018. It aims to provide, in line with the Care Act 2014, key commitments for support services that will better meet the needs of carers living in Hertfordshire. The Council recognises the huge value of the work that unpaid or family carers do. The Care Act requires local authorities to support carers to care and to provide early intervention and support to promote carers' own health and wellbeing. The County Council alongside its strategic partners in this area has long accepted the case for supporting carers, including the need to address the health and economic impacts of caring and responding to demographic changes, which are leading to increasing pressures on carers. The strategy is for adult carers, but complements the young carers Strategy developed by Children's Services. The key outcomes for this strategy have been identified through carer forums and are that carers can; • Carry on caring if they want to. • Get good quality information and advice when they need it. • Be recognised, feel respected and heard as carers and partners in care and experts in the needs of the person they care for. • Have a life outside of and after caring, including working or volunteering if they want to & being able to fully access their local community and local services. • Stay mentally & physically fit and healthy • Be safe. • Access full benefits entitlements and financial advice • Receive consistent joined up services

Stakeholders	• Current service providers; • New providers; • Carers and Service Users (current and future); • Partner organisations (e.g. both Clinical Commissioning Groups, NHS Trusts, district councils; • Members of local communities; • Local elected Members; • HCC staff.

2. List of data sources used for this EqIA *(include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, EqIAs from other projects or other local authorities, etc.)*

A range of useful local data on our communities can be found on Herts Insight and on the Equalities Hub

Title and brief description	Date	Gaps in data
Census	**2011**	
Contract Monitoring data	**2016-2018**	
Consultation Feedback- carers strategy forums and Carers partnership & planning group	**2017 & 2018**	
JSNA report- Supporting Carers to Care	**2015/16**	

3. Analysis and assessment: review of information, impact analysis and mitigating actions

Protected characteristic group	What do you know[4]? What do people tell you[5]	What does this mean – what are the potential impacts of the proposal(s)[6]?	What can you do[7]?
Age[8]	In mid-2013, the estimated total population of Hertfordshire had increased by approximately 24,600 (2.2%) since 2011. The number of people aged 50+ increased by 17,341. The population of Hertfordshire is growing faster than the England average, with the greatest rate of projected population growth in the Welwyn Hatfield area. Increasing growth in the numbers of older people will place greater demands on health and care services in all areas of Hertfordshire. The 2011 Census shows in England and Wales that: • Unpaid care is highest for both men and women in the 50-64 age range, with 37% of carers in this age bracket. • Although only 7% of carers are from the 0-24 age range (details are not available for 18-24 only), they can often face a number of challenging issues and benefit from a wide range of support • The possibility of becoming an unpaid carer increases up to age 64. People in the 50-64 age range are the most likely to have an elderly parent to care for. • Becoming an unpaid carer in your 50s increases your chances of leaving the labour market for good, is associated with health problems and restricts your social and leisure activities. In Hertfordshire the age breakdown of those that provide unpaid care mirrors the England and Wales breakdown exactly to the whole percentage figure; Age 0-15 - 2% Age 16-24 - 5%	It is anticipated that the strategy will have a positive impact on the range of ages that are supported, as the Carer Strategy action plan addresses the need to ensure services reflect the mix of the community.	No negative impacts identified.

Protected characteristic group	What do you know[4]? What do people tell you[5]	What does this mean – what are the potential impacts of the proposal(s)[6]?	What can you do[7]?
	Age 25-34 - 8% Age 35-49 - 27% Age 50-64 - 37% Age 65+ - 22% Notable variances in Districts and Boroughs are detailed below; Broxbourne – 29% aged 35-49 East Herts – 41% aged 50 – 64 Watford – 12% aged 25-34 Welwyn – 25% aged 35-49 and 35% aged 50 – 64 with increases just above 1% for 16-24, 25-34 & 65+ Stevenage – An additional 5% of carers are present between the 0-49 age groups Dacorum, Hertsmere, North Herts, St Albans and Three Rivers are within 1% of the Herts average for all age groups.		
Disability[9]	Census data indicates 22% of carers have a disability or long term illness that impacts them to some degree. This is broadly even across with County with Stevenage presenting slightly higher than other districts at 25%. (detailed below) Carers living in Hertfordshire were most likely to be looking after someone with a physical disability (27%), problems connected with ageing (22%) or sight or hearing loss (14%). Notable variances in Districts and Boroughs are detailed below St Albans – 26%	It is anticipated that the strategy will have a positive impact on people with disabilities, as the Carer Strategy action plan addresses the need to ensure services reflect the mix of the community.	No negative impacts identified.

Protected characteristic group	What do you know[4]? What do people tell you[5]	What does this mean – what are the potential impacts of the proposal(s)[6]?	What can you do[7]?
	Stevenage – 25% Welwyn Hatfield – 24% Broxbourne, Dacorum, East Herts, Hertsmere, North Herts, St Albans, Three Rivers and Watford were within 1% difference of County average. National sources have highlighted the fact that an increasing number of people with complex needs are surviving to adulthood so parents are carers for longer or service users can become carers themselves for older parents		
Gender reassignment [10]	No data specific to carers with this characteristic has been identified. Support groups for carers with this characteristic report that there are challenges in identifying as carers and being recognised as carers	It is anticipated that the strategy will have a positive impact on people with this characteristic, as the Carer Strategy action plan addresses the need to ensure services reflect the mix of the community.	No negative impacts identified.
Pregnancy and maternity[11]	No data specific to carers with this characteristic has been identified	It is anticipated that the strategy will have a positive impact on people with this characteristic as the Carer Strategy action plan addresses the need to ensure services reflect the mix of the community.	No negative impacts identified.
Race[12]	81% of Hertfordshire's population is White British which is similar to the England figure, but the proportions of other ethnic groups vary considerably between districts and the percentage of Ethnic Minority individuals decreases with age. Watford, Welwyn Hatfield and Hertsmere have some of the	It is anticipated that the strategy will have a positive impact on people of all races as the Carer Strategy action plan addresses the need to ensure services reflect the mix of the community	No negative impacts identified.

Protected characteristic group	What do you know[4]? What do people tell you[5]	What does this mean – what are the potential impacts of the proposal(s)[6]?	What can you do[7]?
	highest proportions of people from other ethnic groups and there are also relatively high proportions of "White Other" in Three Rivers, Stevenage and Broxbourne (i.e. non UK European Union). In Broxbourne, Stevenage, Welwyn Hatfield, Hertsmere and Watford, over 2% of the population is African; St. Albans district has the highest proportion of Bangladeshi people in Hertfordshire (1.9%). Census data shows that of those providing any amount of unpaid care in Hertfordshire; • 85.9% are white British • 3.2% are white other • 2.5% are Indian (all categories) • 0.9% are African (all categories) In relation to Hertfordshire Districts, the most notable variations by Ethnicity for those providing any amount of unpaid care; Broxbourne – 6.1% are White Other Dacorum – 3.7% Asian (all categories) – Dacorum is broadly in line with County Average East Herts – 93% are White British Hertsmere – 4.6% are Indian North Herts – 4.6% are Asian (all categories) St Albans – 1.9% are Bangladeshi Three Rivers – 7.2% are Indian Welwyn Hatfield – 2.4% are Black (all categories) Watford – 17.9% are Asian (all categories) Monitoring data for preventative services suggests services are reaching approximately 3% or less of carers who do not identify as White British.		

Protected characteristic group	What do you know[4]? What do people tell you[5]	What does this mean – what are the potential impacts of the proposal(s)[6]?	What can you do[7]?
	Over 160 languages are being spoken as first languages in Hertfordshire. Polish, Urdu (including dialects – Pahari, Mirpuri, Azad Kashmiri and Punjabi), Bengali (Sylheti), Gujarati, Chinese, Italian, Punjabi Gurmukhi, Portuguese and Tagalog are the most frequently spoken languages in Hertfordshire after English.		
Religion or belief[13]	After Christians, Hindu, Muslim and Jewish are the largest religious groups in Hertfordshire. Contract monitoring of commissioned Carers services shows that the mix of cares does not reflect the mix of the community.	It is anticipated that the strategy will have a positive impact on people across all religions and beliefs, as the Carer Strategy action plan addresses the need to ensure services reflect the mix of the community.	No negative impacts identified.
Sex/Gender[14]	49% of the Hertfordshire population is male, compared to 51% female. This differs from the national position. This variance continues into older age. 58% of carers are women and 42% are men. Monitoring data for preventative services suggests that services are largely reaching women, suggesting there may be a gap in reaching male carers.

There is no variance in gender greater than 1% across Districts and Boroughs. | It is anticipated that the strategy will have a positive impact to reflect the gender mix of carers, as the Carer Strategy action plan addresses the need to ensure services reflect the mix of the community. | No negative impacts identified. |
| **Sexual orientation[15]** | No data specific to carers relevant to this characteristic has been identified. No data specific to carers with this characteristic has been identified. Support groups are available as carers with this characteristic report challenges in identifying as carers and being recognised as carers. | It is anticipated that the strategy will have a positive impact on people of all sexual orientations as the Carer Strategy action plan addresses the need to ensure services reflect the mix of the community. | No negative impacts identified. |

Protected characteristic group	What do you know[4]? What do people tell you[5]	What does this mean – what are the potential impacts of the proposal(s)[6]?	What can you do[7]?
Marriage and civil partnership[16]	No data specific to carers relevant to this characteristic has been identified.	It is anticipated that the strategy will have a positive impact on people of any marital status as the Carer Strategy action plan addresses the need to ensure services reflect the mix of the community.	No negative impacts identified.
Carers[17]	There is a very significant number of carers not currently receiving support or known to services. For example, the Census 2011[1] reported that there were 108,615 carers living in Hertfordshire, equivalent to 9.8% of the population; the number of carers registered by *Carers in Hertfordshire* was 12,914 in 2011 and 25,000 in 2017. Whilst some carers may not want to receive support or be 'known', this data and information on the health and economic impacts of caring highlights the opportunity – and need – to identify and provide support and help to more carers in the county. 70% of carers in Hertfordshire are in the group caring for less than 20 hours per week (Census 2011) – this means that they are still likely to be amenable to benefit from early preventive interventions (information, advice, emotional support) and research indicates 60% of the value of informal carers' support can be attributed to the first year.	The key purpose of the Carer Strategy is to improve the experience of carers.	No negative impacts identified.

[1] http://www.nomisweb.co.uk/census/2011/data_finder?keyword=Unpaid care (provision of)

Protected characteristic group	What do you know[4]? What do people tell you[5]	What does this mean – what are the potential impacts of the proposal(s)[6]?	What can you do[7]?
	Research[1] has shown that carers are more likely to have health problems than those who do not have a caring responsibility. Carers themselves identified the key objectives for the strategy, and carers have reviewed drafts of the strategy to ensure it continued to reflect their needs.		

Opportunity to advance equality of opportunity and/or foster good relations[18]
Adult Care Services (ACS) contracts require providers to give staff appropriate and regular training in order to ensure staff are more aware of carers' individual and changing needs and more aware of the opportunities for working with partners and developing services so that they are more accessible to under-represented groups; similar training is also undertaken by ACS staff. This should help improve understanding of the needs of carers with different characteristics in Hertfordshire. Carers will continue to be engaged through the period of the strategy– e.g. through ACS's Planning and Performance Group for carers, Carers forums and surveys, specific involvement in the evaluation of tenders and the review of strategies/policies, and in the work of organisations commissioned to support carers. This will inform the ongoing development of services.

Conclusion of your analysis and assessment - select one of the outcomes below[19] and summarise why you have selected i, ii, iii or iv; what you think the **most important** impacts are; and the key actions you will take.	
OUTCOME AND NEXT STEPS	**SUMMARY**
i. **No equality impacts identified** - No major change required to proposal	No potential adverse impacts have been identified and the Carer Strategy action plan is designed to improve equality of access to support, and strengthen monitoring of the use of services by people with protected characteristics. The strategy is designed to recognise the diverse characteristics of carers.

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[1] See e.g. Supporting Carers: An action guide for general practitioners and their teams, Royal College of General Practitioners

This EqIA has been signed off by:

Head of Service: **Print Name:**   **Tim Parlow**   **Date: 10.04.2018**   **Review date: 1.4.2020**

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HERTFORDSHIRE COUNTY COUNCIL

CABINET
MONDAY, 18 JUNE 2018 AT 2.00PM

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HERTFORDSHIRE ADULT SOCIAL CARE WORKFORCE STRATEGY 2018-2021

Report of the Director of Adult Care Services

Author: -   Frances Heathcote, Assistant Director, Adult Care
                 (Tel No: 01992 556343)

Executive Member: -   Colette Wyatt-Lowe, Adult Care and Health

1.   Purpose of Report

1.1   To seek Cabinet approval of the proposed Adult Social Care Workforce Strategy 2018-2021, which supports the Council's statutory duty to provide a sustainable workforce within care staff roles.

2.   Summary

2.1   The County Council is striving to achieve, in partnership with providers, the ability to support people to live as independently and safely as possible within an appropriate setting. This ambition relies on having enough staff with the right attitudes and values, which are committed to providing the highest quality care for vulnerable people in Hertfordshire.

2.2   Under the Care Act 2014, the County Council has a duty to manage the care markets and to ensure a "sustainable and vibrant" care market. An adequate supply of workforce is therefore critical to ensuring the County Council can fulfil its Care Act duties and has plans in place to address workforce challenges. This new strategy replaces the previous Adult Social Care Workforce Strategy that was published in 2015. *[ACH Cabinet Panel- 20 May 2015- Workforce Strategy](#)*.

3.   Recommendations

3.1   The Adult Care & Health Cabinet Panel will consider a report on this item of business at its meeting on 12 June 2018. The Panel will be invited to recommend to Cabinet that Cabinet approve the Hertfordshire Adult Social Care Workforce Strategy 2018-21.

3.2   The Cabinet Panel's recommendation/s to Cabinet will be reported orally at the Cabinet meeting and circulated to Members in the Order of Business sheet.

4.   Background

4.1   In Hertfordshire, the Adult Social Care Workforce is made up of positions in residential and support living environments, homecare agencies, personal assistants and day activities.

4.2   There are approximately 30,000 people employed within adult social care in Hertfordshire, and approximately 22,000 within the National Health Service (NHS). Despite the size of the adult social care sector, adult social care is perceived as a more limiting and less valued career than health, and this is acerbated further by the disparity in both pay and conditions between the two sectors. The Strategy includes actions to help address this disparity, including working more closely with the NHS to plan joint recruitment campaigns and aligning career pathways for similar roles, such as Health Care Assistants and Care Practitioners. The scope of this Strategy includes workforce across the following social care settings:

1.   Homecare
2.   Residential Care
3.   Nursing homes within the independent sector
4.   Supported Living
5.   Personal Assistants employed through Direct Payments

4.3   Demand for all care services is forecast to grow. The population of people aged 85 and over in Hertfordshire is forecast to more than double by 2030 – rising from 28,500 to 67,700 by 2030. In addition to the ageing population, the following factors are also having an impact on the care sector's ability to recruit the necessary numbers of high quality care staff to meet growing demand in Hertfordshire:

•   **Ageing Workforce:** Nationally, by 2020, one fifth of the care workforce will be over 50. In Hertfordshire currently 37% of the care workforce is over 50.

•   **Changing Society:** People who need care are no longer living close to families, and are increasingly being cared for by elderly unpaid carers.

•   **High Employment Levels:** With average employment levels of 96% within Hertfordshire, there is an extremely constricted labour market in which the care sector is having to compete aggressively against other sectors, such as retail and catering.

•   **Geography of Hertfordshire:** This is an additional challenge for care providers, with pockets of rural areas that are difficult

to attract people to work and the proximity to London, with higher paid jobs.

- Hertfordshire's relative affluence and high cost of housing is a challenge for care providers trying to attract workforce from outside of the county to work in Hertfordshire.

- **Role of the Media:** In recent years there has been an increase in negative media coverage of care and care staff. There are few positive images of care being seen in the media.

- **The Impact of Brexit:** It is estimated that approximately 16% of the care workforce in Hertfordshire is from the EU, and the outcome of the referendum has resulted in a slowing of recruitment from EU countries.

4.4 As this Strategy was being finalised, the Minister for Health and Social Care set out his ambitions and aspirations for the social care sector, as Central Government prepares for the Green Paper on Social Care. The Minister's speech set out seven principles that will guide the Government's thinking ahead of publication in late 2018. The fourth principle was focussed on the workforce, and acknowledged that more needs to be done to promote a career in social care, improve the pay and conditions of those who work within the care sector, and that more coherent workforce planning is required by both social care and the NHS to attract more people into the health and care sector and crucially to address issues of low pay and zero hour contracts.

4.5 The Strategy sets out Hertfordshire's key workforce ambitions, explores the challenges and is underpinned by a three year Implementation Plan that details the activity that will be undertaken to achieve the goals set out within this Strategy. Adult Care Services (ACS) will take this forward in partnership with care providers, and where it adds value, in collaboration with our partners in the NHS. Officers are aware that recruitment in Hertfordshire, across both social care and health is really challenging, with average employment levels of 96% within Hertfordshire. There is an extremely constricted labour market in which the care sector is competing aggressively against, such as retail and catering. There is a lack of affordable housing, which often means that living and working in Hertfordshire is not possible for large parts of the adult social care workforce. Access to housing is therefore a key priority area.

4.6 The Strategy is aligned to the Health Education England document 'Facing the Facts, Shaping the Future' and the LEP (Local Enterprise Partnership) Hertfordshire Skills Strategy https://www.hertfordshirelep.com/media/5624/draft-skills-strategy-summary-final.pdf . It is aimed specifically at the Adult Social Care

workforce in Hertfordshire working within the independent sector.

4.7
- The Strategy has two overarching ambitions: **Raising Quality:** Continuously raising the quality of care and therefore improving outcomes for people receiving services. A key target is to increase the % of care settings across Hertfordshire being rated as Good and above by the Care Quality Commission (CQC) to 80% (baseline 74%).

- **Valuing the Workforce:** Working in partnership with providers to promote value based recruitment and career progression to help make careers in care more attractive.

4.8 In addition to the two key ambitions, the Strategy has three themes that align with the LEP skills for growth strategy:

1. **Recruitment:** Building the workforce – raising the image through attraction and improving the image of the care sector, to ensure a modern, flexible and attractive workforce offer.

2. **Retention:** Developing our current workforce – improving skills, career progression and succession planning and therefore retain a skilled and confident workforce with the right values and behaviours.

3. **Growth:** Expanding the workforce of the future – ensuring we have the skills to drive growth by working with businesses, statutory, community services and training providers to improve the skills of both the existing workforce and the future labour market in order to sustain economic growth and meet demand.

4.9 The Strategy includes approximate growth targets across each key service area – homecare, nursing and supported living.

These targets have been calculated using a formula that combines existing vacancy rates, turnover rate and the estimated growth required due to demographic pressures during the lifetime of the Strategy. Homecare and nursing are the most challenging targets within the Workforce Strategy.

5. The Hertfordshire Care Standard

5.1 The Hertfordshire Care Standard was introduced in 2014 across all lead providers for homecare and sets out the County Council's expectations of providers to ensure**:**

- People who receive care are treated with compassion, kindness and dignity.

- People employed to care for people are valued, supported and trained to carry out their work with confidence and compassion.

- Recruitment is values based.

- Concerns relating to care practitioners' terms and conditions and the impact this can have on care delivery are addressed, including paid travel time and a choice of contract types to help reduce the numbers of care staff on zero hour contracts.

A key target within the Adult Social Care Workforce Strategy is to expand the Hertfordshire Care Standard to include residential care and all homecare providers by August 2019.

6.   Herts Good Care Campaign

6.1   The Herts Good Care Campaign – a joint initiative between Hertfordshire County Council and Hertfordshire Care Providers Association (HCPA) - was launched in June 2015 and is a proactive campaign that aims to:

- Increase the recruitment of paid care practitioners

- Raise awareness of and celebrate the vital work people working in care carry out every day

- Raise the reputation of the Council as an organisation that is seeking to find solutions to the growing care challenge.

6.2   Herts Good Care Campaign is an ongoing campaign, each year there is a dedicated Herts Good Care Week that seeks to bring together a range of events and activities that positively promote working in the care sector.

The Strategy will continue to build on the success of the Herts Good Care Campaign and will expand to target a wider audience for social care roles, for example younger retirees.   More information about the Herts Good Care Campaign can be found at *http://www.hcpa.info/hertsgoodcare*

7. Financial Implications

7.1 The strategy makes reference to the Adult Social Care Green Paper which is expected in the autumn of 2018, and which will include funding proposals for the future of adult social care which may have financial implications for the implementation of this strategy. Further papers will be brought to panel and Cabinet as appropriate depending on the detail contained within the proposals.

7.2 The Council is committed to maintaining investment in HCPA and continuing to improve quality and raise standards across all care settings in Hertfordshire, through the continued funding of a wide range of professional development and recruitment programmes, including the Herts Good Care Campaign.

7.3 This includes a commitment to maintain core funding at existing levels throughout the lifetime of this Workforce Strategy and so ensure the ambitions of this Strategy can be achieved.

7.4 The learning and evaluation from the additional investment made since 2016 with our NHS partners, through the Better Care Fund (BCF) and Improved Better Care Fund (iBCF), in programmes such as the Care Home Vanguard and Falls Campaign will be used to continue to attract new funding for these important schemes once the BCF and iBCF come to an end in 2019.

7.5 The Integrated Plan (IP) Scrutiny process in January 2018 highlighted to Members the risks and challenges relating to the adult social care workforce and therefore the importance of sustaining existing investment levels.

8 Equalities Implications

8.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.

8.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum, this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by Officers.

8.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to:

a) Eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act;

b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and

c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

8.4   An Equality Impact Assessment has been undertaken and is attached as Appendix 2. Mitigating strategies have been highlighted for all protected characteristics with particular focus being highlighted for the protected characteristics of age and disability.

Background Information:

Care Act 2014: http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted

Speech from Minister for Health & Social Care 20 March 2018: https://www.gov.uk/government/speeches/we-need-to-do-better-on-social-care

APPENDIX 1

HERTFORDSHIRE ADULT SOCIAL CARE WORKFORCE STRATEGY

APRIL 2018 - MARCH 2021

LEAD PARTNERS

ASSOCIATE PARTNERS

hcpa

Hertfordshire

HCF
Training and Development

NHS
Herts Valley
Clinical Commissioning Group

NHS
East and North
Hertfordshire
Clinical Commissioning Group

NHS
Hertfordshire Community
NHS Trust

1. Introduction

Our workforce is our greatest asset; having the appropriate numbers of staff who are highly skilled, confident and compassionate and care about the people they support is what ensures the services we deliver are of high quality and person centred.

In Hertfordshire, we are proud of our social care workforce and recognise the importance of valuing our care workforce, supporting them with excellent training and development, different career options and progression routes, and so enabling them to thrive in their roles and be proud of the work they do.

2. Context

2.1 National

As this strategy was being finalised, the Minister for Health and Social Care, the Right Honourable Jeremy Hunt, set out his ambitions and aspirations for the social care sector, as central government prepares for the **Green Paper on Social Care**. The minister's speech set out 7 principles that will guide the government's thinking ahead of publication in late 2018. The fourth principle was focussed on the workforce, and the aspirations expressed in the statement are a reflection of all the views we heard as we developed this strategy:

"People who work in care homes, which do home visits, which look after people with care needs with kindness and love in every street in every town – these are our society's modern-day heroes. Often highly skilled, they are typically also the lowest paid.

But to attract more people into this sector, financial support must be matched with recognition of the value of this vital work and action on the wider set of challenges facing the workforce.

So it is time to do more to promote social care as a career of choice and to ensure there are better opportunities for progression into areas like nursing which span both the health and social care sectors. And we need coherent workforce planning that is better aligned with that now being undertaken by the NHS. Alongside social workers, occupational therapists and nurses in social care we have many care workers who could benefit or be inspired by new progression ladders similar to those that are being developed in the NHS including roles such as associate nurses and nurse degree apprenticeships. These must be as available to those working in social care as in the NHS."

The Right Honourable Jeremy Hunt, March 2018

Feedback from care providers, and from information taken from exit interviews, shows a disparity in pay between those who work in care and other sectors, such as retail and catering. It is a key reason why people leave the sector. There is also disparity not only in pay, but in employment terms and conditions, with a much higher proportion of employees across other sectors being employed on salaried contracts – rather than hourly rates.

The NHS and Social Care pay – how wide is the gap?

NHS agenda for change – a progression based pay scale – underpins career progression within the NHS and impacts positively on retention. Similar career progression is not routine across the care sector. In March 2018 the Department of Health announced changes to the Agenda for Change pay structure that represents an average 6.5% pay increase for the three year period from April 2018. Some of the lower band roles – including Health Care Assistants – could receive up to a 29% increase over the same period– and so further widening the gap between NHS and social care staff in very similar roles. . In addition to this, staff working around the London borders – which includes some of Herts workforce – will receive an additional maximum 5% "fringe" supplement". .

Table 1 shows the Average pay rate of selected job roles by area and proposed transitional pay scales for the 3 year pay deal. Health Care Assistants are Bands 3-4 and are the roles that represent the closest match to a care practitioner working in social care.

2.2 National snapshot

The adult social care workforce has grown by 19% since 2009.

As at 2016/17 the adult social care sector was estimated to contribute £41.6billion per annum to the English economy.

2.3 Local

In Hertfordshire the Adult Social Care Workforce is made up of jobs in residential and support living environments, homecare agencies, personal assistants and day activities. The hidden workforce is carers, community services and volunteers.

Jobs are changing due to the integration agenda and a blurring of boundaries between health and social care. Traditionally it is seen as more prestigious to work in Health owing to the favourable terms and conditions and the perception of greater career prospects which drive down the desire to work in adult social care.

In Hertfordshire there are an estimated 30,000 jobs in social care and there is a 13.3% vacancy rate which equates to approximately 4000 vacancies at any one time.

Table One – Comparative pay in health and social care

Social Care		NHS				
Job Type	Basic Type Pay	Band	Basic Pay 17/18	Basic pay 18/19	Basic pay 19/20	Basic pay 20/21
		Band 1	£15,404	£17,460	£17,652	£18,005
			£15,671	£17,460	£17,652	£18,005
		Band 2	£15,404	£17,460	£17,652	£19,337
			£18,157	£18,702	£19,020	£19,337
Care Worker	£15,103	Band 3	£16,968	£17,787	£18,813	£21,142
			£19,852	£20,448	£20,795	£21,142
Senior care worker	£16,661	Band 4	£19,409	£20,150	£21,089	£24,157
Support & outreach	£17,527		£22,683	£23,363	£23,761	£24,157
Registered Nurse	£27,900	Band 5	£22,128	£23,023	£24,214	£26,970
Social Worker	£33,300		£28,746	£29,608	£30,112	£30,615

The average care practitioner in Herts will earn approximately £15,103 per annum – however this is not the full story – we know that approximately 32% of the homecare workforce in Hertfordshire is on zero hours contracts – and the remainder of the workforce will largely be made up of staff on part time contracts. This means they are further disadvantaged than NHS staff – not just in terms of pay – but also status. With no guaranteed annual income, or an income of variable pay, this makes obtaining a mortgage, or loan to contribute to a deposit or car loan, more challenging for this part of the workforce. This makes it much harder for homecare staff to access affordable housing in Hertfordshire. Although the pay of the homecare workforce has increased by approximately 8% between 2011 and 2017, taking in to account inflation pay across the homecare workforce has reduced by 2% in real terms over the same period.

In Hertfordshire there are:

i)   An estimated 30,000 jobs in Adult Social Care

Figure 1 - Percentage Split of Adult Social Care jobs in Hertfordshire

- Independent sector providers
- Jobs to meet direct payment demand
- Local authorities
- Vacancy factor

13.30%
7.00%
9.00%
84.00%
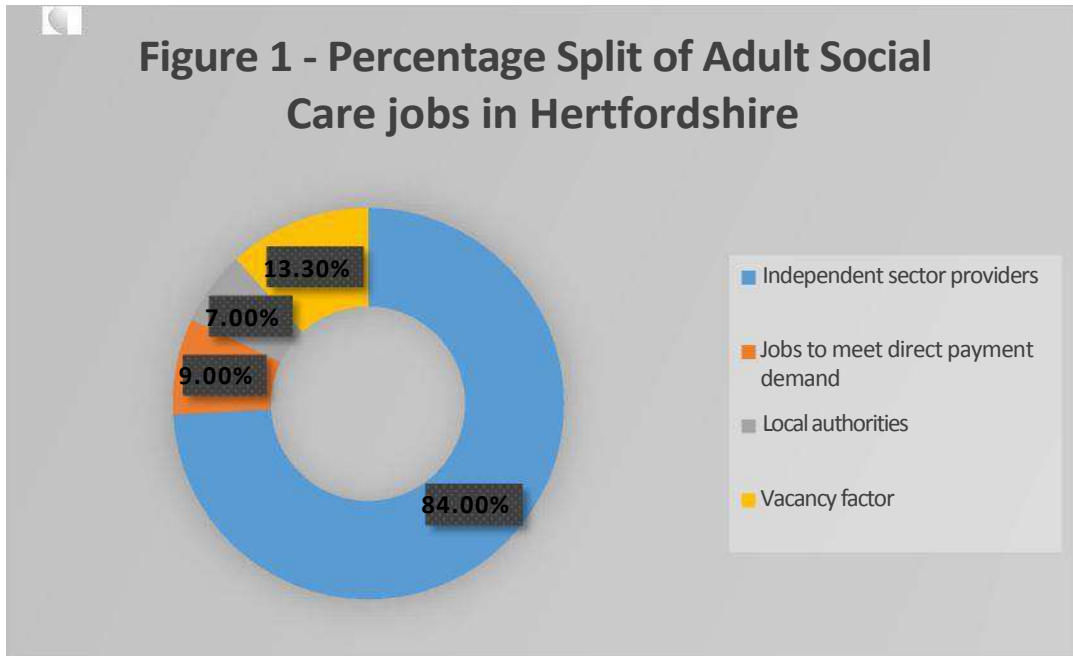
ii)   An estimated 450 CQC regulated services

Figure 2 - CQC registered providers

179
271

- Residential
- Non residential
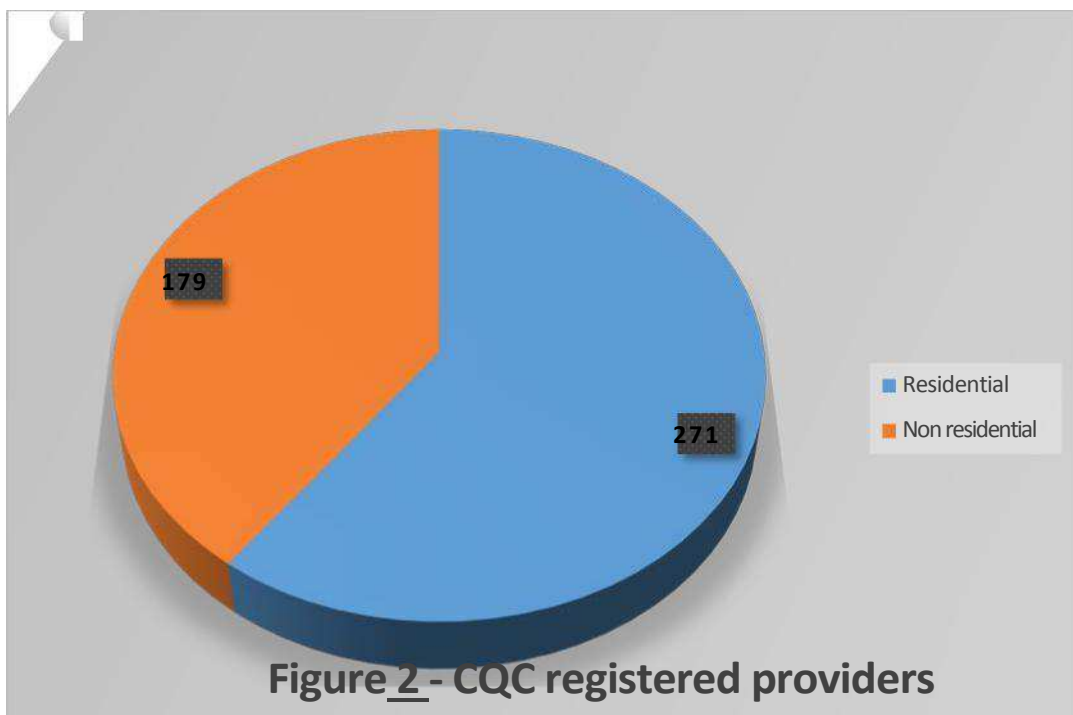
iii) A similar reliance on EU and non EU workers

Figure 3 - Nationality of Workforce

- British national
- EU national
- Non EU national

78%

12%

10%
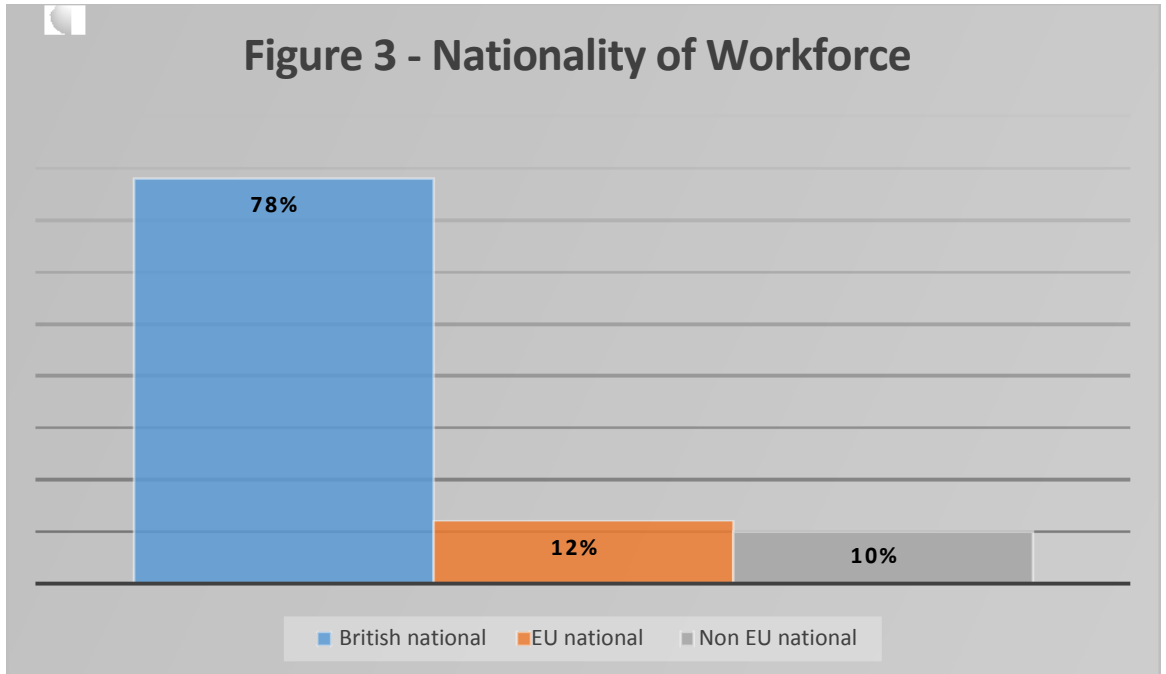
iv) A reliance of direct care givers

Figure 4 - Job types in Hertfordshire

Nos. of roles

Direct Care, 23000

Managerial , 2600

Regulated professionals, 1100

Other non-care, 3300

DIRECT CARE   MANAGERIAL   REGULATED PROFESSIONALS   OTHER NON-CARE

Role types
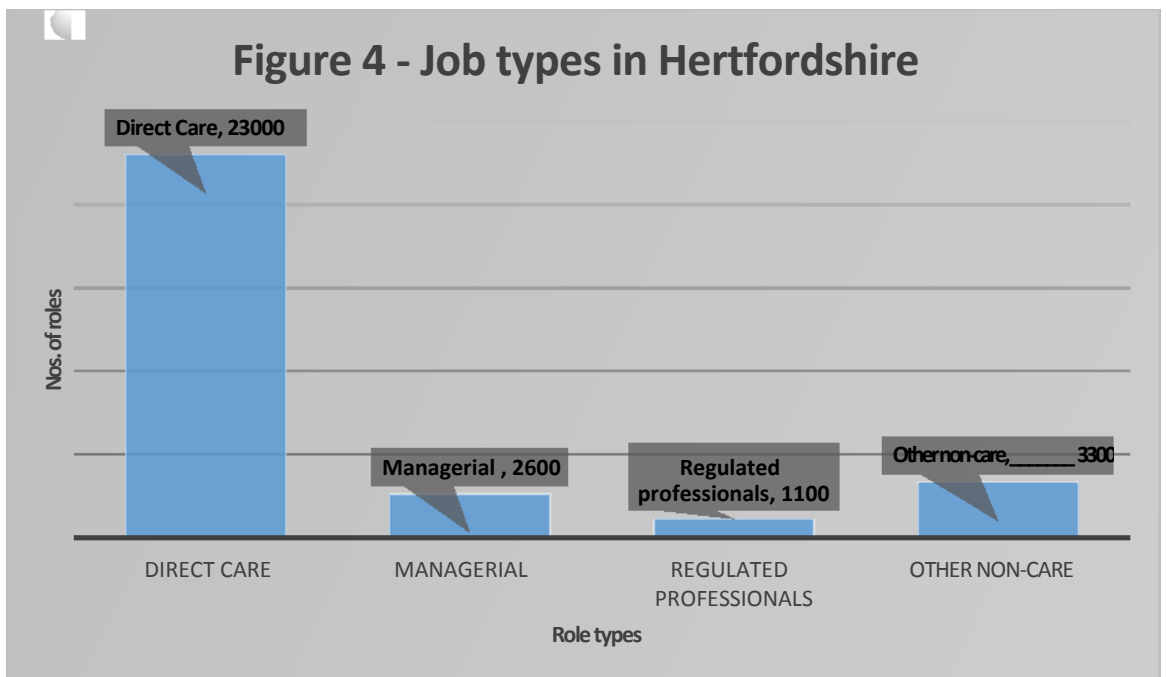
2.4 Local snapshot

The adult social care workforce has grown by 7% since 2012 across the East of England region.

Growing the workforce proportionally to the projected increase of the 65 years plus population, the number of adult social care jobs in the East of England region will need to increase by 36% (from 170,000 to 230,000 jobs) by 2030.

As at 2016/17 the adult social care sector was estimated to contribute £4.4billion in the in the East of England region.

Figures 5 to 10 below further provide a snapshot of the care workforce.

Figure 5 - Gender

- Male
- Female

16% / 84%

Figure 6 - Work patterns

- Full time
- Part time
- No fixed hours

12% / 51% / 37%

Figure 7 - Qualifications

- Relevant qualification
- No relevant qualification

42% / 58%

Figure 8 - Workforce age

- 24 and under
- 25 - 54
- 54 and over

9% / 24% / 67%

Figure 9 - Turnover rates

HERTS 30%, REGION 30%, NATIONAL 28%, HOMEC... 41%

Figure 10 - Local turnover rates

HCC 13%, NHS 17%
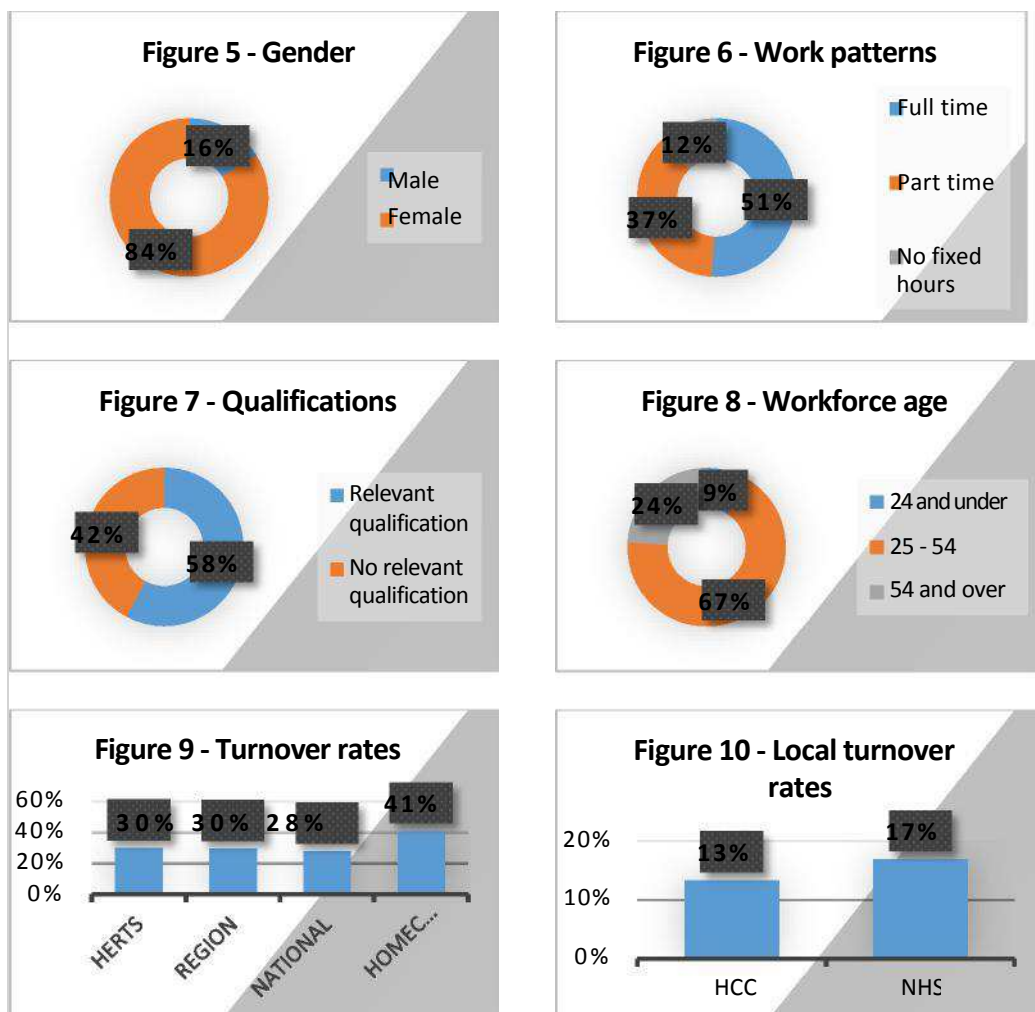
Not all turnover results in workers leaving the sector. Of new starters around 66% were recruited from within the adult social care sector; therefore although employers need to recruit to these posts, the sector retains their skills and experience.

Adult social care has an experienced 'core' of workers. Workers in Hertfordshire had on average 6.5 years of experience in the sector and 68% of the workforce had been working in the sector for at least three years.

Access to affordable housing

There is a well-known and significant gap (renting and purchasing) between the affordability of housing and local incomes of the care workforce and care providers cite the lack of affordable housing as a key factor in an ability to attract new care workers in to Hertfordshire.

There are some areas in which accommodation and housing could form part of the offer to assist in the recruitment, retention and growth required to meet the challenges in future years. Without a significant change in the relationship between social care worker salaries and market rents, the cost of housing will be an enduring challenge for those in the care industry. The table below highlights the scale of the challenge – in the context of an average salary of a care worker in Hertfordshire being approximately £15.000 per annum and the most affordable place in Hertfordshire to rent requiring an average annual salary of approximately £31,000.

Hertfordshire County Council is working with partners across District Councils to develop a Housing Strategy for Hertfordshire that will seek to address the housing challenges and ensure a supply of affordable housing at affordable rents for those working within social care – with a specific focus on enabling those who provide care being able to live near those they provide care for.

Place / Postcode	Housing associated defined affordable rent level – suggested household income requirement
Stevenage / SG2	£31,042
Three Rivers / WD3	£66,926
St Albans / AL1	£48,792
East Herts / SG13	£47,543

3. Hertfordshire's Adult Workforce Strategy 2018-2021

The strategy sets out our key workforce ambitions, explains the challenges, and is underpinned by a 3 year Implementation Plan that details the activity that will undertake to achieve the goals set out within this strategy. We will do this in partnership with care providers – and where it adds value in collaboration with our partners in the NHS - outlining the scale of the challenge in terms of recruitment , retention and sustained (and measurable) growth underpinned by raising quality and focussing on aspirational working. We know that recruitment in Hertfordshire – across both social care and health – is really challenging – with average employment levels of 96% within Hertfordshire, there is an extremely constricted labour market, in which the care sector is having to compete aggressively against other sectors such as retail and catering. We also know that a lack of affordable housing often means that living and working in Hertfordshire is not possible for large parts of the adult social care workforce. Access to housing is therefore a key priority area.

The strategy is aligned to the Health Education England document **'Facing the Facts, Shaping the Future' and the LEP (Local Enterprise Partnership) Hertfordshire Skills Strategy.** It is **aimed specifically at the Adult Social Care workforce in Hertfordshire:**

Role	In scope
Care practitioners & Leaders employed within the homecare sector (this covers the whole market not just those covered by local authority contracts)	Y
Nurses working in social care – for example nurses employed within nursing homes run by the independent sector	Y
Care practitioners & Leaders working in care homes (this covers the whole market not just those covered by local authority contracts)	Y
Supported living practitioners - supporting adults with disabilities to lives as independently as possible within their own homes or group settings	Y
Voluntary and Community Sector	Y
Personal Assistants funded by Direct Payments	Y
Professionally Qualified Workers such as Social Workers.	N
Children's Services	N

Hertfordshire Care Providers Association – *sharing best practice in care through partnership*

Hertfordshire Care Providers Association (HCPA) was formally created in 2009, with the ambition to create a county where all adults who receive care are provided with services of high quality that is, personalised to their needs. With over 600 members from across the care sector, HCPA acts as a collective voice for the care sector and works in partnership with HCC, the Clinical Commissioning Groups, and Skills for Care and the Care Quality Commission to raise standards across all care settings. HCPA provide an annual programme of training, tailored support, network events and study days.

Hertfordshire County Council is committed to maintaining investment in HCPA and continuing to improve quality and raise standards across all care settings in Hertfordshire through the continued funding of a wide range of professional development and recruitment programmes, including the Herts Good Care Campaign. This includes a commitment to maintain core funding at existing levels throughout the lifetime of this workforce strategy (up to 2021) to ensure the ambitions of this strategy can be achieved. We will also ensure that the learning and evaluation from the additional investment made since 2016 with our NHS partners, through the Better Care fund (BCF) and Improved better Care Fund iBCF), in programmes such as the Care Home Vanguard and Falls Campaign, are used to enable us to continue to attract new funding for these important schemes once the BCF and iBCF come to an end in 2019.

HCC is proud to be working in partnership with HCPA to be developing Hertfordshire's first Care Academy - an innovative modernisation plan for the future to grow and support **care staff, managers and leaders** who provide care and support for the people of Hertfordshire. The Academy introduces **Professional Standards into Care in Hertfordshire** and **is collaboration between the lead partners HCPA and HCC**. The creation of the Academy is integral to the Hertfordshire Workforce Strategy 2018 and beyond.

This strategy has been developed in partnership with key stakeholders through a multi-agency project group, and has been consulted on with a wide range of care providers. The aim has been to identify common themes, challenges and opportunities that face the sector. Whilst the Herts and West Essex Sustainable Transformation Plan (STP) Workforce Strategy is in its infancy in terms of development, this strategy will align to common themes which are relevant to social

care nationally and locally. The lead partners of this group will continue to contribute to **STP workforce strategy as it develops, and adjustments will be made as we progress with the Implementation Plan.**

The strategy has **TWO** overarching Ambitions:

- Raising quality
- Valuing the workforce

3.1 Raising Quality

We will attract people with the right attributes such as compassion and empathy and who care about what they do. We will support these people by encouraging providers to offer exciting opportunities which are flexible and attractive to potential job seekers and individuals who previously had not considered a career in care. These ambitions will be underpinned by Values Based Recruitment, Great Leadership and Organisational Ethos.

The aspiration will be to ensure we have enabling and personalised services through the promotion of workforce development initiatives which will focus on the delivery of quality care and improving standards.

We will create an education based **'passport' approach** that is universally accepted by providers as a mark of quality and by individuals as a professional standard through the proposed Care **Professional Standards Academy**.

The Care Professional Standards Academy is a new innovative concept for Hertfordshire, at its core will be a **passport system** for proving **quality monitored training, development and qualifications**. Benefits will include:

i) Enabling staff moving across the sector to be trained to a consistent level of quality by kite-marked learning professionals

ii) Building Professional Standards into the Academy, individuals will be more attracted into caring roles because they will see clear career pathways **supporting the recruitment crisis**.

iii) Working with partners such schools, colleges and the universities to guide individuals through their learning journey. This will include apprenticeships of all types up to and including Social Care Level 5 and Nurse Associate Higher Apprenticeships, it will also focus on work placements and pathways

iv)   Cost savings will be made supporting providers to recruit quality staff and make significant savings on retraining

v)   Professionalising the workforce – making people proud to work in care

vi)   Providing staff with greater confidence to manage more complex clients

vii)   Accessing and aligning available funding streams

The Academy will take individuals who have the right values and attitudes and develop them into the skilled workforce Hertfordshire residents deserve.

In addition to recruiting the right people, it is important that providers are given the skills to meet best practice recruitment standards. We will do this by:

i)   Ensuring all **potential recruits have access to information on social care** and are made aware of the **varied care learning pathways** and **career development** opportunities that exist in Hertfordshire

ii)   Promoting **The Hertfordshire Good Care Campaign** that reflects the needs of the sector

iii)   Promoting opportunities for **work related experiences**.

iv)   Building into the **workforce development offer**, programmes focused on Values Based Recruitment, Great Leadership and Organisational Ethos

v)   Building on the Piloted Hertfordshire **Good Care Recruitment Service** and to link to any National Social Care Recruitment Services as they emerge, such as Skills for Care

vi)   Educating providers on how to recruit via facilitated peer learning initiatives

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We aim to embed **Connected Lives** in all training and development programmes for providers – Hertfordshire's strengths based framework that aims to enable people to live independently and be supported to connect with their communities. We want to make people's lives better – by connecting them to people, services, technology, communities, networks, and other people.

3.2 Valuing the Workforce – The Hertfordshire Care Standard

We believe that caring and valuing the people who we entrust to provide care and support for people in Hertfordshire will result in better outcomes for those being cared for and will help us to attract and retain a caring and compassionate workforce.

The Hertfordshire Care Standard was introduced in 2014 across all lead providers for homecare and sets out HCC's expectations of providers to ensure:

- People who receive care are treated with compassion, kindness and dignity
- People employed to care for people are valued, supported and trained to carry out their work with confidence and compassion
- Recruitment is values based.
- Concerns relating to care practitioners' terms and conditions and the impact this can have on care delivery are addressed – including paid travel time and a choice of contract types to help reduce the numbers of care staff on zero hours contracts.

Through this strategy we will:

i) Work with HCC Corporate services to include options within the retender of the HCC **Care well service** (care and support for HCC employees) to extend Care well to care staff employed by external providers who achieve Gold Membership of HCPA

ii) Extend the Hertfordshire Care Standard across all homecare providers and residential care providers by March 2020.

iii) Work in partnership with HCPA we will increase the percentage of care providers who sign up to become members of **Herts Care Partners** in 2018/19 by adding to contracts as a Mandatory requirement, this will be branded alongside Herts Good Care Campaign in marketing roll out and will support provider resilience

iv) Specifically aim to work closely with our NHS partners, as the **integration agenda** progresses in Hertfordshire, across different settings to align and join up our workforce plans where that will bring wider benefits to the health and social care workforce and improve outcomes for residents of Hertfordshire.

v) Promote opportunities for joint **career progression** to promote people with aspirations who can learn on the job expanding the care certificate training which is currently available through our partnership with HCPA. The pipeline of unsuccessful NHS candidates will be directed into social care.

3.3 Delivering the ambitions

	Raising Quality	Valuing the Workforce
Recruitment	− Increase the recruitment of paid care practitioners − Herts Good Care Campaign (Section 4.1) − Herts Good Care Recruitment Service Section 4.2) − Encourage practitioners' to sign up to the Care Professional Standards Academy − Kite mark quality in available training provision through the use of approval systems − Build on examples of, and learning from, integrated approaches to workforce development, across Hertfordshire County Council and both the Clinical Commissioning Groups − Increase the % of CQC Good and above rated care providers in Hertfordshire to 80% (baseline 74%)	− With Carers in Herts, develop a range of recruitment materials as part of the Herts Good Care Campaign and the Carers Return to Work programme − Develop providers to understand values based interviewing and good recruitment and retention techniques − Encourage Providers to sign up to Herts Care Partners − Work with providers to reduce the % of zero hours contracts − Work with NHS commissioners and providers to identify opportunities for joint career pathways across health and social care − Develop an action plan for inclusion within the STP Workforce work stream focusing on sharing recruitment pipelines − Survey care providers to establish current pay structures and conditions of front line care staff and identify challenges and areas of opportunity − Develop organisations to be well run in areas such as Governance, Leadership and Management,

Recruitment

making them more attractive to job seekers

− Support organisations to operate safely and legally in areas of Safeguarding, Health and Safety and First Aid

− Enable organisations to become sustainable with reference to Income generation, marketing, Communications, and Social Media

− Support organisations to thrive in the changing landscape. In particular VCS development of skills that will help the delivery of HCC's Community First model

Raising Quality	Valuing the workforce
Retention	

Raising Quality

- Reduce turnover in Homecare

- Create a culture of valuing and keeping 'good people' who have the skills to offer a quality experience

- Recognise and build on practitioners' qualities and contributions - making people proud to work in our sector

- Build a mixed offer around both training and qualifications at all levels

- Enhance the personal skillset, and engage an empowered workforce including ambassador and mentoring approaches

- Develop the workforce supporting claimants of Direct Payments for Care Support though the use of Personal Assistants

Valuing the workforce

- Raise the reputation of the council as an organisation that is seeking to find solutions to the growing care challenge

- Assist staff to fulfil potential by growing skills and developing competencies

- Work will focus on breaking down barriers to sharing resources and skills, encouraging practitioners to be mobile and flexible

- Use value based recruitment to steer retention strategies

- Encourage providers to recognise good working practices focusing on best practice in HR including working patterns, flexible working, pay and conditions

- Encourage Reward and Recognition systems

- Increase staff accessing Herts Rewards, to double current (baseline of 864 by offering through the Academy portal)

- Link Outcome Based commissioning practice to 'care on the ground' helping to retain the workforce and make working practices more attractive

	Raising Quality	Valuing the workforce
Growth	- Recruit additional home care staff across Hertfordshire to meet growth targets - Increase the % of the workforce with relevant training or adult social care qualification to national and regional levels - Influence the age profile of the workforce to ensure future sustainability (24% of the adult social care workforce is over 55, and 7,300 people will reach retirement age in 10 years)	- Raise awareness of and celebrate the vital work people working in care carry out every day - Encourage greater skills in health subjects to create career pathways in both health and care settings to help people to professionally contribute to the integrated agenda - Seek funding to support providers' investment in skills development - Encourage continued and greater skills, confidence and competency including workplace tools that support ongoing educational programmes suitable for all service types - Succession plan to ensure that as retirees increase there is a pipeline of skilled and trained staff - Work with partner organisations to promote personalization principles in all workforce development training including linking to volunteering opportunities

4. Short Medium & Long Term Goals (targets included within the Implementation Plan)

Recruitment Short	Use the **Good Care Campaign** to highlight how the local authority and partners are lobbying for **better terms and conditions** for the adult social care workforce
	Identify opportunities to discuss **Key Worker Housing** to be used as a recruitment tool
	Launch Phase One of **Care Professional Standards Care Academy**
	Pilot **Recruitment Service** incorporating streamlined and interactive web portal, collaborate with schools and Colleges, Job Centres and partners
	Work with **Health partners** to create an **attraction strategy** which highlights routes into both sector areas.
	Secure **sustainable funding** stream to sustain for 2 more years of Good Care Recruitment Service
	Identify a learning offer to support individuals into the **PA workforce**
Recruitment Medium	Ensure all potential recruits have access to information on social care and are made aware of the varied care **learning pathways and career development opportunities** that exist in Hertfordshire.
	Deliver health and social care **leadership** training programmes with values embedded promoting opportunities for work related experiences attracting people in from other sectors to work in social care
	Develop programmes to support attraction of Personal Assistants funded through **Direct Payments**
	Build an **overseas recruitment** route taking account of Brexit.
	Dedicated Brexit contingency plan including overseas recruitment outside of EU
Recruitment Long	**Care Professional Standards Academy** coordination of **work placements** for all levels of individuals who are interested in care
	Offer Career pathways into all types of **Apprenticeships**. Concentrated recruitment focus on **Nurses, Nurse Associates and Homecare Social Care roles**

Retention Short	**Improve Pay and Conditions** through contracts
	Identify a **suitable locality** linked to areas of low unemployment and high vacancy rates for **Key Worker Housing**
	Encourage practitioners to sign up to **Professional Standards Herts Care Partners through an Academy approach**
	Bespoke **targeted skills development** offered to PVI providers
	Celebrate care and learner successes and achievement
Retention Medium	**Implement incentivised Pay and Conditions** across the private care providers offering Adult Social Care including Carewell
	Evaluate housing opportunities based on **geography cost and time**
	Link private care providers to Accommodation strategy and Homecare Framework through **Herts Care Standards** ensuring pay and conditions and value given to staff
	Focus on Care **Leadership post level 5 gaining higher skills for the sector**
	Support providers to build clear **progression routes** to encourage staff to grow new skills and take on new responsibilities
	Build greater staff **skills, confidence and competency**, including workplace tools that support ongoing educational programmes
	Kite-mark quality in available training provision
	Agreement to **share NHS training offer** in a reciprocal arrangement
Retention Long	Support sustained **competency through Professional Standards.**
	Encourage **Staff Reward and Recognition** systems in line with competitors (NHS) and other sectors

Growth Short	To work with partner organisations to **promote personalization and prevention principles**
	Create a **Herts Care Partners framework which encompasses all contracted HCC providers**
	To develop phase one of the proposed **Academy including expectations of CPD**
	To support organisations to **operate safely and legally** in areas of safeguarding, health & safety supporting complex clients
Growth Medium	Linking **volunteering** opportunities to the social care workforce
	Develop phase two - **staff Agencies** - of proposed Academy
	Develop organisations to be **well run** to increase capacity to deliver extended and innovative services.
Long	Bring together the adult social care providers with the volunteering community to promote joint working linked to the **social prescribing** and **community first** agendas
	Foster **Integration** with a focus on co-location and wrap around services
	Support organisations to be able to **thrive** in a changing landscape, in particular VCS development of skills delivering on Community First Model and for wider workforce the **Connected Lives** model

6. Herts Good Care

a. Herts Good Care Campaign

A joint initiative between Hertfordshire County Council and Hertfordshire Care Providers Association (HCPA), the Herts Good Care Campaign was launched in June 2015.

Herts Good Care Campaign is an ongoing campaign, each year with major events that seek to bring together a range of local events and activities that positively promote working in the care sector. In the last two years of this campaign there has been an increased use of social media to reach out to the younger generation and so help raise the profile of working in care with younger people, this will be further increased. More information about the Herts Good Care Campaign can be found at https://www.hcpa.info/herts-good-care

All four colleges in Hertfordshire support the Herts Good Care campaign and excellent links are being established between HCPA, colleges, and individual providers who are seeking specifically to attract younger people in to the homecare workforce.

b. Herts Good Care Recruitment Service

The Herts Good Care Recruitment Service went live as a pilot on 1 September 2017. This service is free of charge for care providers to use to help that source and place suitable candidates for their available job roles, helping providers to significantly reduce the costs involved with hiring and replacing their staff.

The Herts Good Care Recruitment team have been working with care providers and offering support and guidance on their recruitment process, with the majority now following the recommended job description template, which the team have developed to help care providers attract more prospective applicants to their available roles. The service also provides care providers with interview tips to help them get the most out of their interviews, as well as supporting candidates with care careers advice, CV writing, and interview advice.

We will build on the Herts Good Care Campaign to target our recruitment priority groups to attract new people in to the care sector and to improve the image of the adult social care sector and raise the status of the adult social care workforce.

We will adapt recruitment materials to reflect our target audiences and will increase the use of social media campaigns across all target groups. We will be proactive in developing new partnerships to enable us to reach a wider audience – we will promote careers in care to different groups of society – for example younger retirees and returners to the labour market – and will adapt our marketing models accordingly. We will evaluate the effectiveness of these strategies in partnership with care providers

7. What does success look like?

Positive change from a 2018 baseline across
i)   Quality – 85% Good and Outstanding Services (The East of England average is 74.19% and Herts is 74.62%
ii)   Retention – care staff reporting that they feel valued and have career opportunities
iii)   Recruitment – vacancy rates decreasing
iv)   Image – positive media coverage
v)   Improved care experience – staff/service users surveys reporting satisfaction through the Impartial Feedback Service

Appendix One - Homecare

There are a total number of 10,500 people working in the homecare sector in Hertfordshire. This is made up of:

Under 25	10%
25-54	67%
55 and above	23%

Vacancy rates:

PRACTITIONER 14%	1470
CARE MANAGER 3.3%	346
REGISTERED MANAGER 8%	840
Total Vacancy rate for Homecare	**2656**
Hertfordshire Overall Homecare Turnover Rate 41%	**4305 per annum**

Demand for homecare is forecast to grow. The population of people aged 85 and over in Hertfordshire is forecast to more than double by 2030 – rising from 28,500 to 67,700 by 2030. In addition to the ageing population, the following factors are also having an impact on the homecare market's ability to recruit the necessary numbers of high quality care staff to meet growing demand in Hertfordshire:

i)   Changing society – older people are no longer living close to families, and are increasingly being cared for by elderly unpaid family carers
ii)   The geography of Hertfordshire is an additional challenge for homecare providers – with pockets of rural areas that are difficult to attract people to work and a dependency on car owners to provide care
iii)   Proximity to London, with higher paid jobs due to the London Minimum and Living Wage
iv)   Hertfordshire's relative affluence and high cost of housing is a challenge for homecare providers trying to attract workforce from outside of the county to work in Hertfordshire
v)   Role of the media – in recent years there has been an increase in negative media coverage of care and care staff. There are few positive images of care being seen in the media.
vi)   The impact of Brexit – it is estimated that approximately 16% of the homecare workforce in Hertfordshire is from the EU, and the outcome of the referendum has resulted in a slowing of recruitment from EU countries.

Delays in sourcing homecare for people remains the single largest reason for delayed transfers of care (DTOCS). In March 2018, 54% of people delayed in hospital are waiting for a homecare package. There are also approximately 240 people in their own home awaiting a mainstream homecare package in Hertfordshire, which equates to 2,460 hours of outstanding care – the equivalent of approximately 130 new care practitioners required to reduce waiting lists

It should be noted that the majority of people awaiting a homecare package are either delayed in hospital or are receiving a short term, enablement service following their discharge from hospital; this means that while they are still being supported and receive care, they are not receiving care in the right place or at the right time.

Appendix Two - Nurse recruitment for independent nursing homes

There are a total number of 11,700 people working in Nursing Homes & Residential Homes in Hertfordshire. This is made up of:

Nursing	5400 staff
Residential	6300 staff

Vacancy/Turnover Rates:

Nursing Home vacancy rate: 9.2%	497
Hertfordshire Overall Nursing Turnover Rate 21.6%	1166 per annum
Residential Home vacancy rate: 5.5%	346
Hertfordshire Overall Residential Turnover Rate 24.7%	1556 per annum

After homecare, the recruitment of nurses to nursing home is the second most challenging area for recruitment. In March 2018, 19% of people waiting to be discharged from hospital are waiting for a bed within a nursing home. In line with the Hertfordshire Supported Accommodation Strategy we need to increase the number of nursing beds and will need to recruit additional nurses to ensure we have enough nursing staff in the nursing homes we will be building. To support this growth, in 2018/19 we need to recruit 690 nurses (based on 44% predicted demographic growth, taking into account current vacancy rates and new jobs) to work in nursing homes across Hertfordshire which includes filling current vacancy rates and new roles to meet demographic demand.

Appendix Three – Recruitment numbers across each part of the sector

This table has been calculated against current vacancy rates plus new jobs created in response to demographic growth set at 44% for all with exception of Supported Living which is set at 25%. The figure represented is per year NOT accumulative. The total figure comprises of current vacancy rates plus new jobs required to meet demographic demand.

Care sector	2018	2019	2020	2021
Homecare	1657.6	1700.2	1742.8	1785.4
Nursing Homes	696.3	713.1	729.9	746.7
Care Homes	512.8	522.6	532.4	542.2
Supported Living*	65	87.25	105	142.75

*These supported living figs calculated differently – based on 25% turnover against rise in extra SL unit totaling 230 over next 4 years

We will do this through further collaboration with schools and colleges – and building new partnerships with organisations such as the navy and armed forces (to attract those leaving the armed forces that will still need to work) and University of the Third age to target early retirees.

Appendix Four - Pay and Conditions

In Hertfordshire all partners agree that there should be value given to our workforce for the very difficult jobs they do. This is reflected in changing the name from 'workers' to 'practitioners'. It is vital that providers are funded appropriately so that they can pay a sustainable wage which will not only attract the workforce but will retain them – this will need to be linked to career progression but also excellent terms and conditions. We know that the social care sector is in competition with terms and conditions offered by the NHS and this, we hope, will be addressed in the Social Care Green Paper.

National Minimum Wage: Hertfordshire County Council are committed to paying care workers a fair salary for their vital work. We have championed the Hertfordshire Care Standard to ensure people are paid properly, including for travel time, training and work-related expenses. Since the inception of the National Minimum Wage and the Government's policy to significantly increase the National Minimum Wage, HCC has supported its care providers with increases to fees to enable them to meet these commitments as employers. We will continue to do this to ensure the care sector can meet its obligations as employers.

Appendix Five – The impact of Brexit

With the continuing Brexit negotiations we are mindful that this strategy may need to flex to take account of new immigration rules. The current situation is that 16% of care staff are from the EU. We will need to work with providers to shape their recruitment strategies which have previously been reliant on an EU workforce. This will be researched on the new pay and conditions survey which is part of the year one implementation plan. We will also ensure that our plans to respond to the impact of Brexit on the social care workforce are aligned with those of the NHS through the STP Workforce Work stream.

Implementation plan – Short, Medium, and Long term goals

SHORT TERM GOALS - Recruitment				
No	**Activity**	**Priority Scale**	**Priority for**	**Completion Date**
1	**Lobby to Improve Pay and Conditions across the Adult Social Care Workforce** Use the Good Care Campaign to highlight how the local authority and partners are lobbying for better terms and conditions for the adult social care workforce Work with partners to search for solutions to identify and remedy the pay gaps Work with providers to decrease zero hour contract offers to new recruits **Targets:** • Good Care Campaign gains coverage Nationally and locally • Reduce the use of Zero Hour Contracts by 25% to entice more individuals to work in care	High	HCC/HCPA	April 2019
2	**Work with partners to create a Key Worker Housing Policy for Adult Social Care Practitioners** Identify opportunities to discuss Key Worker Housing to be used as a recruitment tool **Targets:** • Consideration will be given to the opportunities of using the County Council's assets, within a full market context, to identify the most appropriate outcomes to support this Strategy	Medium	HCC	April 2019
3	**To ensure all potential recruits have access to information on social care and are made aware of the varied care learning pathways**	High	HCPA	Jan 2019

and career development opportunities that exist in Hertfordshire.			29
On-going Recruitment Service incorporating more streamlined and interactive web portal			
Presence at all sector recruitment events including Health.			
Good Care Campaign extended to include all organizational types.			
Study days for providers around new Universal Credit arrangements, highlighting how these can be used to extend recruitment activities eg. The removal of 16 hour rule			
Information and Advice Training linked to Money Advice Unit agreed and rolled out			
Deliver Career pathways into Traineeships/Apprenticeships within HCC which may lead to either health or social care by working with partner health services around a shared media approach – use of case studies to share with Private Voluntary and Independent Providers			
Targets:			
• Comprehensive on-going Good Care Campaign – Engagement Strategy and events and press activity			
• 84 New Care Staff Recruited			
• 294 Interviews arranged			
• 146 Care Profiles – value-based summary reports			
• Up to 181 Care Certificates completed			

	• 18 Managers trained in Recruitment & Retention (HCC L&D Funding) • 8 converted managers from other sectors to care as business managers (LEP Funding) • 16 volunteers entering care paid or unpaid • 3x Universal Credit Study Days • 50 Apprentices working within HCC services sharing 10 case studies			
4	**To promote 'The Good Care Campaign' that reflects the needs of the sector** Work with Health partners to create an attraction strategy which highlights routes into both sector areas. Providers engaged in the Good Care Campaign through Herts Care Partners **Targets:** • 50+ care providers engaged in good care campaign activity • 20 x schools/Colleges/Uni Talks • 2 x Good Care Month Celebrations (Comms/PR activity) • 100 providers signed up to the good care campaign through Herts Care Partners	Medium	HCPA /HCC	April 2019
5	**To build on the piloted Good Care Recruitment Service and link to any national social care**	High	HCPA	Dec 2018

No	Activity	Priority Scale	Priority for	Completion Date
	recruitment services such as **Skills for Care** Secure sustainable funding stream to sustain for 2 more years **Targets:** • Funding for recruitment service secured through iBCF			31
6	**To identify Personal Assistants funded through Direct Payments** Segregate care packages allocated under Direct Payments into those who may use funds to employ Personal Assistants and those who are not. Interrogation of available data. Identify a learning offer as support individuals into the PA workforce **Targets:** • 4 x surveys to identify possible Direct Payment recipients who require Personal Assistants	Medium	HCC	October 2018

MEDIUM TERM GOALS - Recruitment				
No	**Activity**	**Priority Scale**	**Priority for**	**Completion Date**
1	**To ensure all potential recruits have access to information on social care and are made aware of the varied care learning pathways and career development opportunities that exist in Hertfordshire.** Link to careers Futures Service – over 50's Information Advice & Guidance Build a partnership with Herts Uni to create a Nurse Associate Higher Apprenticeship programme within the	Medium	HCPA/HCC	April 2020

	Care Academy with a route into Nursing Degrees. Grow and invest in local Ambassador schemes highlighting the benefits for both staff and providers for use in recruitment initiatives Explore appetite for Career pathways into Traineeships/Apprenticeships using HCC lessons learned which may lead to either health or social care with Private Voluntary and Independent Providers **Targets:** • 4x locality based over 50's events • 1 x SLA agreed with University • 1 x creation of Ambassador business plan • 25x Ambassadors • 1 x SLA with JCP/DWP • 1 x survey and 4 x event on Apprenticeships			32
2	**Work with partners to create a Key Worker Housing Policy for Adult Social Care Practitioners** Identify opportunities to discuss Key Worker Housing to be used as a recruitment tool **Targets:** • Evaluation of modern purpose built accommodation (ensuring consistent quality and favourable locations e.g. town centres) against time taken to deliver such schemes and the impact of housing legislation on shared ownership/occupancy	Medium	HCC	March 2020

3	**To promote 'The Good Care Campaign' that reflects the needs of the sector** Providers engaged on two or more event months each year **Targets:** • 50 providers reporting on events to promote good care campaign • Launch event focused on homecare			33
4	**To promote opportunities for work related experiences. To build into the workforce development offer programmes based on values based recruitment, great leadership and organizational ethos.** Deliver health and social care leadership training programmes with values embedded promoting opportunities for work related experiences– 'leading a compassionate care service', 'Leading and Recognising Excellence in Care' Deliver information days highlighting work placements to leaders Embed in the manager conversion course (aimed at people moving from other sectors into care) – work related experience opportunities Pilot the Development of Business Manager positions to complement care manager positions Embed into Skills Audits reports the value of work related experience **Targets:** • 70 leadership learner places • 4 x provider recruitment information days • 20 providers signed up to offering work related experiences for out of sector managers	High	HCPA	April 2019

No	Activity	Priority Scale	Priority for	Completion Date
	• 1x pilot completed based on the Business Manager/Care Manager model • 50 Skills Audit Reports highlighting work related experiences			
5	**To develop programmes to support learning of Personal Assistants funded through Direct Payments** Develop content for programmes based on co-production requirements working with Carers in Herts based on Care Certificate standards **Targets:** • 30 Personal Assistants trained to Care Certificate level	Medium	HCPA	April 2020
6	**To build an overseas recruitment route taking account of Brexit** Dedicated Brexit contingency plan including overseas recruitment outside of EU **Targets:** • 1 x multi-agency contingency plan written	High	HCC/HCPA/STP	April 2019

LONG TERM GOALS - Recruitment				
No	**Activity**	**Priority Scale**	**Priority for**	**Completion Date**
1	**To ensure all potential recruits have access to information on social care and are made aware of the varied care learning pathways and career development opportunities that exist in Hertfordshire.** Offer Career pathways into Apprenticeships which may lead to either health or social care by working with partner health services around a shared media approach	High	HCPA/HCC/STP	April 2021

• 1x pilot completed based on the Business Manager/Care Manager model

- 50 Skills Audit Reports highlighting

work related experiences

To develop programmes to support

learning of Personal Assistants funded

through Direct Payments

Develop content for programmes based

on co-production requirements working

5   with Carers in Herts based on Care   Medium   HCPA   April 2020

Certificate standards

Targets:

- 30 Personal Assistants trained to

Care Certificate level

To build an overseas recruitment route

taking account of Brexit

Dedicated Brexit contingency plan

including overseas recruitment outside of

HCC/HCPA/S

TP

6   EU   High   April 2019

Targets:

- 1 x multi-agency contingency plan written

	Build a partnership with Health Education England to co-produce health care assistant training which highlights pathways into both health and social care Deliver joint Health and Social Care advertising media campaigns targeted at attracting individuals with the right value based into the whole spectrum of Health and Social Care roles Concentrated recruitment focus on Nurses, Nurse Associates and Homecare Social Care roles Inclusion of nursing homes in the rotational work placement arrangements within the University of Herts **Targets:** • 20 providers engaged in Apprenticeship shared pathways • Service Level Agreement signed with Health Education England around Health Care Assistant recruitment • Joint comms plan written for advertising Health and Social Care placements • Social care comms plan written to target priority areas • 20 Nursing Homes engaged in Nursing Degree rotations			35
2	**Work with partners to create a Key Worker Housing Policy for Adult Social Care Practitioners** Identify opportunities to discuss Key Worker Housing to be used as a recruitment tool **Targets:**	Medium	HCC	March 2021

	• Work with relevant investors to increase chances of success in allocation of 'social impact' investments into housing to be let at affordable rents • Progress opportunities for the County Council to build suitable accommodation on its land and operate a discounted rent model directly, or work to with a third-party investor (with full consideration of associated risks and benefits) • Give consideration to the County Council taking a "responsible landlord" position, which may result in a lower turnover of occupiers and greater efficiencies in managing a large property portfolio • Develop criteria that staff would need to meet to qualify for such housing and create a menu models under which housing could be made available (such as no requirement for a deposit, for example)			
3	**To promote 'The Good Care Campaign' that reflects the needs of the sector** Providers engaged on two or more event months each year as business as usual **Targets:** • 50 providers signed up to inclusion in the Good Care Campaign as business as usual	Medium	HCPA	April 2021

4	**To build on the piloted Good Care Recruitment Service and link to any national social care recruitment services such as Skills for Care** Secure sustainable funding stream to make business and usual Open up the service to HCC in-house services and associated partners **Targets:** • Funding for recruitment service secured and service extended	High	HCPA/HCC	April 2020
5	**To promote opportunities for work related experiences. To build into the workforce development offer programmes based on values based recruitment, great leadership and organizational ethos.** Care Professional Standards Academy coordination of work placements for all levels of individuals who are interested in care **Targets:** • 50 providers signed up to offer work placements through the Academy • Operational Plan in existence for Academy Home to showcase best practice through work placements for leaders	High	HCPA	April 2021
6	**To develop programmes to support recruitment of Personal Assistants funded through Direct Payments** Develop an ongoing programme for Introduction to Care for Personal	Medium	HCPA	April 2021

No	Activity	Priority scale	Priority for	Completion date
	Assistants based on Care Certificate standards Create a web portal for Personal Assistants **Targets:** • Ongoing programme for Personal Assistants trained to Care Certificate level • On-line portal for recruiting Personal Assistants			38
7	**To build an overseas recruitment route taking account of Brexit** Roll out of Brexit contingency plan including overseas recruitment outside of EU **Targets:** • 1 x multi-agency contingency plan implemented	High	HCC/HCPA/ STP	April 2021

SHORT TERM GOALS - Retention				
No	**Activity**	**Priority scale**	**Priority for**	**Completion date**
1	**Improve Pay and Conditions across the Adult Social Care Workforce** Use true cost of care calculations to support new negotiations around current fee settings Ensure contracts highlight a requirement to pass on fee uplifts directly to staff Award Herts Rewards directly to staff through the Academy **Targets:** • Lobby Government to support Social Care Practitioner pay • All contracts stipulate pay and conditions as mandatory above National Living Wage	High	HCC	April 2019

	• Promote Herts Rewards to staff as a benefit of signing up to the Care Academy • Lobby for cheaper transport for Care staff • Work to reduce reliance on zero hour contracts			
2	**Pilot the first Key Worker Housing Project for Adult Social Care Practitioners** Identify a suitable locality linked to areas of low unemployment and high vacancy rates **Targets:** • 50 housing stock made available to local workers	High	HCC	April 2019
3	**To encourage practitioners to sign up to Professional Standards and organisations to sign up to Herts Care Partners through an Academy approach** **Targets:** • Academy approach launched. Signing individuals up to Professional Standards within the Academy. X 1500 • Introduction of Herts Rewards for individuals x 1500 HCC to Integrate Herts Care Partners and Herts Care Standards into contracts June 2018	High	HCPA / HCC	September 2018- April 2019
4	**Bespoke targeted skills development offered to PVI providers.** **Targets:** • Self-referral x 50 and targeted support instigated by statutory services x25 • Development of a positive Behaviours Support Strategy linked to all partners in Hertfordshire • Growth of hybrid models of care staff through associated training – 25 therapy support facilitators	High	HCPA / HCC	April 2018
5	**To seek funding to support providers investment in skills development**	Medium	HCPA / HCC	Sept 2019

No	Activity	Priority scale	Priority for	Completion date
	Develop the 'requirements' and 'incentive model' for Silver and Gold HCPA status. **Targets:** • To promote Skills Audits and quality assurance – further develop and promote HCPA Gold membership. X150			
6	**To celebrate care and learner successes and achievement** **Targets:** • Annual Care Awards x1 • Develop more celebrations based on graduation ceremonies x 15 • Explore other service type awards. X 2	Medium	HCPA / HCC	Nov2018 Nov 2019 Nov 2019

MEDIUM TERM GOALS - Retention				
No	Activity	Priority scale	Priority for	Completion date
1	**Implement incentivised Pay and Conditions across the private care providers offering Adult Social Care** Run events relating to pay and conditions supporting retention of staff **Targets:** • Run x12 locality events to ensure better pay and conditions are embedded with the private sector providers • Reduce turnover in homecare from the current rate of 41%	High	HCC	April 2020
2	**Evaluate the first Key Worker Housing Project for Adult Social Care Practitioners** Identify benefits, challenges and lessons learned	High	HCC	April 2020

	Targets: • 25 case studies			41
3	**To encourage practitioners to sign up to Professional Standards and organisations to sign up to Herts Care Partners through an Academy approach** Embed value based recruitment and retention techniques / competencies through Network Events and Leadership Development. Link private care providers to Accommodation strategy and Homecare Framework through Herts Care Standards ensuring pay and conditions and value given to staff **Targets:** • 100+ providers engaged in development events over two years. • All contracted services signed up to Herts Care Standards through contracts.	High	HCC/HCPA	April 2021
4	**To build the mixed offer around both training and qualifications to match the needs of clients in social care** Funding secured for specific interventions prompted by CCG contracted needs (eg. CHC) – alleviating pressures on Hospitals with front and back door issues ie. Delayed Transfers of Care (DToC) Funding to build on bespoke Care Leadership education, including succession planning and higher qualifications post level 5 and activities to support Continuing Professional Development (CPD) Further funding secured to bespoke some HCF courses to (non- care) Community First activities **Targets:**	High	HCC/HCPA/Hert fordshire Community Foundation (HCF)	April 2020

	• £250,000 funding secured from CCG's to enable DTOC related projects • £250,000 funding agreed for Leadership Training via HCC, ESIF and other sources • Commissioners (Integrated Community Support) integrating funding for education within tender opportunities for the Community and voluntary sector			
5	**To support Care Providers to invest in new business models related to staff development** Promote and support Care Providers to understand the importance of skills development from a business and care quality perspective – project test the care/business model Support providers to build clear progression routes to encourage staff to grow new skills and take on new responsibilities **Targets:** • X 10 Care Providers trialing the Business Manager/Care Manager business structure to support resilience and maintain consistent quality by improving the reputation of the market. • X16 locality based Manager/Proprietor Forums focused on action planning around new models of progression pathways	Low	HCPA	April 2020
6	**To build greater staff skills, confidence and competency, including workplace tools that support ongoing educational programmes linked to enhanced pay and conditions addressing NHS/Social Care disparity** Ensure pay and conditions match skills growth	Medium	HCPA	April 2020

	Diversify Complex Care Framework into other sectors Grow Complex Care Frameworks to act as a stepping stone to Nurse Associates supporting staff to progress Develop / train care ambassadors who have proven skills – such as Champions – widening their role to contribute to the wider workforce strategy by raising the profile of care. **Targets:** • Create innovative contracting that focuses on pay and conditions relating to performance (skill levels) • Build a Nursing team to monitor competencies in residential and community services to help staff to feel more confident. • Embed Complex Care Champions into Homecare Spot Provider and Disability Services contracts • Trail the model of Nurse Associates within the county for Social Care services • X50 Champions further trained to ambassadors			4 3
7	**To kite-mark quality in available training provision** Use the kite-mark system to promote use of training passports to providers **Targets:** • X2 standardization framework events and promotional activities across HCPA and HCC. • induct all associated partners into the kite-mark procedure	Medium	HCPA	April 2020

	LONG TERM GOALS - Retention			
No	**Activity**	**Priority Scale**	**Priority for**	**Completion Date**
1	**Embed further improved Pay and Conditions across the private care providers offering Adult Social Care** Build positive case studies relating to pay and conditions supporting retention of staff **Targets:** • Use communication channels to prove the case of improving pay and conditions to proprietors leading to reduced turnover	High	HCC	April 2021
2	**Roll out Key Worker Housing Project for Adult Social Care Practitioners to 5 districts** Promote key worker housing schemes to staff in newly identified areas **Targets:** • 5 districts offering key work housing	High	HCC	April 2021
3	**To build a mixed offer around both training and qualifications** Agreement for NHS training offer for Social Care Nurses. Nurse training and development outreach – dementia nurses and RGN'S included in training that exist in NHS Trusts to grow competencies. Agreement of rotational work placements as a reciprocal arrangement with NHS and Social Service institutions Secure more funding (possibly Skills for Care, Local Enterprise Partnership, National Lottery etc.) to extend the learning offer. **Targets:** • 100 Nurses accessing NHS training courses • X25 Providers engaged in rotational work-placements • £250,000 additional funding secured	Medium	HCC/HCPA	April 2021

	• Open the learning offer to more tailored (care) courses for Community First initiative • Open learning offer to HCC In-House services through Academy partnership			4 5
4	**To encourage continued and greater skills, confidence and competency, including workplace tools that support ongoing educational programmes** Acquire training contracts eg. LEP to at least double the capacity of training places. Development of 'after-learning' products / tools that aid in embedding learning into practice. More emphasis on competency training to prove evidence of impact. Supporting sustained competency through Professional Standards. More tailored training for different service types. Focus on LD/Disability using 'Connected Lives' ethos **Targets:** • £500,000 training funding acquired doubling the capacity of training places • 6 x tools developed to support competency assessments		HCPA	2021
5	**To encourage Staff Reward and Recognition systems in line with competitors (NHS) and other sectors** Open discussions about the disparity between NHS and Social Care rewards for staff Reduce the gap between public and private pay in Health and Social Care **Targets:**	High	HCC	2021

	• 2 x Partner meetings			

SHORT TERM GOALS – Growth

No	Activity	Priority Scale	Priority for	Completion Date
1	**To work with partner organisations to promote personalization and prevention principles in all education (including linking to volunteering opportunities to enhance the personal skillset, and to engage an empowered workforce including ambassador and mentoring approaches)** **Targets:** • Campaigns on prevention linked to Public Health eg extension of Stop falls campaign. • 150 Providers completing Falls Self- Assessment • 500 Providers completed Falls Prevention and Intervention training • Reduction in Ambulance Call outs and Attendances for Falls • Roll out of Connected Lives to Care Providers x 4 events +1 web portal • Embed principals of personalisation into all associated training company offers procured through HCC and HCPA x 30 providers	High	HCPA / HCC / Public Health	Sept 2019 April 2018
2	**Create a Herts Care Partners framework which encompasses all contracted HCC providers** Share practice and information across all sector types in events and through on-line portals to stimulate relationship building **Targets:** • Resilience Self Assessments x 50 • Safeguarding x 50 • Contract requirement x 3 resi homecare disability supported living	Medium	HCPA /HCC	Sept 2019

3	**To tailor skills interventions to meet the needs of the varied organization types** Learning Needs Analysis (LNA's) built into all service types. Formative and summative – linked to meeting learning needs of social care providers **Targets:** • x 25% of learners included in learning needs analysis • Impartial Feedback Service (IFS) skills audit embedded into contract arrangements for both Health and Social Care x 3 (residential, homecare, supported living)	High	HCPA / HCC	April 2020
4	**To develop phase one of the proposed Academy including expectations of CPD** **Targets:** • Web portal used by 1000 learners • Development of webportal and tracking systems for individual learners	High	HCPA / HCC	November 2018
5	**To develop organisations to be well run in areas such as governance, leadership & management, business / organizational skills** Seek more funding to develop these areas further / create best practice guidance documents **Targets:** • Document x 1 • 4 x day courses developed	Medium	HCPA	December 2018

6	**To support organisations to operate safely and legally in areas of safeguarding, health & safety and first aid** Work with organisations to ensure that they are able to expand in a safe environment **Targets:** • Deliver care certificates to care providers – 1000+ learners • Development of collectively agreed understanding of the expectations around different service areas in mandatory training topics and benchmarked against care certificate for VCS • Developing alignment to HSAB in all safeguarding training – advertise appropriate HSAB courses	High	HCPA /HCC	November 2018

MEDIUM TERM GOALS – Growth

No	Activity	Priority Scale	Priority for	Completion date
1	**To work with partner organisations to promote personalization and prevention principles in all education programmes.** Linking to volunteering opportunities to enhance the personal skillset, and engage an empowered workforce, including ambassador and mentoring approaches **Targets:** • 2 xFacilitated activities / events to link different service types eg. Community assets to homecare • 50% additional training delivered focused on prevention techniques to encourage staff to develop in lateral pathways eg. Occupational Therapy Support Facilitator Role.	High	HCPA	2020

	• Attendance at all STP Frailty workstreams and locality workgroups under Place Based Care programmes • 50% additional teacher training and continued support focus on Homecare and Nursing around personalization.			49
2	**To develop phase two (staff Agencies) of proposed Academy, including expectations of CPD** Ensuring care providers can more confidently use Agency staff that has accessed quality approved training through the Academy system. **Targets:** • Development of a countywide bank of staff to be used with the right training given. • Relationships built with all staffing agencies to encourage buy-in to Hertfordshire agreed training practices	High	HCPA/HCC	2020
3	**To develop organisations to be well run in areas such as governance, leadership & management, business / organizational skills to increase capacity to deliver extended and innovative services.** More emphasis to be put on joint meetings to allow strategic leaders in both Health & Social Care to build an understanding of systems. This will allow more pilots such as Vanguard Care Homes project. **Targets:** • Seek more funding to develop these areas further • X 3 Create best practice guidance documents around governance, leadership & Management and organizational skills	Low	HCPA/HCC	2020

No	Activity	Priority scale	Priority for	Completion date
4	**To develop organisations to operate safely and legally in areas relating to clinical activity** Supporting complex clients with appropriate services **Targets:** • Agreement signed with CCG's for Nurse Trainers to be utilized across all partners to ensure quality around clinical input relating to safety	High	HCPA/HCC /CCGs	2020
5	**To enable organisations to become sustainable with reference to income generation, marketing, communications and social media** Building the private market to offset the payments for social service clients and supporting VCS to grow sustainably **Targets:** • Introduction of new topic areas supporting VCS to be more sustainable and consider charging for services • Business planning course funding to be acquired for all types of small businesses	Medium	HCPA/HCF	2020

LONG TERM GOALS - Growth				
No	**Activity**	**Priority scale**	**Priority for**	**Completion date**
1	**To work with volunteer organisations to promote personalization and prevention principles in all education programmes,** To bring together the adult social care providers with the volunteering community	Low	HCPA/HCF	2021

	Targets: • Linking to volunteers to care providers • Grow volunteer ambassadors • Set up mentoring approaches for care staff and volunteers			
2	**To develop the workforce supporting claimants of Direct Payments for care support through employing Personal Assistants** People with Direct Payments need to be supported to grow their own individual workforce within quality standards. **Targets:** • Roll out PA training programme, inclusive of links to Health and Integrated budgets (IPC) • Bespoke courses for PAs developed when the critical mass / tipping point is reach	Low	HCPA/HCC	2021
3	**To ensure effective monitoring of Continuing Professional Development (CPD) and training** CPD monitored through Academy model and shared with all partners (where appropriate) **Targets:** • Electronic staff records created through the Academy meeting GDPR requirements	Medium	HCPA	2021
4	**To develop phase 3 (Volunteers) of the proposed Academy, including expectations of CPD** Encouraging the growth of volunteers to support social care providers **Targets:**	High	HCPA	2021

	• Development of training programme bespoke to VCS needs • Encouraging the use of VCS staff and volunteers to enrich the lives of service users purchasing social care to assist with the prevention agenda			
5	**To develop organisations to be well run in areas such as governance, leadership & management, business/ organizational skills across boundaries of Health Teams and Social Care Teams** Integration to be based around co-location and wrap around services – if both sectors are given the opportunity to work together they will be able to recognize the worth and contribution of the whole system **Targets:** • Pilot schemes set up to share the available workforces and skills • Run 4 x joint networking events • Deliver 25+ annual therapy roles linked to university placements	High	HCC/CCG's /HCPA	2021
6	**Support organisations to be able to thrive in a changing landscape, in particular VCS development of skills that will help the delivery of HCC's Community First Model and for wider workforce the Connected Lives model?** To ensure the wider workforce has a understanding of new models and VCS are able to recognize areas for positive contribution **Targets:** • Joint Networking events with VCS raising awareness of opportunities around the new models and working practices	Medium	HCC/HCF	2021

APPENDIX 2

1. Who is completing the EqIA[1] and why is it being done?

Title of service / proposal / project / strategy / procurement you are assessing[2]	Adult Social Care Workforce Strategy
Names of those involved in completing the EqIA	Mark Gwynne
Head of Service or Business Manager	Kulbir Lalli
Team/Department	Workforce Development & Partnerships / Integrated Accommodation Commissioning
Lead officer contact details	Mark Gwynne
Focus of EqIA – what are you assessing?[3]	**Project Name : Adult Social Care Workforce Development Strategy 2018 – 21** The strategy sets out our key workforce ambitions, explains the challenges, and is underpinned by a 3 year Implementation Plan that details the activity that will undertake to achieve the goals set out within this strategy. We will do this in partnership with care providers – and where it adds value in collaboration with our partners in the NHS - outlining the scale of the challenge in terms of recruitment , retention and sustained (and measurable) growth underpinned by raising quality and focussing on aspirational working. Through the strategy we will provide a diverse range of training courses and qualifications to adult social care organisations across Hertfordshire to upskill the workforce, and support them to meet national standards of care and best practice. **Project Partners:** • Herts County Council Adult Social Care Workforce Development and Partnerships Team • Hertfordshire Care Providers Association (HCPA) • Hertfordshire Community Foundation Training & Development Team (HCF Training & Development) • East & North Herts Clinical Commissioning Group – Quality team

- Herts Valleys Clinical Commissioning Group – Quality team

Rationale:
Hertfordshire County Council Adult Care Services, Hertfordshire Care Provider Association and HCF Training & Development have been working together in partnership for over 10 years supporting Adult Social Care Providers / Voluntary sector providers to meet national regulated standards of care or best practice. Collectively, our aim has always been to provide adult social care providers with a clear pathway for developing their staff, an aim that we have been able to achieve by working collaboratively and developing best practice models together with a view to raising quality of care provision across Hertfordshire. There are few counties who can evidence such a strong partnership and it is one that, through continuing commitment and partnership will continue to strengthen and thrive over the years to come. As social care is an ever changing environment, the communication that we have with our providers is essential to ensure we are representing their interests at national, regional and local government levels. Hertfordshire Care Providers Association and HCF Training & Development are key partners in this endeavour providing the Council with information gathered directly from a large cross section (over 500 providers) of the Adult Social Care sector to improve the development of services for Hertfordshire citizens requiring care and support. This level of engagement is as a result of Hertfordshire Care Providers Association's and HCF Training & Development team's credibility within the sector and produces a more accurate picture of workforce issues that support the local authority in guiding its strategies around its commissioned and non-commissioned adult social care services.

We know that recruitment in Hertfordshire – across both social care and health – is really challenging – with average employment levels of 96% within Hertfordshire, there is an extremely constricted labour market, in which the care sector is having to compete aggressively against other sectors such as retail and catering. We also know that a lack of affordable housing often means that living and working in Hertfordshire is not possible for large parts of the adult social care workforce. Access to housing is therefore a key priority area.
The strategy is aligned to the Health Education England document **'Facing the Facts, Shaping the Future'** and the LEP (Local Enterprise Partnership) **Hertfordshire Skills Strategy.** It is **aimed specifically at the Adult Social**

Care workforce in Hertfordshire:

What the project is:

The strategy has **TWO** overarching Ambitions:
• Raising quality
• Valuing the workforce

Raising Quality
We will attract people with the right attributes such as compassion and empathy and who care about what they do. We will support these people by encouraging providers to offer exciting opportunities which are flexible and attractive to potential job seekers and individuals who previously had not considered a career in care. These ambitions will be underpinned by Values Based Recruitment, Great Leadership and Organisational Ethos.
The aspiration will be to ensure we have enabling and personalised services through the promotion of workforce development initiatives which will focus on the delivery of quality care and improving standards.
We will create an education based **'passport' approach** that is universally accepted by providers as a mark of quality and by individuals as a professional standard through the proposed Care **Professional Standards Academy**.
The Care Professional Standards Academy is a new innovative concept for Hertfordshire, at its core will be a **passport system** for proving **quality monitored training, development and qualifications**. Benefits will include:
i) Enabling staff moving across the sector to be trained to a consistent level of quality by kite-marked learning professionals
ii) Building Professional Standards into the Academy, individuals will be more attracted into caring roles because they will see clear career pathways **supporting the recruitment crisis**.
iii) Working with partners such schools, colleges and the university to guide individuals through their learning journey. This will include apprenticeships of all types up to and including Nurse Associate Higher Apprenticeships, it will also focus on work placements and pathways
iv) Cost savings will be made supporting providers to recruit quality staff and make significant savings on retraining

v) Professionalising the workforce – making people proud to work in care

	vi) Providing staff with greater confidence to manage more complex clients vii) Accessing and aligning available funding streams The Academy will take individuals who have the right values and attitudes and develop them into the skilled workforce Hertfordshire residents deserve. In addition to recruiting the right people, it is important that providers are given the skills to meet best practice recruitment standards. We will do this by: i) Ensuring all **potential recruits have access to information on social care** and are made aware of the **varied care learning pathways** and **career development** opportunities that exist in Hertfordshire ii) Promoting **The Hertfordshire Good Care Campaign** that reflects the needs of the sector iii) Promoting opportunities for **work related experiences**. iv) Building into the **workforce development offer**, programmes focused on Values Based Recruitment, Great Leadership and Organisational Ethos v) Building on the Piloted Hertfordshire **Good Care Recruitment Service** and to link to any National Social Care Recruitment Services as they emerge, such as Skills for Care vi) Educating providers on how to recruit via facilitated peer learning initiatives We aim to embed **Connected Lives** in all training and development programmes for providers – Hertfordshire's strengths based framework that aims to enable people to live independently and be supported to connect with their communities. We want to make people's lives better – by connecting them to people, services, technology, communities, networks, and other people. **Impact/Results for SME/Micro employers:** Adult Social Care providers will: - • Have an impartial view of their service and will identify training gaps and have more robust training management systems in place. • Have a well trained workforce. Staff teams will be more committed and provide better quality care as their knowledge, competence and confidence increases as a result of the training. • Retention rates will increase • Significant reduction in the use of Agency staff post training owning to
Stakeholders	

	better retention. • Have reviewed succession planning • Have staff who can mentor other employees when relevant • Have subject Champions • Have staff who can deliver and tailor training for the organisation • Be more committed to workforce development as the benefits become more apparent • Potential to improve Care Quality Commission ratings and Hertfordshire County Council Adult Care Services/Clinical Commissioning Group monitoring scores • Improved reputation leading to business growth • Provide higher quality care services • Reduction in Serious Concerns/Safeguarding issues related to the business • **Impact/Results for Learners:** Staff that engage with training will: - • Feel more confident in their job role • Feel more confident to communicate with other health and social care professionals • Have potentially improved their wellbeing • Feel part of a valued workforce • Have increased skills and knowledge • Be more committed to the job role and the sector • Will be motivated to develop further • Have had information and advice to develop their career further • Provide high quality social care in a person-centred way • Improved basic skills • Have the training recorded on their Hertfordshire Care Professional Standards Passport • Have the potential to increase their earning power • Be able to support the vulnerable adults that they work with to make healthier life choices

Impact/Results for Hertfordshire Adult Social Care Partners and Professionals

Hertfordshire County Council Adult Care Services, Clinical Commissioning Groups, Sustainability and Transformation Partnerships, NHS colleagues etc. will :

- Have a range of private, voluntary and independent adult social care organisations who are providing good quality health and care services.
- Have a range of statutory services with well trained staff teams
- Have a wide range of adult social care businesses available who are stable and able to grow
- Have confidence in staffing teams to provide health and social care and know who and when to contact other health/social care professionals for assistance
- Monitoring and Inspections may see a reduction in the use of Agency staff who may not have been trained to required level
- See a reduction in unnecessary hospital admissions which could provide cost-savings
- See a reduction in unnecessary ambulance call-outs which could provide cost-savings
- See a reduction in hospital re-admissions if staff are better trained to care for residents with complexities of care needs.
- See improved monitoring and inspection scores which could provide cost-savings in terms of re-inspections when standards are low.

Impact/Results for Individuals who use Adult Social Care Services in Hertfordshire

Service Users will: -

- Receive quality services tailored to their personal requirements and needs
- Experience fewer falls
- Have competent adult care services with trained staffing teams that can

	care well for the frail
	• Have the care and support they require to remain independent for as long as possible
	• Have improved specialist care and support from staff who are knowledgeable, confident and competent. E.g. Dementia, Nutrition, Falls, End of Life, Wound Care
	• Have a range of thriving adult care services to allow choice
	• Have a range of adult care services that can provide care in a timely manner
	• Use care services that can support individuals to make healthier choices
	Impact/Results for Hertfordshire Citizens:
	Hertfordshire residents will:
	• Have good quality adult health and social care providers in their locality should they require care for themselves or relatives
	• Stay independent for longer
	• Benefit from the increased economic activity that a growing adult social care market could contribute to the Hertfordshire economy.
	Adult Social Care providers and their employees / volunteers will become learners on the project- HCC, private, voluntary and independent. Hertfordshire citizens who have care and support needs will benefit from a higher skilled social care workforce. Public sector in Hertfordshire – in terms of improved standards of care and communications from a higher skilled workforce Hertfordshire citizens that do not require care and support – in terms of a range of adult care services available locally with a trained competent workforce Age; disability; race; religion or belief; carers

2.   List of data sources used for this EqIA *(include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, EqIAs from other projects or other local authorities, etc.)*

A range of useful local data on our communities can be found on Herts Insight and on the Equalities Hub

Title and brief description (of data, research or engagement – include hyperlinks if available)	Date	**Gaps in data** Consider any gaps you need to address and add any relevant actions to the action plan in Section 4.
Skills for Care National Minimum Data Set for Social Care – dataset that provides national, regional and county information on the adult social care sector. Various reports available providing data on the size and structure of the workforce, retention rates and issues relating to the sector **https://www.skillsforcare.org.uk/NMDS-SC-intelligence/Workforce-intelligence/publications/The-size-and-structure-of-the-adult-social-care-sector-and-workforce-in-England.aspx** **https://www.skillsforcare.org.uk/NMDS-SC-intelligence/Workforce-intelligence/publications/The-state-of-the-adult-social-care-sector-and-workforce-in-England.aspx** **https://www.skillsforcare.org.uk/NMDS-SC-intelligence/Workforce-intelligence/publications/Regional-reports/Eastern/Eastern.aspx** **https://www.skillsforcare.org.uk/NMDS-SC-intelligence/Workforce-intelligence/documents/Local-authority-area-summary-reports/Eastern/Hertfordshire-Summary.pdf** v	**August 2017 - February 2018**	There is very limited data relating to gender reassignment in terms of workforce or individuals requiring care and support.
HCPA – Learning Needs Assessment – an annual survey of HCPA members to establish essential and desirable training needs	**September 2017**	
2011 Census data – utilised to inform the need for basic skills	**2011**	
A range of strategies to inform the direction and drivers for the adult social care workforce :- **Hertfordshire Adult Social Care Workforce Strategy** **Hertfordshire Skills Strategy** **Hertfordshire Health & Wellbeing Strategy** **Hertfordshire Corporate Plan** **The Strategic Economic Plan (Hertfordshire)** **Regional – ADASS Improvement Programme (East of England)**		

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The UK Industrial Strategy		
Hertfordshire Market Position Statements – produced by Hertfordshire County Council, East & North Herts CCG and Herts Valley CCG – give an overview of the market for specific areas within the care sector	**2016**	
Herts Insight Diversity Profile – identifies the population of Hertfordshire http://atlas.hertslis.org/profiles/profile?profileId=319&geoTypeId=16&geoIds=E10000015#	**Census 2011 - 2001**	
JSNA – Ageing Well – give information and data about the population in Hertfordshire in relation to ageing https://www.hertfordshire.gov.uk/microsites/jsna/jsna-documents.aspx?searchInput=&page=1&resultsPerPage=10&view=card&categoryfilters=0/1/22/285/286/852/856	**2014**	

3.   Analysis and assessment: review of information, impact analysis and mitigating actions

Protected characteristic group	What do you know[4]? What do people tell you[5]? Summary of data and feedback about service users and the wider community/ public • **Who uses the service?** • **Who doesn't and why?** • **Feedback/complaints?** • **Any differences in outcomes? Why?**	What does this mean – what are the potential impacts of the proposal(s)[6]? - Consider positive and negative impacts - On service users / the public - *AND, where relevant, **staff*** ** if your proposals relate mainly to a staff restructure or reorganisation, you should use the template <u>here</u>*	What can you do[7]? What reasonable mitigations to reduce or avoid the impact can you propose? How will you communicate/engage or provide services differently to create a 'level playing field' – e.g. consultation materials in easy read or hold targeted engagement events *If there is no current way of mitigating any negative impacts, clearly state that here and consider other actions you could take in the action plan in section 4.*
Age[8]	The UK has an ageing population. Statistics show that Hertfordshire is following a similar trend. Skills for Care predict an increase of 31% nationally in the number of jobs in the adult social care sector to meet the growing demand; this percentage rises to 36% in the East of England. To meet this demand and align the adult social care workforce to national and local strategies there is a requirement to increase the number of individuals working in the adult social care sector and upskilling these individuals to improve staff retention and the quality of care provided to Hertfordshire residents. Although the County Council monitoring reports indicate a	*The strategy will have a positive impact on service users and the public. It aims to increase the skills, competence and knowledge of the adult social care workforce, including leaders and proprietors. This will translate into providing a care service that will retain staff to provide quality care services.* *The Strategy will seek to engage learners from 18 years upwards and targets have been set specifically to engage participants aged 50+. This is to drive employment for individuals within this age group. The positive impact of this will be that care staff will represent a wide range of ages and this will ensure that people receiving their service will do so from a diverse age range of staff.* Agenda Pack 201 of 357	Individuals applying to join training via this project will need to meet the eligibility requirements of the funders which relates to the eligibility to work in the UK and the relevance of training to the job role. Monitor profiles of participants and equality strands to ensure awareness of minority group learners engaging with the project. This will allow the project to be adapted should any inequalities arise. Ensure that training materials are inclusive for all learners The Strategy has specific targets to engage individuals in the 50+ group. However it also seeks to promote care careers and engage younger people to enrich the care sector workforce. All training Providers used will already have had training in equality, diversity and inclusion that include all protected characteristic

Protected characteristic group	What do you know[4]? What do people tell you[5]? Summary of data and feedback about service users and the wider community/ public • **Who uses the service?** • **Who doesn't and why?** • **Feedback/complaints?** • **Any differences in outcomes? Why?**	What does this mean – what are the potential impacts of the proposal(s)[6]? - Consider positive and negative impacts - On service users / the public - *AND, where relevant, **staff*** ***if your proposals relate mainly to a staff restructure or reorganisation, you should use the template <u>here</u>**	What can you do[7]? What reasonable mitigations to reduce or avoid the impact can you propose? How will you communicate/engage or provide services differently to create a 'level playing field' – e.g. consultation materials in easy read or hold targeted engagement events ***If there is no current way of mitigating any negative impacts, clearly state that here and consider other actions you could take in the action plan in section 4.***
	rise in the standard of care there are still further improvements to be made. Feedback to providers from service users, staff, families and carers often indicates deficiencies in staffing levels and training in specific areas. As people live longer often their care needs become more complex and the sector need to be trained in a wider range of subjects and skills to meet this need. Individuals aged 50+ are a priority group for the Department of Work and Pensions as there are a growing number of individuals who are unemployed in this group.		groups.
Disability[9]	85% of the population of Hertfordshire that have a long term illness or disability indicate that this does not	Individuals with a disability who require care and support will gain from this strategy in terms of increase in quality of care services via better trained,	Skills for Care are providing materials and information to encourage adult social care providers to consider employing individuals with a disability. HCPA will build on this work

Protected characteristic group	What do you know[4]? What do people tell you[5]? Summary of data and feedback about service users and the wider community/ public • **Who uses the service?** • **Who doesn't and why?** • **Feedback/complaints?** • **Any differences in outcomes? Why?**	What does this mean – what are the potential impacts of the proposal(s)[6]? - Consider positive and negative impacts - On service users / the public - *AND, where relevant, staff** ** if your proposals relate mainly to a staff restructure or reorganisation, you should use the template here*	What can you do[7]? What reasonable mitigations to reduce or avoid the impact can you propose? How will you communicate/engage or provide services differently to create a 'level playing field' – e.g. consultation materials in easy read or hold targeted engagement events *If there is no current way of mitigating any negative impacts, clearly state that here and consider other actions you could take in the action plan in section 4.*
	impact on their activity. A further 8% have a long term illness that impacts on activity a little and 6% where their health impacts on activity a lot. Adult social care will offer support in varying degrees to these individuals depending on need. In terms of employment within the care sector some roles could be unsuitable for individuals with a disability due to the nature of the role. This depends on the nature of the persons disability. There is some negativity within the care sector regarding employing individuals with a disability due to perceptions and pressures that currently exist within the sector regarding high turnover rates and retaining staff whilst continuing to provide a	competent and knowledgeable care staff. The Strategy aims to increase the number of individuals wishing to work in the sector which will also improve the range and choice of care available. In terms of employment into the sector there is some negativity around employing individuals with disabilities.

Agenda Pack 203 of 357 | in Hertfordshire via their recruitment portal Herts Good Care. Monitor profiles of participants and equality strands to ensure awareness of minority group learners engaging with the project. This will allow the project to be adapted should any inequalities arise. Ensure that training materials are inclusive for all minority group learners All training Providers used will already have had training in equality, diversity and inclusion that include all protected characteristic groups. |

Protected characteristic group	What do you know[4]? What do people tell you[5]? Summary of data and feedback about service users and the wider community/ public • **Who uses the service?** • **Who doesn't and why?** • **Feedback/complaints?** • **Any differences in outcomes? Why?**	What does this mean – what are the potential impacts of the proposal(s)[6]? - Consider positive and negative impacts - On service users / the public - *AND, where relevant, **staff*** *** if your proposals relate mainly to a staff restructure or reorganisation, you should use the template [here]**	What can you do[7]? What reasonable mitigations to reduce or avoid the impact can you propose? How will you communicate/engage or provide services differently to create a 'level playing field' – e.g. consultation materials in easy read or hold targeted engagement events *If there is no current way of mitigating any negative impacts, clearly state that here and consider other actions you could take in the action plan in section 4.*
	service.		
Gender reassignment[10]	There is very limited data available for this group of individuals in Herts. Individuals with this protected characteristic may receive care and support if required. Individuals with this protected characteristic may wish to seek work in the care sector or be working in the sector	Improved care and support available as a result of training offered via the project.	Monitor profiles of participants and equality strands to ensure awareness of minority group learners engaging with the project. This will allow the project to be adapted should any inequalities arise. Ensure that training materials are inclusive for all minority group learners All training Providers used will already have had training in equality, diversity and inclusion that include all protected characteristic groups.
Pregnancy and maternity[11]	The majority of the adult social care workforce in Hertfordshire is female – 82% with an average age of 43. 68% are aged between 24 and 55.	The Strategy will support learners to complete learning wherever possible. Care staff who are pregnant may need to change their duties in line with a relevant risk assessment. This could result in service users having different care staff supporting them during pregnancy and maternity leave.	All adult social care providers will have relevant procedures and policies for pregnant staff and will have maternity leave processes to provide cover. Monitor profiles of participants and equality strands to ensure awareness of minority group learners engaging with the project. This will allow the project to be adapted

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Protected characteristic group	What do you know[4]? What do people tell you[5]? Summary of data and feedback about service users and the wider community/ public • **Who uses the service?** • **Who doesn't and why?** • **Feedback/complaints?** • **Any differences in outcomes? Why?**	What does this mean – what are the potential impacts of the proposal(s)[6]? - Consider positive and negative impacts - On service users / the public - *AND, where relevant, **staff*** * *if your proposals relate mainly to a staff restructure or reorganisation, you should use the template [here]*	What can you do[7]? What reasonable mitigations to reduce or avoid the impact can you propose? How will you communicate/engage or provide services differently to create a 'level playing field' – e.g. consultation materials in easy read or hold targeted engagement events *If there is no current way of mitigating any negative impacts, clearly state that here and consider other actions you could take in the action plan in section 4.*
			should any inequalities arise. Ensure that training materials are inclusive for all minority group learners All training Providers used will already have had training in equality, diversity and inclusion that include all protected characteristic groups.
Race[12]	77% of the adult social care workforce in Herts are British, 9% are from within the EU and 13% from outside the EU. 77% of the workforces in Herts are of White ethnicity and 23% are Black, Asian or Minority Ethnic Groups. This aligns to the Herts population where around 86% are of white ethnicity (80% British). It is important within the care sector that care and support is given in a way that respects an individual's race,	The workforce aligns broadly to the demographic of Hertfordshire residents in terms of race and ethnicity. This should allow service users to be supported by individuals that understand or have similar cultural backgrounds. Through the Strategy's implementation plan provides access to basic skills in the form of English, Maths and Digital Skills via Apprenticeship opportunities A positive impact will be a skilled, competent adult social care workforce that will have increased basic skills.	Monitor profiles of participants and equality strands to ensure awareness of minority group learners engaging with the project. This will allow the project to be adapted should any inequalities arise. Ensure that training materials are inclusive for all minority group learners Signpost any applicants or learners to English for Speakers of Other Languages (ESOL) training if relevant. All training Providers used will already have had training in equality, diversity and inclusion that include all protected characteristic

Protected characteristic group	What do you know[4]? What do people tell you[5]? Summary of data and feedback about service users and the wider community/ public • **Who uses the service?** • **Who doesn't and why?** • **Feedback/complaints?** • **Any differences in outcomes? Why?**	What does this mean – what are the potential impacts of the proposal(s)[6]? - Consider positive and negative impacts - On service users / the public - *AND, where relevant, **staff*** * *if your proposals relate mainly to a staff restructure or reorganisation, you should use the template _here_*	What can you do[7]? What reasonable mitigations to reduce or avoid the impact can you propose? How will you communicate/engage or provide services differently to create a 'level playing field' – e.g. consultation materials in easy read or hold targeted engagement events *If there is no current way of mitigating any negative impacts, clearly state that here and consider other actions you could take in the action plan in section 4.*
	ethnicity and culture. This ensures a person-centred approach and can achieve higher levels of engagement between care providers and services users, friends and family. Language and culture can be a barrier in terms of care giving.	The care sector induction is part of this project and will train more individuals to be aware of different religions, belief and culture.	groups.
Religion or belief[13]	The majority of Herts residents are Christian (58%) with 27% stating that they have no religious beliefs. Observing an individual's religious beliefs when providing an individual with care and support is hugely important. An awareness of religions and beliefs is part of the induction for adult social care staff.	The care sector induction is part of this Strategy's implementation plan and will train more individuals to be aware of different religions, belief and culture. This will have a positive impact when providing care and support, but will also benefit the community in which these individuals live. Participants may more readily engage with further training opportunities where they know they are treated with fairness and respect	The Strategy will allow sharing of best practice across partnerships involved. All training Providers used will already have had training in equality, diversity and inclusion that include all protected characteristic groups.

Protected characteristic group	What do you know[4]? What do people tell you[5]? Summary of data and feedback about service users and the wider community/ public • **Who uses the service?** • **Who doesn't and why?** • **Feedback/complaints?** • **Any differences in outcomes? Why?**	What does this mean – what are the potential impacts of the proposal(s)[6]? - Consider positive and negative impacts - On service users / the public - *AND, where relevant, staff** ** if your proposals relate mainly to a staff restructure or reorganisation, you should use the template here*	What can you do[7]? What reasonable mitigations to reduce or avoid the impact can you propose? How will you communicate/engage or provide services differently to create a 'level playing field' – e.g. consultation materials in easy read or hold targeted engagement events *If there is no current way of mitigating any negative impacts, clearly state that here and consider other actions you could take in the action plan in section 4.*
Sex/Gender[14]	The majority of the adult social care workforce in Hertfordshire is female – 82% with an average age of 43. 68% are aged between 24 and 55. 51% of the adult social care workforce in Hertfordshire work full time hours with 41% working part-time, 8% have no fixed hours. 31% of the workforce work on zero-hours contracts. The adult social care sector offers a flexible working pattern. Care and support are required 24 hours a day, seven days a week, 52 weeks of the year. This allows workers to establish a range of shift patterns and this can fit with other caring responsibilities that an individual may have. Female service users are	The Strategy will deliver training to all to improve the quality of care. The Strategy aims to upskill adult social care workers to increase retention of the workforce. A stable workforce will allow service users choice between male or female workers if relevant. Flexible working hours and shift patterns may be a barrier to learners with caring responsibilities accessing training during the normal working day. The adult social care workforce demographic is likely to result in a higher number of female workers accessing the project than male workers. Agenda Pack 207 of 357	Courses will be run across various times/days/locations and also in the evenings or the weekends if demand exists. The training offer includes 'train the trainer' options to allow organisations to train in-house and offer a range of training sessions to suit their workforce. All training Providers used will already have had training in equality, diversity and inclusion that include all protected characteristic groups. Monitor profiles of participants and equality strands to ensure awareness of minority group learners engaging with the project. This will allow the project to be adapted should any inequalities arise.

Protected characteristic group	What do you know[4]? What do people tell you[5]? Summary of data and feedback about service users and the wider community/ public • **Who uses the service?** • **Who doesn't and why?** • **Feedback/complaints?** • **Any differences in outcomes? Why?**	What does this mean – what are the potential impacts of the proposal(s)[6]? - Consider positive and negative impacts - On service users / the public - *AND, where relevant, **staff*** ***if your proposals relate mainly to a staff restructure or reorganisation, you should use the template <u>here</u>**	What can you do[7]? What reasonable mitigations to reduce or avoid the impact can you propose? How will you communicate/engage or provide services differently to create a 'level playing field' – e.g. consultation materials in easy read or hold targeted engagement events *If there is no current way of mitigating any negative impacts, clearly state that here and consider other actions you could take in the action plan in section 4.*
	likely to express a preference for a female care worker particularly if personal care is involved. This can cause issues for care providers who provide support at an individual's home particularly with the present high staff turnover that care providers are experiencing. Male service users are less likely to express a preference; however similar issues are experienced when a male worker is required.		
Sexual orientation[15]	Any individual may require care and support regardless of their sexual orientation. Any individual may work in the adult social care sector regardless of their sexual orientation.	The care sector induction is part of this Strategy's implementation plan and will train more individuals to be aware of equality and diversity. This will have a positive impact when providing care and support, but will also benefit the community in which these individuals live. Agenda Pack 208 of 357 Participants may more readily engage	All training Providers used will already have had training in equality, diversity and inclusion that include all protected characteristic groups. Monitor profiles of participants and equality strands to ensure awareness of minority group learners engaging with the project. This will allow the project to be adapted should any inequalities arise.

Protected characteristic group	What do you know[4]? What do people tell you[5]? Summary of data and feedback about service users and the wider community/ public • **Who uses the service?** • **Who doesn't and why?** • **Feedback/complaints?** • **Any differences in outcomes? Why?**	What does this mean – what are the potential impacts of the proposal(s)[6]? - Consider positive and negative impacts - On service users / the public - *AND, where relevant, **staff*** *** if your proposals relate mainly to a staff restructure or reorganisation, you should use the template here**	What can you do[7]? What reasonable mitigations to reduce or avoid the impact can you propose? How will you communicate/engage or provide services differently to create a 'level playing field' – e.g. consultation materials in easy read or hold targeted engagement events *If there is no current way of mitigating any negative impacts, clearly state that here and consider other actions you could take in the action plan in section 4.*
		with further training opportunities where they know they are treated with fairness and respect	
Marriage and civil partnership[16]	60% of Herts residents are married, co-habitating or in a civil partnership. Adult social care is provided to any individual who requires care and support regardless of their living arrangements.	The Strategy aims to upskill the adult social care workforce which will benefit any service users, carers families and friends as quality improves.	All training Providers used will already have had training in equality, diversity and inclusion that include all protected characteristic groups. Monitor profiles of participants and equality strands to ensure awareness of minority group learners engaging with the project. This will allow the project to be adapted should any inequalities arise.
Carers[17]	9% of Herts residents are providing unpaid care to a family member or friend. The adult social care sector can provide vital respite opportunities for unpaid carers.	This Strategy aims to upskill the adult social care workforce. Higher quality care will improve health and wellbeing for the service user and this will have a positive impact for carers as well. A more stable workforce will have a positive impact for carers as care providers will be able to ensure that	Carers are utilised in training if possible to raise awareness within the care sector of issues for unpaid carers

Protected characteristic group	What do you know[4]? What do people tell you[5]? Summary of data and feedback about service users and the wider community/ public • **Who uses the service?** • **Who doesn't and why?** • **Feedback/complaints?** • **Any differences in outcomes? Why?**	What does this mean – what are the potential impacts of the proposal(s)[6]? - Consider positive and negative impacts - On service users / the public - *AND, where relevant, **staff*** ** if your proposals relate mainly to a staff restructure or reorganisation, you should use the template [here]*	What can you do[7]? What reasonable mitigations to reduce or avoid the impact can you propose? How will you communicate/engage or provide services differently to create a 'level playing field' – e.g. consultation materials in easy read or hold targeted engagement events *If there is no current way of mitigating any negative impacts, clearly state that here and consider other actions you could take in the action plan in section 4.*
		there is continuity in the care staff provided. If carers are confident in the care that is being provided they will be more likely to take opportunities of respite and with a more stable care sector these opportunities may increase.	
Other relevant groups[18] Consider if there is a potential impact (positive or negative) on areas such as health and wellbeing, crime and disorder, Armed Forces community.	Health & wellbeing	This Strategy aims to have a positive effect on health and wellbeing:- • Learners accessing training will have improved confidence levels • Learners will feel more valued in the workplace • Learners will have improved awareness of a range of issues that will improve their knowledge of equality and diversity of their community • Learners will have improved basic skills • Service users will have improved quality care and support • Learners will be able to support service users more specifically	

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Protected characteristic group	What do you know[4]? What do people tell you[5]? Summary of data and feedback about service users and the wider community/ public • **Who uses the service?** • **Who doesn't and why?** • **Feedback/complaints?** • **Any differences in outcomes? Why?**	What does this mean – what are the potential impacts of the proposal(s)[6]? - Consider positive and negative impacts - On service users / the public - *AND, where relevant, **staff**** ** if your proposals relate mainly to a staff restructure or reorganisation, you should use the template here*	What can you do[7]? What reasonable mitigations to reduce or avoid the impact can you propose? How will you communicate/engage or provide services differently to create a 'level playing field' – e.g. consultation materials in easy read or hold targeted engagement events *If there is no current way of mitigating any negative impacts, clearly state that here and consider other actions you could take in the action plan in section 4.*
		and improve health and wellbeing	

Opportunity to advance equality of opportunity and/or foster good relations[19]

Care staff that as part of the project undertake the Care Certificate induction training will have specific awareness training on equality, diversity and inclusion. Other training topics also include building awareness around these areas for both care staff and project staff. Leaners will be more aware and this knowledge will be transposed into their lives and communities.

Partners within the project will sign up to the project equality, diversity and inclusion policy and action plan. This will support all partners to improve and share examples of good practice in this area.

Conclusion of your analysis and assessment - select one of the outcomes below[20] and summarise why you have selected i, ii, iii or iv; what you think the **most important** impacts are; and the key actions you will take.	
OUTCOME AND NEXT STEPS	**SUMMARY**
i. **No equality impacts identified**	*There are no equality impacts identified. The Strategy aims to upskill and maintain the adult social care workforce which will have a positive impact not only on the care sector but also the wider community. Service users will benefit from improved quality of care leading to improved health and wellbeing. Care staff will be more knowledgeable, competent and confident within their job roles which will support the care sector to improve staff turnover and progress staff, which in turn will ensure care staff stay in employment and continue to progress their careers. As equality, diversity and inclusion is a vital component of providing good quality person-centred care, the project will raise awareness of equality, diversity and inclusion to all learners which they will utilise within their job roles and this will transpose into their lives and communities.*
ii. **Minimal equality impacts identified** - Adverse impacts have been identified, but have been objectively justified (provided you do not unlawfully discriminate) - Ensure decision makers consider the cumulative effect of how a number of decisions impact on equality - No major change required to proposal	

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iii. Potential equality impacts identified - Take 'mitigating action' to change the original policy/proposal, remove barriers or better advance equality - Set out clear actions in the action plan in section 4.	
iv. Major equality impacts identified - The adverse effects are not justified, cannot be mitigated or show unlawful discrimination - You must stop and remove the policy **[you should consult with Legal Services]** - Ensure decision makers understand the equality impact	

4. Prioritised Action Plan[21]

Impact identified and group(s) affected	Action planned Include actions relating to: • mitigation measures • getting further research • getting further data/consultation	Expected outcome	Measure of success	Lead officer and timeframe
NB: These actions must now be transferred to service or business plans and monitored/reviewed to ensure they achieve the outcomes identified.				
All – project meeting the needs of all groups				
All – meeting needs and allowing access	Monitor profiles of participants and equality strands to ensure awareness of minority group learners and adapt project delivery if relevant.	Delivery of all training is inclusive and equal	Positive feedback Completion rates of minority group learners aligned with all other learners	Mark Gwynne Apr 2018 - Dec 2021
All – supporting learning	Training materials inclusive for all learner groups	Delivery of all training is inclusive and equal	Positive feedback Completion rates of minority group learners	Mark Gwynne Apr 2018 - Dec 2021

			aligned with all other learners	
All – meeting neds and allowing access	All Training Providers used will have had full training to raise awareness of equality, diversity and inclusion	All aspects of the project are inclusive and promote equality and diversity	Positive feedback Completion rates of minority group learners aligned with all other learners	Mark Gwynne Apr 2018 - Dec 2021
RACE – language barrier	Signpost to English for Speakers of Other Languages courses	Improved language skills	Learners with language barriers accessing all training including basic skills	Mark Gwynne Apr 2018 - Dec 2021
Sex/Gender/Carers – access to learning for carers	Training to be run at various locations across the County and during evenings and/or weekends if required	Improved engagement with carers	Completion rates of carers aligned with all other learners. Attendance from this group on training programmes high	Mark Gwynne Apr 2018 - Dec 2021

This EqIA has been signed off by:

Lead Equality Impact Assessment officer: **Date:**
Head of Service or Business Manager: **Date:**
Review date:

HERTFORDSHIRE COUNTY COUNCIL

CABINET
MONDAY, 18 JUNE 2018 AT 2.00PM

SUB NATIONAL TRANSPORT BOARDS – HERTFORDSHIRE COUNTY COUNCIL'S POSITION AND MEMBERSHIP

Report of the Chief Executive

Author:-   Jan Hayes-Griffin, Assistant Director
                      (Planning & Economy) (Tel: 01992 555206)

Executive Member:-   Derrick Ashley, Growth, Infrastructure, Planning
                      and the Economy

1.   PURPOSE OF REPORT

To set out the background to the emergence of Sub National Transport Boards (STB's) nationally and to consider Hertfordshire County Council's policy position and future membership of emerging STB's in the region.

2.   SUMMARY

2.1   The Government is encouraging Local Transport Authorities (County and Unitary) to come together to create strategic groupings to lead on the development of regional transport strategies to support economic growth, advise on local priorities for future infrastructure planning and investment and coordinate the delivery of cross border transport functions. The exact role and function of each Strategic Transport Body (STB) will vary from region to region and could include a bid for devolved powers and funding from Government.

2.2   A number of these groupings are beginning to emerge nationally with some planning to seek full powers to create a statutory STB within the next 2-3 years.

2.3   Hertfordshire's economic growth and strategic transport concerns are varied and governed by our unique location in the Oxford London Cambridge Golden Triangle, our proximity to and relationship with London and the main transport corridors that run through the county.

2.4   There are two emerging STB's adjoining Hertfordshire and it is now timely to consider whether the County Council should formally join one of these to ensure we are able to get our strategic transport issues on

the table and begin to influence Government on our future investment priorities and needs.

2.5 This report was considered by Environment Planning and Transport Panel on 11 May and Members supported the conclusions and recommendations set out in Section 10.

3. RECOMMENDATIONS

3.1 The Environment Planning and Transport Cabinet Panel considered a report on this item of business at their meeting on 11 May 2018. The Panel recommended to Cabinet that Cabinet agree the recommendations set out in Section 10 of this report that Hertfordshire County Council joins Englands Economic Heartland and its emerging Sub National Transport Board as a full member, and joins Transport for the East as an Associate Member.

4. BACKGROUND

4.1 Part 5A of the Local Transport Act 2008 (introduced by the Cities and Local Government Devolution Act 2016) provides for the devolution of strategic transport responsibilities to Strategic Transport Bodies. The Act specifically enabled Transport for the North (TfN) to be created, and for local partners to put forward to Government, proposals to establish a statutory Sub National Transport Body.

4.2 The Act gives the Secretary of State for Transport an enabling power to establish an STB.

- The STB must be set up as a corporate body
- At least two "relevant authorities" (County Councils or Unitary Authorities, Combined Authorities and Integrated Transport Authorities) must apply to the Secretary of State to establish an STB.
- These authorities must agree to jointly make a proposal for an STB for the area.
- The proposed STB must cover the whole of the area of all member authorities. An authority cannot be split between two or more STBs.
- All authorities (not just "relevant" authorities) in an area must be consulted before a bid is made. This includes all authorities adjoining the area of an STB.
- An STB has to "facilitate the development and implementation of transport strategies for the area" and "promote economic growth in that area"

4.3 Regulations specify that the Secretary of State must approve:

- The name of an STB, the geographic area covered by the board, the relevant authorities making up the board (including any

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Combined Authorities, County Councils, Integrated Transport Authorities (ITA's) and Unitary Authorities).

- The Constitution of the STB including size and composition of the Board. Voting Members shall be the elected Members of relevant authorities and where they exist, elected Mayors, and Chairs of any ITA's. The board may co-opt representatives onto the Board from LEPs, transport organisations and Business but these are non-voting.
- Executive arrangements
- Arrangements for Review and Scrutiny
- The delegation of functions from the STB to relevant authorities and the transfer of transport functions to the STB from relevant authorities, or the joint exercise of functions.
- Any changes to the Board composition and area
- The removal of or adding of relevant authorities to STBs
- Funding to cover the running costs of STBs

4.4   Individual Highways Authorities would still be required to produce a Local Transport Plan and the continuation of Local Transport Boards would be a local decision.

4.5   The Government's Transport Investment Strategy (TIS) published 2017, talks about the opportunity for greater devolution of transport decision making and funding across the country. The Government recognises there has been a gap in transport planning at regional level to deal with transport issues/schemes that are of significance larger than local highway administrative areas, but below those of national importance.

4.6   The TIS sets out the core functions of STB's

> *The precise role and function of STBs will vary by region in order to reflect local and cross-regional transport and economic growth needs. However, STBs will all fulfil a similar strategic role and the Department considers they should have the following core functions, to:*
>
> - *prepare a pan-regional transport strategy to support economic growth and development in the region;*
> - *provide, based on their strategy, advice to the Secretary of State about the development and prioritisation of transport investments in their region;*
> - *co-ordinate the carrying out of transport functions that are exercisable by its constituent authorities, such as the implementation of smart ticketing initiatives; and,*
> - *potentially, to play a role in the investment and oversight of performance on major roads in their region (that are not part of the national network maintained by Highways England).*

4.7   The Government has recently consulted on proposals to create a 'Major Road Network' (MRN) for strategically important local authority A roads because of the contribution they make to the economic wellbeing of the country. This middle tier of economically and strategically important local authority A roads would sit between the nationally managed Strategic Road Network (SRN) and the rest of the Local Road Network. A proportion of the National Roads Fund would be reallocated to the MRN. Funding decisions for the MRN would be linked to reducing congestion, supporting economic and housing growth plans and creating a more resilient MRN. It is envisaged that STBs will in future have a key role in influencing and coordinating investment plans at and between the SRN and MRN levels with DfT and Highways England.

4.8   There is no mandatory requirement to establish an STB – it is for the locality to determine the need. However, recent discussions with DfT indicate encouragement for STBs. There is no nationally set timetable. DfT has said they envisage 8/9 large STBs across the country with groupings of Local Authorities' that make sense in terms of economic geography rather than historic regional administrative boundaries. Any proposals for STBs need to come forward from relevant authorities with strong consensus and commitment built from the bottom up and clarity about the extent of powers being sought from Government.

5.   EMERGING MODELS AROUND THE COUNTRY

5.1   A number of authorities around the country are coming together in strategic partnerships to begin to develop proposals for STBs to ensure strategic level transport infrastructure and investment planning supports regional growth ambitions. Some of these have emerged as part of the Devolution Agenda and the creation of elected mayors, and build on governance structures that have existed for some time in these areas.

5.1.1 Midlands Connect – Powering the Midland Engine

-    Partnership of 28 Local Authorities, 11 LEP's, Network Rail and Highways England set up in 2014, covering 14 cities, a population of 11.5m and economy worth £222bn to UK plc. Covers Worcestershire, Shropshire, Lincolnshire, Derbyshire, Nottinghamshire, Leicestershire, Herefordshire, Staffordshire, Warwickshire, Birmingham and all the MBC's in the West Midlands.
-    Have set up a Strategic Board led by independent chair Sir John Peace, and representatives from the LEPs, the LTA Leaders, Network Rail, Highways England and a Department for Transport Minister. Supported by a Partnership Advisory Board, Programme Steering Group and Technical Advisory Group. It has a dedicated Midlands Connect Project Team and a £5m pooled pump priming budget.
-    Transport Strategy for the region developed 2017.

5.1.2 Transport for the North – One Agenda, One Economy, One North

- Partnership of 10 Local Authorities, 10 LEP's, DfT, Highways England, Network Rail, HS2, and Secretary of State for Transport covering the city regions of Liverpool, Manchester, Leeds, Sheffield, Newcastle, Hull, and also Cumbria, Lancashire, Cheshire, North Yorkshire, and Tees Valley. A population of 15m residents and £290bn economy.
- Vision and objectives, Northern Transport Strategy and Governance principles agreed by TFN Board and Government in March 2015. Formal STB status confirmed 2018.
- Business Plan developed to feed into DfT/ Highways England and Network Rail national funding and prioritisation process.

5.1.3 Transport for the South East

- Last year, Local Authorities in the South East established a Shadow STB stretching from Kent, through East and West Sussex, Brighton and Hove City, Medway Council, Surrey, Hampshire, Isle of Wight, Portsmouth, Southampton City Councils, Berkshire Local Transport Body and relevant LEPs with a view to seeking statutory powers by 2020. The Shadow Board is in the process of developing a Transport Strategy and have established a small dedicated team to support the emerging STB.

5.1.4 Transport for the East

- During 2017 Essex County Council promoted the debate to create an STB covering Norfolk, Suffolk, Cambridgeshire, Hertfordshire and Essex. This covers the area previously covered by the East of England Regional Transport Forum.

- The proposals envisage an informal partnership at first, building eventually into a statutory STB with the County Highways Authorities and the five Unitaries, Highways England, Network Rail and DfT, and representatives from the regions ports, airports and the relevant LEPs. The first stage would be to develop a Vison for Transport for the East and a transport strategy identifying key priorities for each partner.

- Areas of common interest across the region were identified as:

    - Developing the overarching transport strategy for the sub region and identifying key priorities for each partner.
    - Establishing a Rail Forum to input to future infrastructure requirements and franchise specifications.
    - Highway Network resilience
    - "Total transport" solutions
    - Innovation in Transport
    - Integrated Ticketing and Mobility.

- These proposals were agreed at the East of England Transport Summit on 21 December 2017. The first meeting of East of England Sub Transport Forum took place in March 2018 and agreed its Terms of Reference and future work programme.

5.1.5 England's Economic Heartland Strategic Alliance (EEH)

- This is a partnership of County and Unitary authorities in Buckinghamshire, Oxfordshire, Northamptonshire, Cambridgeshire, Milton Keynes, Luton Borough Council, Central Beds, Bedford Borough Council, Peterborough City, and associated LEPs (OXLEP, SE Midlands LEP and Bucks and Thames Valley LEP). Most recently Swindon Borough Council has joined the EEH because of the synergy between its local economic sectors and the wider EEH area.

- This is the 'economic' arc from Oxford through Milton Keynes to Cambridge with a high concentration of 21st century high value technology based sectors, Research and Development institutions and innovation potential. £92.5m value economy. The aim is to generate an extra 15-20% GVA for UK plc in this corridor.

- The Alliance was originally set up by the three County Leaders from Oxfordshire, Bucks and Northants in recognition that there was a need to:

  • Address strategic infrastructure constraints – transport, digital, energy and utilities in order to unlock economic activity and raise productivity to match and exceed global competitors in the sub region.

  • Share knowledge and work in partnership to unlock the areas economic potential.

  • Create a more powerful voice for the area and promote stronger integration of investment by Government, its agencies and LA's in terms of infrastructure and service providers.

- The Alliance is concerned with a much wider agenda not just transport. It sees itself as leading the future economic growth of this corridor and ensuring the right infrastructure is put in place to support it. It is currently extending its membership to include representatives from LPA's along the corridor to ensure better engagement on strategic planning issues going forward and ultimately to develop an overarching growth vision for the corridor with National Policy Statement Status.

- The work of the Strategic Alliance is supported by a small team of officers - the EEH Business Unit. Funding for the Business Unit is a

combination of contributions from the partners and funding from the DfT. The DfT have recently awarded EEH a further £1m to progress work on the Transport Strategy and STB Business Case. Buckinghamshire County Council acts as the Accountable Body for the Strategic Alliance and host the EEH Business Unit. The EEH Business Unit is also the secretariat for the Oxford – Milton Keynes – Cambridge Corridor All Party Parliamentary Group which is chaired by Iain Stewart MP (the Whitehall champion for the corridor), and also supports the East-West Rail Consortium.

- The EEH Strategic Transport Forum was established in February 2016 and its terms of reference revised in December 2017. The members of the Forum are the Local Transport Authorities; representatives from the Local Enterprise Partnerships, and 'growth boards' (such as Oxfordshire Growth Board) are associate members – reflecting the legislative framework that it is the LTAs that promote the STB. Other associate members of the Forum are Highways England, Network Rail, DfT, public transport operators, the Transport Systems Catapult.

- The Strategic Transport Forum is currently developing a Transport Strategy for the EEH which will establish clear priorities for future investment and inform DfT decisions on National and Major Route Network plans.

- The Transport Forum is also developing the detailed Business Case and Governance arrangements to move towards securing a Statutory Sub National Transport Board by 2021.

- In October 2017 the National Infrastructure Commission published its report on the potential for the Oxford – Milton Keynes – Cambridge corridor. The original call for evidence from the NIC was prepared jointly by the LEPs – including Herts LEP – this reflected the fact that the economic geography is very much about the Oxford – Cambridge – London triangle. This highlighted the importance of the corridor to the long-term success of the UK economy, citing that the area has the potential to be the UK's Silicon Valley. At the same time the NIC warned that its future success was not guaranteed and that there is a need to improve connectivity, particularly east-west connectivity.

- The Government subsequently announced its intention to develop an Expressway linking Oxford-Milton Keynes-Cambridge - Highways England is currently developing options for the route - some of it will be a new road to complete the 'missing links', and some upgrading of existing roads. In addition the East-West Rail Consortium has been established to develop a cross country rail connection along the corridor. EEH are playing a key role in liaising with DfT, Highways England and Network Rail on these issues.

- The Government has recently announced that it has asked EEH to lead on a Connectivity Study to ensure local communities are connected to and benefit from the Expressway. EEH is also overseeing the development of an overarching Economic Vision for the corridor being prepared by the LEPs. There are ongoing discussions with Government to ensure a more integrated approach to infrastructure, economic and housing growth in the corridor (including a long term vision to 2050) and the most appropriate Governance arrangements to ensure this. EEH is central in those discussions.

6.   KEY ISSUES FOR HERTFORDSHIRE

6.1   Decisions about national and regional infrastructure projects and funding are still largely managed centrally by Government, the National Infrastructure Commission, Highways England and Network Rail. The creation of Sub National Transport Bodies provides the opportunity to influence those decisions, lobby for local priorities and seek the transfer of powers, funding and more 'local' control for infrastructure planning in an area. However, these areas are very large, driven importantly by economic geography not traditional administrative boundaries where there are synergies and opportunities to drive growth through improved connectivity and collaboration. These Bodies seek to fill the gap between the usual County Local Transport Plans and National Transport Plans, working across boundaries on critical sub national transport and infrastructure issues.

6.2   The pace is quickening on the emerging thinking on STBs with many authorities seeking to make their case to Government early to shape and influence the debate. Discussions with DfT have indicated encouragement for Local Transport Authorities (LTA's) to "self select" based on their best fit. Whilst there is no compulsion to join a STB, or any deadline, increasingly these emerging STB's are beginning to shape sub regional transport strategies, priorities and investment plans for their areas during 2018 and then seeking formal status in 2019 - 2021. It is important that Hertfordshire's transport issues, views and infrastructure needs are fed into one of these emerging structures in good time.

6.3   The key issue for Hertfordshire is which one of the two emerging STB's that adjoin us, should we join? Due to our strategic location adjacent to London, Hertfordshire faces a number of directions on different issues.

6.4   Hertfordshire's economic geography is centrally aligned to the nationally recognised London-Oxford-Cambridge Golden Triangle particularly in relation to our specialist economic sectors, innovation and skills issues. This is recognised in the Hertfordshire's LEPs Strategic Economic Plan – Perfectly Placed for Business, and will

almost certainly be reinforced by the LEPs future Local Industrial Strategy which is due to be prepared next year.

6.5   In terms of strategic transport concerns, whilst our main North – South connectivity and major routes are good (albeit with some significant congestion points e.g. A1(M)), our East – West connectivity is weak. Given the future levels of growth being planned along the A414, A505 and A507 corridors, it is these East – West corridors that will need significant investment in future.

6.6   The Transport for the East option effectively recreates the previous East of England Regional Transport Forum, which was heavily influenced by regional interests to the east and north east parts of the region. Whilst there is clear joint interest in relation to the East Herts/West Essex/M11 corridor, Hertfordshire has very little in common with the rest of the East Anglia region economically or in transport terms.

6.7   The Economic Heartland Strategic Alliance at first glance seems too 'north' or too 'west' for Hertfordshire. However, it makes absolute sense in terms of economic geography. The geography of the Economic Heartland has major synergies with the 'Golden Triangle' priorities set out in the Hertfordshire LEP's Strategic Economic Plan, and even more so given the recent report by the NIC 'Partnering for Prosperity' - A new deal for the Cambridge-Milton Keynes-Oxford Arc. In terms of transport corridors, East – West connectivity both road and rail is a key priority for Economic Heartland. This has therefore significant overlap with Hertfordshire's East – West transport issues and concerns.

6.8   EEH is very keen for Hertfordshire to join the Strategic Alliance. The size and nature of Hertfordshire's economy strengthens their position as an emerging STB, and provides a critical link for them with London. Hertfordshire will therefore be in a strong position to influence the Alliance to ensure our needs and priorities are recognised. There is also the opportunity for Hertfordshire to lead on London related transport matters at the Transport Forum.

6.9   The LPAs in the middle section of the Oxford-Milton Keynes-Cambridge corridor - Aylesbury, Milton Keynes, Luton, Central Beds – are currently in discussion to develop an integrated Growth Plan and establish a Growth Board for this area. Clearly this will have significant implications for Hertfordshire County Council and our northern Districts that border the corridor, and this further strengthens our case for joining EEH.

7.   **RELATIONSHIP WITH LONDON**

7.1   In Hertfordshire, our strategic transport issues are driven by our transport corridors (M1, A1(M) and A10/M11 and increasingly the

A414), and growth pressure across our borders at Luton, West Essex/Stansted and North London. They are also intrinsically linked to the needs of the 40% of our working age residents who commute into London every day.

7.2 In London responsibility for transport and planning has been devolved to the Mayor for almost 20 years with Transport for London responsible for virtually every aspect of transport in the capital. However, there is no effective mechanism for dialogue between TfL and the wider Home Counties on transport issues that affect the commuter belt. TfL are currently seeking powers from DfT to control all over-ground rail franchises in and around London.

7.3 Hertfordshire supports the extension of TfL type powers and services to the wider 'commuter belt' area in order to improve connectivity and integration of the transport offer to the public. The need for greater dialogue about the transport and infrastructure needs and priorities of the wider Greater London area has been recognised as part of the consultation process on the recently published Growth Plan for London.

7.4 These concerns are shared by a number of authorities close to London and have been shared with DfT. The Executive Member for Planning Transport and Environment has written to his counterparts of all the Counties and Unitaries around London, seeking support for some representation of Local Authorities in the Home Counties on the TfL Board, and making the case with the GLA/Mayor's office. This agenda needs to be taken forward as well as any decision on STBs.

8. CONSULTATION WITH KEY HERTFORDSHIRE PARTNERS

8.1 Informal discussions have been held with the Hertfordshire LEP and they are minded to join England Economic Heartland, because of the economic and digital connectivity synergies across the area.

8.2 Member level discussions have taken place with Essex County Council and other Transport for East member authorities to explain Hertfordshire County Council's dilemma and policy position. At the first meeting of Transport for East in March, Hertfordshire County Council and East Herts District Council (nominated by the Herts Leaders Group) attended as Observers. Cross border economic and transport partnerships are currently being strengthened in the LSCC corridor to reflect the need to maintain focus on this key corridor.

8.3 Earlier this year, Officers wrote to all Hertfordshire District and Borough Leaders and Chief Executives outlining the issues facing Hertfordshire County Council's choices regarding emerging STB structures. The issue has also been discussed at the recent Hertfordshire Leaders meeting. The scale of growth and infrastructure issues in the NIC corridor were recognised, with potential benefits for and impacts on

Hertfordshire. Hertfordshire's engagement with emerging STB's both EEH and TfE, was seen as important, and the Leaders Group have nominated the Leader of North Herts Council to represent LPA's in Hertfordshire on EEH.

9. FINANCIAL IMPLICATIONS

9.1 Joining either the Economic Heartland or Transport for the East will involve making a financial contribution towards the costs of the partnership and any studies/strategies that are commissioned. At present the Economic Heartland authorities are contributing £50k per annum into a pooled budget for the partnership. This level of contribution can be met from within Hertfordshire County Council's existing budgets in the Environment and Infrastructure Department.

9.2 Transport for the East has yet to agree on the level of funding contributions to provide technical and administrative support for the new partnership.

9.3 The move towards a formal STB will involve significant further work and costs to scope/define the nature of any future functions or devolved powers that the STB may seek, and be subject to the development of a full business case before any formal commitment is made.

9.4 One of the key purposes of an STB is to provide a strong voice for infrastructure planning and resources to drive economic growth, and to influence Government, particularly DfT, Highways England and Network Rail in their project prioritisation and future investment plans. This would potentially give access to and strengthen the case for funding opportunities that would not otherwise be directly available. An STB can also seek devolved powers and direct funding as part of their bid to Government.

10. CONCLUSIONS AND RECOMMENDATION/S

10.1 The creation of STBs provides the opportunity to develop a more effective route for the shaping, development and coordination of strategic transport infrastructure for Hertfordshire, and a way of more powerfully influencing national decisions about local transport priorities and funding. It also provides another possible route for seeking additional transport powers and devolved funding.

10.2 The legislation governing STBs infers that a County Council can only join one STB. However which ever "party" Hertfordshire joins, there will never be a 'perfect fit' and there will always be cross border issues we will need to collaborate on in another direction. It has been suggested a Local Transport Authority can join one STB as a full member and another as an "associate".

10.3   It is felt that the emerging Economic Heartland STB is a better fit for Hertfordshire in terms of economic geography and their focus on East – West infrastructure issues echoes our concerns about East – West connectivity. It is suggested therefore that HCC joins Economic Heartland as a full member. However the issues in the LSCC/M11 corridor are also important to us and we should join Transport for the East as an Associate Member.

10.4   This is an evolving situation and officers are aware that discussions are continuing between EEH and Authorities in the East of England to ensure cross border collaboration, and the possibility of a larger STB extending from Oxfordshire right across to the east coast ports in the long term.

11.   Equalities

[1]   When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.

[2]   Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

[3]   The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

[4]   There is no EQIA as this report is concerned with Hertfordshire County Council's consideration as to which Strategic Regional Transport Partnership organisation it may join. There are no direct or indirect implications for any persons with protected characteristics of this report.

HERTFORDSHIRE COUNTY COUNCIL

CABINET
MONDA, 18 JUNE 2018 AT 2.00PM

HERTFORDSHIRE COUNTY COUNCIL FINANCE REPORT – OUTTURN MONITOR, 2017/18

Report of the Director of Resources

Author: Steven Pilsworth, Assistant Director - Finance
        Tel: 01992 555737

Executive Member: Ralph Sangster (Resources and Performance)

HERTFORDSHIRE COUNTY COUNCIL BUDGET MONITOR REPORT 31 MARCH 2018

Contents

Section 1 – Executive Summary

1.1 Revenue Monitor

The revenue outturn as at 31 March 2018 is **an underspend of (£5,582k)** after ringfenced underspends, compared with an underspend of (£3,906k) reported last quarter.
The budgeted spend for the year was £789,853k.

The year-end variance equates to 0.8% of budgeted spend for the year. The year-end position indicates that management action taken to address the risk of overspending at Q1 and Q2 has been effective, this is particularly noted in the health and social care areas. Some increased overspending is evident in environmental services, chiefly as a result of adverse weather conditions and the response to this. Key movements since the last report include grants received in resources and also in highways which will be carried forward to 2018/19. Any increasing pressures are being met by offsetting savings.

Table 1 - Summary Revenue Budget Monitor at 31 March 2018

SERVICE	Ref	Latest Approved Budget £'000	Final Variance after C/F at Year End £'000	Projected Variance after C/F at Q3 £'000	Quarterly Movement £'000
Adult Care Services	2.1	322,860	(524)	(83)	(441)
Public Health	2.2	49,433	(0)	(0)	(0)
Children's Services	2.3	169,391	572	1,984	(1,411)
Environment	2.4	102,411	1,036	140	896
Resources	2.5	69,003	(2,907)	(1,778)	(1,129)
Community Protection	2.6	35,622	166	135	31
Central Capital Financing and Interest on Balances		14,734	(3,940)	(3,962)	22
(Additional) / less Grant Income		0	(370)	(341)	(29)
Contingency/Special Provision	2.7	3,354	0	0	0
Other Central Items		0	381	0	381
Precepts/Levies		2,112	0	0	0
Apprentice Levy		933	4	0	4
				0	
NET REVENUE BUDGET		769,853	(5,582)	(3,906)	(1,676)
Funded from Balances		17,071	0	0	0
Contribution to Capital		2,868	0	0	0
COUNTY FUND TOTAL		789,792	(5,582)	(3,906)	(1,676)
CS Schools funded by direct government grant		620,975	(16,712)	(15,265)	(1,447)
Schools Grant & Other Funding		(620,975)	8,844	9,501	(657)
Schools Overspend/ (Underspend)		0	(7,868)	(5,764)	(2,104)

Hertfordshire County Council Variance Trend

The graph below show how the variance has moved (post carry forwards) each quarter for the last 2 financial years, in comparison to this year:

Forecast Variance trend

| | Q1 | Q2 | Q3 | Q4 |

(Legend: 2015/16, 2016/17, 2017/18; Y-axis: £m from -8 to 4)
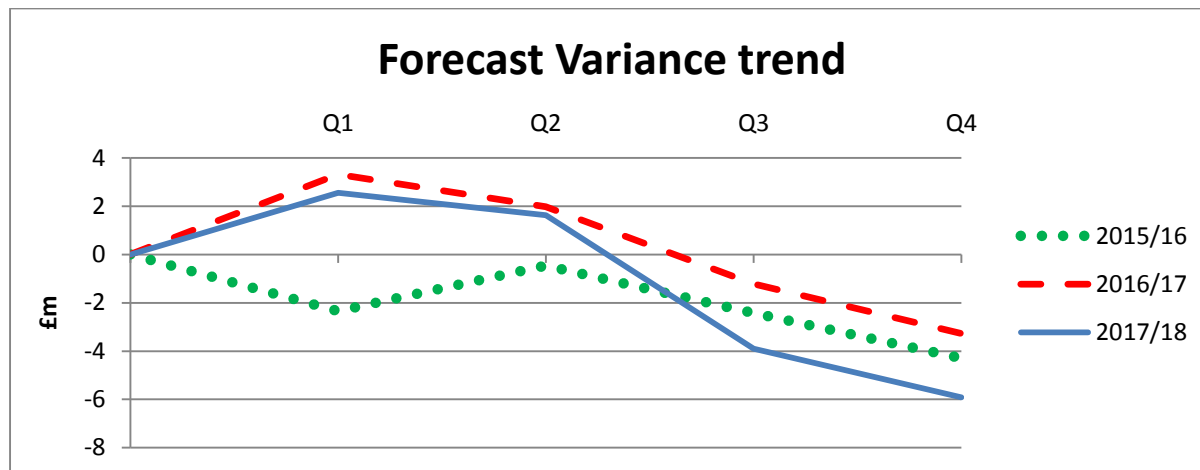
Key Movements

Table 2 –Key Movements:

The table below highlights key movements since Q3 before carry forwards:

Area	Movement	Ref
Older People & Adult Disability	(£0.933m)	2.1.2
Winter Maintenance	£1.228m	2.4.2
Property	(£1.360m)	2.5.3
Revenue Financing	£0.998m	2.7.2

Proposed Carry Forwards

The variances shown above are after the proposed carry forwards, which are set out in table 3 below and in more detail in Appendix A. The proposed carry forwards total £12,424k and include ring-fenced grant amounts (Better Care Fund and Improved Better Care Fund in Adult Social Care, and the Public Health Grant) to which specific conditions apply. Other carry forwards relate to general budget amounts.

Of the £12,424k being requested as Carry Forwards, £6,336k is related to ringfenced grants (BCF, IBCF & PH) and the remaining balance relates to provisions proposed to be set aside for future liabilities relating to the outcome of activity during 2017/18. Further details are included in Appendix A. Treatment of the unspent contingency is set out below.

Table 3 – Breakdown of proposed Carry Forwards by Service as at 31 March 2018

SERVICE	Carry Forwards £'000
Adult Care Services	(6,154)
Public Health	(1,312)
Children's Services	(101)
Environment	(321)
Resources	(644)
Community Protection	0
Central Capital Financing and Interest on Balances (Additional) / less Grant Income	0
	(1,103)
Contingency/Special Provision	(2,789)
Other Central Items	0
Precepts/Levies	0
Apprentice Levy	0
TOTAL	**(12,424)**

In addition to the amounts above, the variances shown in table 1 are net of grants relating to 2018/19 which were received in 2017/18. It is proposed that this be carried forward (£5,425k).

Contingency; amounts committed and proposed to be applied

The final position of the general contingency budget for the 2017/18 year is shown below. Of the £6,314k budget, £3,525k has been committed. The balance of £2,789k is proposed to be applied as set out in table 4. The proposed application of these funds will address known issues that have arisen during 2017/18 but which could not be immediately resolved within the year. This will help ensure that known liabilities are dealt with in a timely way.

Table 3 –Summary of committed contingency

	£'000
Opening Contingency	6,315
Budget transfers	(2,634)
Redundancies/PSC - committed	(0,891)
Balance c/fwd.	**2,789**

The balance to be carried forward is included within the total proposed carry forwards in Table 2.

Table 4 – Proposed application of unapplied contingency

Item	£'000	Narrative
Potential Tax liabilities	430	Coverage for risk of potential liability from prior years.
Kodak site - works	200	Funding arising from site development discussions to enable proposals to progress if necessary.
ASC Charging shortfall	1,600	ASC charging has noted risks around actual versus anticipated income. This amount will provide against a potential shortfall.
Future back office	250	Further to the recent review of SAP/ERP development, provision for the next stage the project to develop options.
Hertfordshire County Council trading arrangements	259	To provide for initial planning and infrastructure to progress creation of trading companies, including for adult social care.
staff survey	50	Provision for staff survey. This is not currently budgeted for.
Total	2,789*	

*These sums will only be released following approval from the Director of Resources (DoR).

Application of the underspend

The overall level of spending against the agreed budgets for 2017/18 leaves an uncommitted balance of £5,582k. It is proposed that £3,000k of that amount is transferred to the Transition Reserve. This reserve is to support the management of the identified savings gap between 2019/20 and 2021/22, recognising the risk to the Council of the implementation of a new local government financing model. The balance of £2,582k is to be transferred to the Bad Debt Reserve, recognising that current provision is at the lower end of expectation and that enhanced provision would be prudent.

Approved Virements

Details of approved virements and technical adjustments, showing all movements from the Original Budget, can be found in Appendix C.

1.2   Capital Monitor

Capital spend as at 31 March 2018 is £147.2m, summarised below with commentary on key variances.

Significant areas of spending include support to schools (ongoing repairs and maintenance and the expansion of overall capacity in primary and secondary schools) and in highways (including roads maintenance and street lighting).

The capital programme has been funded through grants and third party contributions (60% of investment) and use of County Council funds (19% of investment). Borrowing was originally estimated to be £39,905k, but as at 31 March is now £31,994k.

Significant variances against the latest approved budget are shown below. Details of variances over £100k are shown in section 4.

- **New School Developments & Site Acquisitions:** £11,882k is requested to be reprogrammed due to anticipated timings of land acquisitions.
- **Secondary Expansions (SEC2):** £5,538k is requested to be reprogrammed across the secondary expansion programme as schools have reached milestones slower than previously forecast.
- **Resources land acquisition:** £5,882k is requested to be reprogrammed as discussions are currently being held with the vendor regarding final terms for the acquisition.

It is proposed that £36,676k of approved capital spending is re-programmed to future years to support delivery of agreed capital programmes. Further information is provided in Appendix B. Capital receipts for 2017/18 are £19,874k, which is £5,248k less than the target for the year.

Table 6 – Capital Programme Summary Position

	Latest Approved Budget 2017/18 £'000	Underspend £'000	Overspend £'000	Re-programming £'000	Outturn £'000	Total Variance £'000
Children's Services	74,793	(541)	26	(22,114)	52,164	(22,629)
Environment	73,951	(238)	4	(3,397)	70,320	(3,631)
Fire	3,894	(112)	88	(739)	3,131	(763)
ACS	14,095	(314)	5	(3,310)	10,476	(3,619)
Resources	18,484	(216)		(7,116)	11,152	(7,332)
Public Health	42	(52)	-	-	(10)	(52)
Grand Total	**185,259**	**(1,473)**	**123**	**(36,676)**	**147,233**	**(38,026)**

1.3 Schools Monitor

The Schools' budget is funded from the Dedicated Schools Grant (DSG) and sixth form grant which is received separately from the Education Funding Agency (EFA). The total amount for which Hertfordshire County Council is accountable is £621m, summarised below. This is divided into areas where budget responsibility is delegated to schools, and areas for which Hertfordshire County Council retain responsibility.

A net variance of **(£7,868k)** underspend is projected against areas within the control of Hertfordshire County Council. Additional details regarding this variance can be found in Section 3 and is summarised below.

As these budgets are funded by ringfenced DSG and 6th Form Grant, they are required to be carried forward to support the schools budget in future years.

The schools position is as at February 2018.

Table 7 – Summary Schools Funding, 2017/18

Schools Funding (£000s)	
DSG Allocation to HCC	909,729
Less: Academies	(311,011)
Add: Carry Forward from previous year	8,560
Less: Reduction in Early Years	(172)
Total DSG	**607,106**
Sixth Form Funding	13,868
Total Schools Grants & Other Funding	**620,975**

Table 8 – Summary HCC controlled education budget variances

Key Variances	Latest Budget £000s	Variance £000s
Nursery Delegated	33,823	(3,462)
Education Support Centres	12,225	(331)
Private And Voluntary Nurseries	24,385	2,490
Other Non-Delegated	7,943	(1,376)
Central Element of Dedicated Schools Grant		
Family Services Commissioning DSG	20,778	(2,815)
Integrated Services for Learning DSG	30,260	(1,998)
	129,414	**(7,492)**

1.4   Recommendations:

The Resources & Performance Cabinet Panel considered a report on this item of business at its meeting on 6 June 2018. The Panel recommended to Cabinet that Cabinet approves:

a) That **£11.031m** of Carry Forwards outlined in Appendix A, be transferred to specific reserves as carry forward of 2017/18 revenue underspends to 2018/19

b) That **£5.425m** grants relating to 2018/19 which were received in 2017/18 be carried forward to 2018/19.

c) That new reserves be created from carry forwards of underspends as outlined in appendix A, of **£0.290m for** a Property Revenue Reserve, to fund revenue costs of preparing sites for disposal and of **£1.103m** to be transferred to a new Business Rates equalisation reserve to smooth variation in business rates income in future years.

d) That £3.000m of the revenue underspend be transferred to the Transition Reserve to support the management of the identified savings gap between 2019/20 and 2021/22, recognising the risk to the Council of the implementation of a new local government financing model.

e) That the remaining £2.582m of revenue underspend be transferred to the Bad Debt Reserve, recognising that current provision is at the lower end of expectation and that enhanced provision would be prudent.

f) That **£36.676m** capital budget set out in appendix B is reprogrammed from 2017/18 to future years.

Section 2 – Service Variance/Movements over £250k

The tables below summarise the monitor position for each department, with the graph beneath showing how the variance has moved each quarter for the previous 2 financial years after carry forwards.

2.1   Adult Care Services

ACS	Ref	LAB	Outturn	Variance	Variance Last Quarter	Movement in Quarterly Variance
		£000s	£000s	£000s	£000s	£000s
Better Care Fund & Improved Better Care Fund	2.1.1	40,443	35,389	(5,054)	(5,044)	(10)
Older People & Adult Disability Service	2.1.2	228,270	227,309	(961)	(28)	(933)
Mental Health Services	2.1.3	15,551	15,802	251	251	-
Preventative Services	2.1.4	16,964	16,477	(487)	(445)	(42)
In House Day Care Services & Transport SLA	2.1.5	14,208	13,878	(330)	(93)	(237)
Strategic Centre & Support Services		7,397	7,300	(97)	14	(111)
Grant Funded Projects		27	27	-	-	-
Adult Care Services Total (before c/f)		**322,860**	**316,182**	**(6,678)**	**(5,345)**	**(1,333)**
Carry Forward		*-*	*6,154*	*6,154*	*5,262*	*792*
Adult Care Services Total (after c/f)		**322,860**	**322,336**	**(524)**	**(83)**	**(441)**

Adult Care Services- Forecast Variance Trend
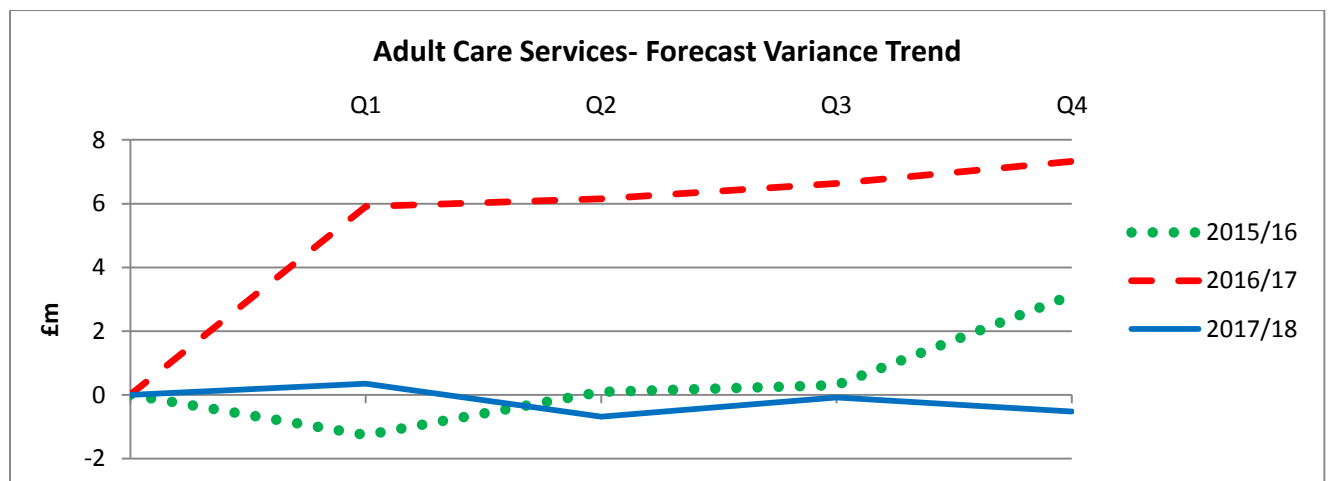
2.1.1 Better Care Fund & Improved Better Care Fund

LAB £000s	Projected Spend £000s	Forecast Variance £000s	Variance last Quarter £000s	Movement £000s	Breakdown of Variance			
					Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
40,443	35,389	(5,054)	(5,044)	(10)	-	-	-	(5,054)

The main components of the variance are:

- (£1,510k) underspend against budget on the Better Care Fund mainly due to the release of funding which had been earmarked to support winter pressures. The position has been assisted by the favourable position on the older people residential budget. There has also been underspends on various schemes including Rapid Response and Carer Friendly Hospital costs. A request will be made to carry forward the underspend into the next financial year as per the legal agreement.
- (£3,540k) underspend on the Improved Better Care Fund budget. This is attributable to the schemes being funded to part year effect, given the time taken to develop and commission the appropriate services. It was proposed to spread the IBCF across the three financial years, given the significant element of front-loading in the Improved Better Care Fund and to allow schemes to be sustainably funded. The underspend is predicated on planned carry forward of the monies to allow services to be maintained at a similar level in years 2 and 3.

2.1.2 Older People & Adult Disability Services

LAB £000s	Projected Spend £000s	Forecast Variance £000s	Variance last Quarter £000s	Movement £000s	Breakdown of Variance			
					Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
228,270	227,309	(961)	(28)	(933)	-	139	-	(1,100)

The main components of the variance are:

- (£610k) underspend on the Herts Equipment Service budget. A one-off investment was made by the NHS and local authority to provide additional staffing to boost performance of the service and provide robust challenge to prescribers. For 2017/18 this one-off investment was no longer required, therefore Adult Care Services' original share of the investment of (£250k) has been shown as a saving in the 18/19 budget plans along with the in-year underspend on equipment.

- (£430k) underspend in the operational team's budget primarily due to vacancies held within the service as

2.1.2 Older People & Adult Disability Services

the new Adult Disability service was embedded. Recruitment plans are now moving forward into 2018/19.

Adult Care Services assess clients for their eligibility to contribute towards the cost of care. There is a risk that not all of the client contributions are fully recoverable and therefore a request will be made to carry forward £1,100k to provide coverage of this risk.

Main reasons for quarterly movement

- (£610k) underspend on the Herts Equipment Service budget as highlighted above.
- (£430k) underspend in the operational team's budget as highlighted above.

2.1.3 Mental Health Services

| LAB £000s | Projected Spend £000s | Forecast Variance £000s | Variance last quarter £000s | Movement £000s | Breakdown of Variance | | | |
					Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
15,551	15,802	251	251	-	-	251	-	-

The overspend relates to a shortfall in the delivery of the £1,040k IP saving for Mental Health. The project associated with moving clients out of specialist into more mainstream accommodation requires further work between ACS, HPFT and District Councils to identify accommodation and carefully manage the moves.

2.1.4 Preventative Services

| LAB £000s | Projected Spend £000s | Forecast Variance £000s | Variance last quarter £000s | Movement £000s | Breakdown of Variance | | | |
					Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
16,964	16,477	(487)	(445)	(42)	(174)	(313)	-	-

The variance for the Preventative Services budget is due to:
- (£270k) underspend on the Housing Related Support budget of which (£170k) is as a result of the full year effect of the £1,000k Housing Related Support saving introduced late into the budget for 2016/17. The balance is due to in year savings from reduced growth in flexicare units and reduced occupancy in a provision for Learning Disabilities.
- (£220k) underspend on the Community Wellbeing budget due to a number of delivery based contracts delivering small levels of savings as a result of a reduced level of need in addition to a vacant post held within the team.

2.1.5 In House Day Care Services & Transport SLA								
					Breakdown of Variance			
LAB £000s	Projected Spend £000s	Forecast Variance £000s	Variance last quarter £000s	Movement £000s	Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
14,208	13,878	(330)	(93)	(237)	-	(330)	-	-

The variance for the In House Day Care & Transport SLA budget is due to:

- (£430k) underspend on the In House Day Care budget as a result of vacancy management and less use of agency to fulfil rotas.
- £100k overspend on the Transport SLA budget as a result of additional contracted taxi commitments.

2.2   Public Health

PH	Ref	LAB	Outturn	Variance	Variance Last Quarter	Movement in Quarterly Variance
		£000s	£000s	£000s	£000s	£000s
Corporate PH	2.2.1	2,770	2,492	(278)	(222)	(56)
Smoking Cessation Service		1,829	1,623	(206)	(11)	(195)
Sexual Health		9,810	9,798	(12)	118	(130)
Drugs & Alcohol		7,479	7,486	7	7	-
Children		19,980	19,772	(208)	(165)	(43)
Adults		1,382	1,349	(33)	1	(34)
District & Partnership Working		1,912	1,665	(247)	(129)	(118)
PH Initiatives & Commissioning	2.2.2	4,271	3,936	(335)	(315)	(20)
Public Health Total (before c/f)	**2.2.3**	**49,433**	**48,121**	**(1,312)**	**(716)**	**(596)**
Carry Forward		*-*	*1,312*	*1,312*	*716*	*596*
Public Health Total (after c/f)		**49,433**	**49,433**	**-**	**-**	**-**

Public Health - Forecast Variance Trend
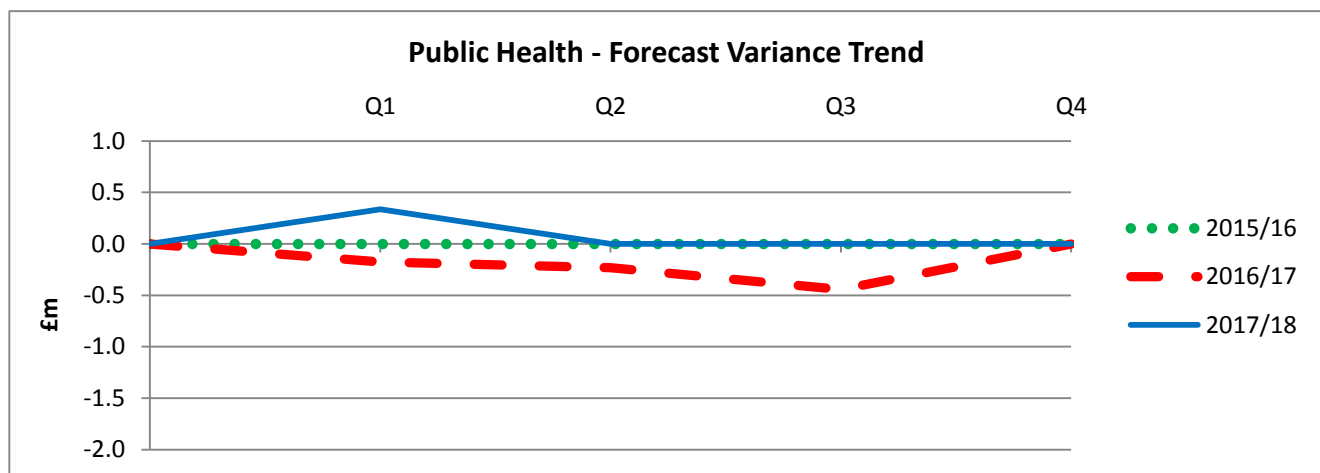
2.2.1 Corporate PH

LAB £000s	Outturn £000s	Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance			
					Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
2,770	2,492	(278)	(222)	(56)	-	-	-	(278)

In order to achieve the savings to the Public Health budget, the service has reviewed all positions as they have become vacant and challenged other corporate expenditure lines. This has led to in year savings of (£261k).

The Herts Warmer Homes project has an underspend of (£17k).

2.2.2 PH Initiatives & Commissioning

LAB £000s	Outturn £000s	Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance			
					Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
4,271	3,936	(335)	(315)	(20)	-	-	-	(335)

The initiatives budget is used for pump priming new schemes within Public Health however given the reduction in Public Health Grant there have been fewer initiatives in 2017/18 than expected leading to an underspend of (£335k).

2.2.3 Overall PH Movement in March

LAB £000s	Outturn £000s	Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance			
					Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
49,433	48,121	(1,312)	(716)	(596)	-	-	-	(1,312)

There are two significant movements which have led to the increase in underspend of (£596k) in Q4.

Discussions with districts late in quarter three revealed that they would not spend the total value of their district offer in 2017/18. It was therefore necessary to agree values with them to record in the Hertfordshire County Council accounts as a payment in advance (and they recorded a receipt in advance). This led to a movement of (£118k) on the District & Partnership Working line.

The other significant movement was in the Smoking Cessation Service – a movement of (£195k). The majority of this movement (£167k) was due to a change in Hertfordshire's guidance for the supply of medicines to stop smoking. From 1 October 2017 Nicotine Replacement Therapy (NRT) on prescription from a GP practice would no longer be funded by Public Health instead GPs would have to use the NRT voucher system which enables the patient to get a supply of NRT from a community pharmacy.

2.2.3 Overall PH Movement in March

As we had no evidence that this would result in an immediate cost saving only a small adjustment was made to the monitor. However when the invoices were received it was clear that CCGs were not recharging for NRT from Q3 onwards reducing the projection by (£167k). Consequently there is an increase in costs for the supply of NRT by community pharmacies of £54k. The remainder of the movement (£82k) relates to claims from GPs and pharmacies for smoking quits and team underspend. The fourth quarter is normally significantly higher than the previous three and this had been estimated. However from the data we have the Q4 it is lower than previously anticipated.

The third area of significant movement in the final quarter was Sexual Health (£130k). The movement relates to Long Acting Removable Contraception (LARC) which is recharged to Public Health by the CCG. The invoices received for Q3 and Q4 were slightly less than anticipated (£26k). There was a reduction in expenditure for the Integrated Sexual Health contract because of non-achievement of one the KPIs within the contract (£70k). The remainder of the movement was made up of small movements over a number of other sexual health budget lines.

2.3   Children's Services

CS	Ref	LAB £000s	Outturn £000s	Variance £000s	Variance Last Quarter £000s	Movement in Quarterly Variance £000s
Education and Early Intervention	2.3.1 2.3.2 2.3.3 2.3.4	**50,636**	**51,142**	**506**	**1,147**	**(641)**
CLA	2.3.5 2.3.6 2.3.7	*43,372*	*43,371*	*(2)*	*502*	*(504)*
Other Safeguarding and Specialist Services	2.3.8 2.3.9 2.3.10	*75,163*	*75,244*	*81*	*385*	*(305)*
Safeguarding and Specialist Services Total		**118,535**	**118,614**	**79**	**888**	**(809)**
Children's Services Overheads		**220**	**106**	**(113)**	**(51)**	**(63)**
Children's Services Total (before c/f)		**169,391**	**169,863**	**471**	**1,984**	**(1,512)**
Carry Forwards		*-*	*101*	*101*	*-*	*101*
Children's Services Total (after c/f)		**169,391**	**169,964**	**572**	**1,984**	**(1,411)**

Children's Services - Forecast Variance Trend
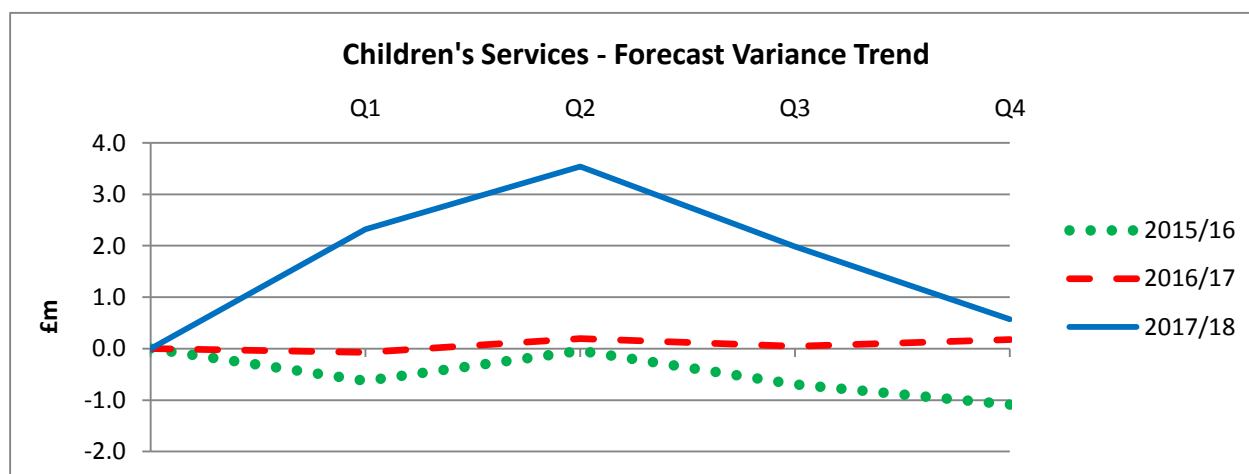
2.3.1 Services for Young People

LAB £000s	Outturn £000s	Outturn Variance £000s	Variance last quarter £000s	Movement this quarter £000s	Breakdown of Variance			
					Early Achievement of IP Savings £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
15,426	15,045	(381)	(183)	(198)	(116)	(164)	-	(101)

The underspend in SYP is due to a number of staff vacancies. Services have also only been covering vacant posts with agency staff in exceptional circumstances. The underspend is offset by additional costs expected for Youth Support Worker pension arrears and an ICT project that was completed this financial year. In addition, there has been a backdated rates refund of £65k. Part of the underspend is being held as an early achievement of IP savings. The £65k rates refund has been requested as a carry forward to use for one off refurbishment costs of the site. In addition, there is a request for a further £35k of underspend to be carried forward for a revenue contribution to capital in 2018/19 to replace window walling for another property. NCS reported an underspend of £66k; the service were expecting some clawbacks due to lower numbers than originally contracted for so were cautious with forecasting any non-essential expenditure. NCS have confirmed that no penalties will be incurred.

2.3.2 Mainstream Transport & SEN Transport

LAB £000s	Outturn £000s	Outturn Variance £000s	Variance last quarter £000s	Movement this quarter £000s	Breakdown of Variance			
					Early Achievement of IP Savings £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
17,600	19,251	1,651	1,470	181	-	1,651	-	-

The overspend reported on transport is due to SEN Home to School Transport. There has been some movement in the number of pupils being transported, from this time last year, 2,416 in Mar 17 and 2,278 in Mar 18, the average cost per pupil has increased by £560 (£5,861 Mar 17 to £6,421 Mar 18).

The reason behind the average cost increase is because the student needs are increasing and therefore more pupils are travelling alone. Students are being transported further afield and in a large number of cases out of county as SN places within Hertfordshire are filled. As the complexity of students' needs increases we have taken on more medically trained PAs to travel in vehicles with students. This has all contributed to higher average costs, in Mar 17 88 students were travelling with an average cost of £15k+. The financial year ended with 108 students travelling at an average cost of £15k+

2.3.3 Premature Retirement

LAB £000s	Outturn £000s	Outturn Variance £000s	Variance last quarter £000s	Movement this quarter £000s	Breakdown of Variance			
					Early Achievement of IP Savings £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
4,455	4,851	396	324	72	-	396	-	-

The budget for premature retirement covers Teachers Added Years (TAY) Pension contributions, settlement and redundancy payments for schools in financial difficulty as well as associated pension strain where appropriate.

2.3.3 Premature Retirement

In 2017/18 1,199 pensioners and 239 dependents were paid additional contributions, these are equivalent to the additional benefits that they would have received had they continued to make payments into the TPA scheme and remained employed.

This budget has been under pressure for a number of years, whilst those schools with significant financial pressure are restructured to ensure financial viability in the longer term, it is anticipated that this will continue in the next financial year.

Following a review of teachers added years premiums, the Shared Anti-Fraud Services (SAFS) traced 13 deceased claimants which realised £20k of reduced liabilities going forwards.

The outturn represents an underspend in the TAY pension contributions of £509k offset by an overspend on redundancy pressures of £905k, supporting approximately 30 schools. Compared to 2016/17 when the authority supported 71 schools with redundancy costs of £1.4m.

2.3.4 E&EI Central Budgets

					Breakdown of Variance			
LAB £000s	Outturn £000s	Outturn Variance £000s	Variance last quarter £000s	Movement this quarter £000s	Early Achievement of IP Savings £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
(782)	(1,349)	(568)	(413)	(155)	(100)	(468)	-	-

There is a £568k underspend on E&EI Central budgets due to:

 - £177k underspend on Customer Service Centre recharge, with less spend on professional fees due to a reduction/prevention of stage 2 complaints; and IT development costs which were not completed within the financial year.
 - £100k early achievement of savings
 - £42k underspend on printing costs
 - £125k Lease car rebate greater than anticipated in the budget
 - £153k anticipated spend on iPads for Families First was delayed and will not happen until the new financial year
 - £56k has been transferred to the Teachers Pension Arrears provision to provide for future liabilities
 - £27k staff vacancies and other minor underspends

2.3.5 Safeguarding Operations: Section 17

					Breakdown of Variance			
LAB £000s	Outturn £000s	Outturn Variance £000s	Variance last quarter £000s	Movement this quarter £000s	Early Achievement of IP Savings £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
874	1,258	384	298	86	-	384	-	-

There were payments for 39 No Recourse cases during March, an increase of four families from February, with 37 cases open as at 31st March. There are significant delays by the Home Office to conclude on cases of under appeal by families with No Recourse to Public Funds (NRPF) and we are therefore seeing families remain for significant periods. Added to which there is reluctance from the private rented sector to rent to NRPF families due to their immigration status and the local authority cannot agree to act a rent guarantors. Therefore we are reliant on hotels for

2.3.5 Safeguarding Operations: Section 17

accommodating families.

There is a task and finish group looking at accommodation options and a new Accommodation Pathway offer has been developed and is awaiting sign off as part of the development of a Homelessness Accommodation Strategy for long term commissioning of accommodation for NRPF, IH and UASC over 18, due for finalisation by June 2018. A more consistent approach is now taken with recording and monitoring the status of NR families, with one point of contact dealing directly with the Home Office in order to obtain the latest appeals information.

For families with NRPF, we have to supply accommodation, utilities, food, clothing and transport costs. These families are generally in the UK illegally, so they do not have the right to claim benefits, cannot access Council accommodation and are not permitted to work. We have to support them for as long as they have a child under 18 as the Children Act 1989 does not permit destitution for children.

There were payments for 15 Intentionally Homeless (IH) families, stable from February, with 11 cases open as at 31 March. As a result of welfare benefit changes, there has been significant increase in the number of IH families since last year. Children's Services have a duty to support families with finding and providing support to access accommodation in these circumstances. We have also seen the subsistence rates paid legally challenged and therefore these have been adjusted to a higher rate. A Welfare Reform Task Group has been set up to review all current supported cases, with the main focus on IH families. This group is clarifying Hertfordshire County Council's legal response to requests to support IH families and has been tasked with exploring various options of support.

Intentionally homeless families are families with children less than 18 years of age with the right to live in the UK and claim benefits. If they fall behind in their rent or have not maintained their tenancy appropriately, district councils make them 'Intentionally Homeless' and discharge their duty to provide them with accommodation. As children cannot be homeless in the UK, they become children in need and we have to obtain and pay for their accommodation until we can find somewhere for them to live within the benefit rates that they can afford. This is considered cheaper than taking the children into care and also helps keep families together.

The NRPH/IH element of the overall Section 17 budget has overspent by £482k, which is being partly offset by an underspend against preventative spend of £101k.

2.3.6 Independent Placements

LAB £000s	Outturn £000s	Outturn Variance £000s	Variance last quarter £000s	Movement this quarter £000s	Breakdown of Variance			
					Early Achievement of IP Savings £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
22,498	23,648	1,149	1,588	(439)	-	1,149	-	-

The forecast overspend of £1,149k is mainly due to an overspend for Independent Residential placements of £1,541k due to both higher than budgeted weekly costs, reflecting an increase in costs in complex placements and support. This is reflected in an average weekly cost at March 2018 of £3,872 against a budgeted cost of £3,271.

Family Assessment placements are forecast to overspend by £515k with 169 placement weeks forecast for the year. These are court ordered assessments and the LA does not have control of the costs or length of placement. The number of secure placements remains at 8 (186 placement weeks forecast during the year) with an overspend of £71k. In addition, there is an overspend of £56k against Independent Fostering budgets, with 7,834 placement weeks forecast for the year.

These overspends are partly off-set by underspends in other areas of the budget, Semi-Independent (£401k) and Disability (£132k). Intensive work is ongoing to redress the balance between in-house and Independent fostering placements and Residential placements are under constant review and the service are actively seeking to increase residential placement capacity and are working with other Local Authorities to seek a regional solution to placement matching, as this is becoming an issue across Authorities.

The total number of independent placements for March 2018 is 309. The year-end target was revised during the year to 284 to reflect pressures in matching placements due to complexities of need.

The movement forecast for Independent Placements has reduced by £439k since Quarter 3. This is largely due to:

- Reduction of £256k in expenditure against independent residential provision, reflecting information received from Partners in relation to the Cross Regional Block Contract, including confirmation of bed sales to other local authorities during the year.
- Reduction of £151k in semi-independent. This reflects the net effect of new, ceased and changes in placement costs and on-going work by the service to reduce additional support costs in Semi-Independent placements.

Independent Placements - Movements Quarter 3 to Quarter 4 - 2017/18

Placement	Qtr. 3 (£'000)	Qtr. 4 (£'000)	Movement (£'000)	Placement Forecast
Residential	1,797	1,541	(256)	Residential CH 49, target of 48 (Dec = 47) movement +2 Residential School 4 (Dec 4) movement 0
Family Assessment	452	515	64	4, (Dec = 1) movement +3
Semi-	(250)	(401)	(151)	52, target of 57 (Dec = 50) movement

2.3.6 Independent Placements

independent				+2
Disability	(111)	(132)	(21)	40, target of 33 (Dec = 39)7 movement +1
Secure	105	71	(34)	8, target of 2 (Dec = 6) movement +2
Fostering	96	56	(40)	152, target of 140 (Dec = 148) movement +4
Adjustment	(500)	(500)	0	DSG Additional top-up
	1,588	**1,149**	**(439)**	**Total placement movement +14**

2.3.7 Fostering Direct Spend

					Breakdown of Variance			
LAB £000s	Projected Spend £000s	Variance £000s	Variance last quarter £000s	Movement this quarter £000s	Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
10,928	10,392	(536)	(352)	(184)	-	(536)	-	-

The in-house fostering budget has underspent by £536k due to there being fewer placement weeks than budgeted, particularly in the families and friends area. This is partly as a result of the increasing numbers of Special Guardianship Orders in place of family and friends placements, as referenced in 2.3.10.

2.3.7 Fostering Direct Spend

This underspend is partly offset by a £56k overspend against the independent fostering budget reported within the Independent Placements line.

Service	Expenditure (£k)		
	Actual	Budgeted	(surplus)/deficit
Fostering	9,240	9,242	-3
Family and Friends	655	1,144	-489
Section 23	455	493	-38
Other	42	49	-7
Total	**10,391**	**10,928**	**-537**

Service	No. of Weeks			Average Weekly Cost (£PW)			No. of placements
	Forecast	Budgeted	(surplus)/deficit	Actual	Budgeted	(surplus)/deficit	
In-House (Fostering)	23,332	23,206	126	396	398	-2	413
In-House (Family and Friends)	3,267	5,939	-2,672	200	193	7	56
In-House (Section 23)	3,239	3,426	-187	140	144	-4	56
Total	**38,165**	**39,534**	**-1,369**				**688**

Not incl. UASC

2.3.8 UASC Direct Spend

LAB £000s	Outturn £000s	Outturn Variance £000s	Variance last quarter £000s	Movement this quarter £000s	Breakdown of Variance			
					Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
1,926	1,185	(741)	(765)	24	-	(741)	-	-

2.3.8 UASC Direct Spend

The UASC budget represents the amount over and above the Home Office grant. This budget has an underspend of £741k representing a lower additional contribution than budgeted. This is due to a combination of lower placement costs than budgeted, including as a result of one new block semi-independent placement put in place in year, along with there being a smaller increase in the number of UASC than budgeted.

There are currently 81 (excluding 7 missing) UASC cases

2.3.9 Adoption Direct Spend

| | | | | | Breakdown of Variance | | | |
LAB £000s	Outturn £000s	Outturn Variance £000s	Variance last quarter £000s	Movement this quarter £000s	Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
7,693	7,280	(413)	(161)	(253)	-	(413)	-	-

There is an underspend of £413k against adoption budgets. This is due to:

- an underspend of £166k against the inter-agency adoption budget. This is due to 16 Hertfordshire County Council children being adoption by other agencies at a cost of £233k but income of £346k being received relating to children matched with Hertfordshire County Council adopters.
- an underspend of £114k relating to adoption, special guardianship and child arrangement order allowances paid during the year due to the being net 24 fewer overall allowances paid than budgeted for.
- other underspends totalling £137k relating to pre-allowances and therapeutic expenditure.

Although the total number of allowances has decreased the number of special guardianship orders has increased as a result of the increasing number SGOs, an additional 32 during 2017/18, in place of family and friend placements, as per 2.3.7.

The increased underspend against adoption budgets is due to:

- Reduction in inter agency expenditure of £182k due to changes in plans or adoptions not taking place during 2017/18.
- a delay with funding approval from the Adoption Support fund meaning matched funding from Hertfordshire County Council of £45k was not required in 2017/18
- £26k relating to lower than forecast growth in the number of new Special Guardianship and adoption allowances payable

2.3.10 0-25 Together Under 18 Direct Spend

| | | | | | Breakdown of Variance | | | |
LAB £000s	Outturn £000s	Outturn Variance £000s	Variance last quarter £000s	Movement this quarter £000s	Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
8,184	8,468	284	219	65	-	284	-	-

2.3.10 0-25 Together Under 18 Direct Spend

0-25 Together Direct spend has overspent by £284k This is largely due to an overspend of £309k against Direct payments where there are currently 506 active clients, the same figure as February.

There is also an overspend of £169k against Homecare with 120 active clients, an increase of 5 on march.

These overspends are in part offset by underspends against short breaks of £112k and central budgets of £59k, along with other smaller over and underspends in the service.

Number of active Direct Payments and Homecare Packages since September 2017

	September	October	November	December	January	February	March
Direct Payments	483	498	498	501	515	506	506
Homecare	112	113	114	108	110	115	120

2.4 Environment

ENV	Ref	LAB £000s	Outturn £000s	Variance £000s	Variance Last Quarter £000s	Movement in Quarterly Variance £000s
Highways	2.4.1 2.4.2 2.4.3 2.4.4 2.4.5 2.4.6	55,002	55,690	688	40	648
Waste Management		42,888	42,743	(145)	-	(145)
Spatial Land Use and Planning		1,270	1,435	165	100	65
Environmental Management		2,330	2,331	1	-	1
Economic Development		301	300	(1)	-	(1)
Other Environment		620	627	7	-	7
Environment Total (before c/f)		**102,411**	**103,126**	**715**	**140**	**575**
Carry Forwards		*-*	*321*	*321*	*-*	*321*
Environment Total (after c/f)		**102,411**	**103,447**	**1,036**	**140**	**896**

Environment - Forecast Variance Trend
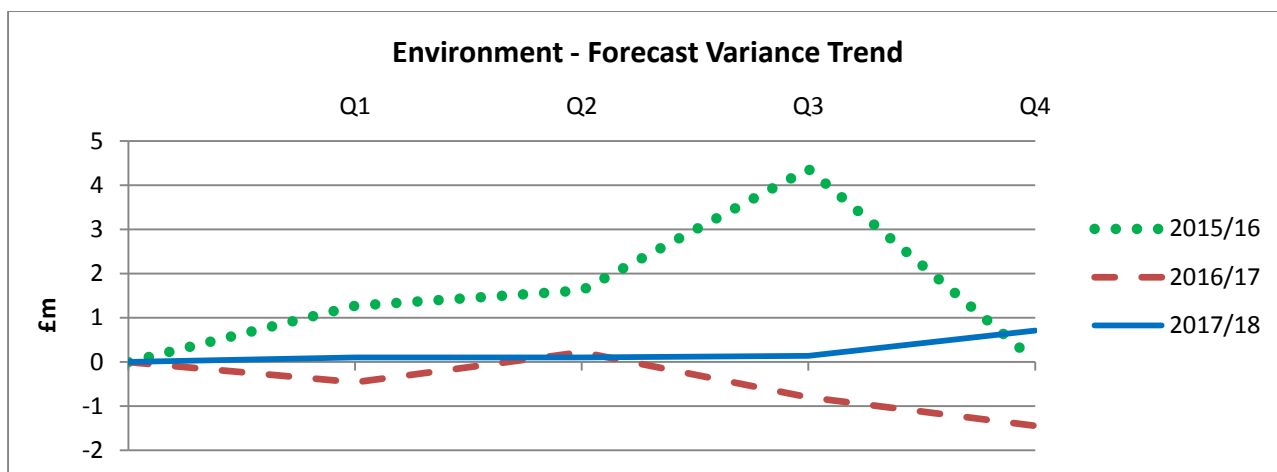
2.4.1 Routine Maintenance								
						Breakdown of Variance		
LAB £000s	Out-turn £000s	Variance £000s	Variance last quarter £000s	Movement £000s	Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
14,151	14,518	367	-	367	-	367	-	-

The impact of the severe weather in February and March created an increased demand for pothole repairs and storm clearance. This has reduced by £198k from the overspend of on repairs of £565k forecast at the end of February.

2.4.2 Winter Maintenance								
						Breakdown of Variance		
LAB £000s	Out-turn £000s	Variance £000s	Variance last quarter £000s	Movement £000s	Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
3,215	4,943	1,728	500	1,228	-	1,728	-	-

The winter service delivery involved 90 gritting outings, which is the greatest number in recent memory and more than double the outings of 16/17. This included 4 snow events involving the mobilisation of local farmers, filling of grit bins, individual runs requested by the police and the costs of standby.

2.4.3 Lighting						
LAB	Out-turn	Variance	Variance	Movement	**Breakdown of Variance**	

2.4.3 Lighting

£000s	£000s	£000s	last quarter £000s	£000s	Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
7,029	6,194	(835)	(650)	(185)	-	(835)	-	-

The energy market continues to be extremely volatile providing purchasing opportunities and threats. LASER has secured an energy price better than originally forecast. In addition, further improvements to the street lighting inventory have enabled more refined calculations of the unmetered energy to demonstrate lower usage. The actual costs are coming in lower than that re-forecast, including some unforeseen credits from the power supplier.

2.4.4 Traffic Management & Safety - Highways

					Breakdown of Variance			
LAB £000s	Out-turn £000s	Variance £000s	Variance last quarter £000s	Movement £000s	Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
1,294	731	(560)	-	(560)	-	(239)	-	(321)

Highways Locality Budget - schemes not fully completed in the current financial year due to on-going design and Permanent Traffic Regulation Orders processes and the impact of weather in March. A carry forward (£321k) of budget has been requested for these schemes. Due to the pre-planning and bulking up of works, Ringway were able to deliver the works more efficiently and well within budget.

2.4.5 Transport Planning Policy and Strategy

					Breakdown of Variance			
LAB £000s	Out-turn £000s	Variance £000s	Variance last quarter £000s	Movement £000s	Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
1,319	919	(400)	-	(400)	-	(400)	-	-

Underspend associated with contract services were identified early in the year, offset by a corresponding overspend in Highways Management - Contract Services

2.4.6 Highways / Transport Management

					Breakdown of Variance			
LAB £000s	Out-turn £000s	Variance £000s	Variance last quarter £000s	Movement £000s	Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
6,956	7,333	377	40	337	-	377	-	-

2.4.6 Highways / Transport Management

An overspend of £40k due to the need to provide a new temporary storage depot for grass cutting equipment. Also an increase in the contract costs following an annual reconciliation adjustment, which is an annual calculation aimed at ensuring the payments made by the Council reflect actual salary conditions paid by the contractor and protects the Council from inflated charge grades.

Overspend associated with contract services were identified early in the year offset by a corresponding underspend in TPPS.

2.5   Resources

RES	Ref	LAB £000s	Outturn £000s	Variance £000s	Variance Last Quarter £000s	Movement in Quarterly Variance £000s
Corporate Services	2.5.1 2.5.2 2.5.3	55,393	51,416	(3,977)	2,367	(1,610)
Traded Services	2.5.4 2.5.5	(2,207)	(1,934)	273	341	(68)
Customer Engagement		5,789	5,592	(197)	(52)	(145)
Libraries & HALS		10,029	10,379	350	300	50
Resources Total (before c/f)		**69,003**	**65,453**	**(3,551)**	**(1,778)**	**(1,773)**
Carry Forwards		-	644	644	-	644
Resources Total (after c/f)		**69,003**	**66,097**	**(2,907)**	**(1,778)**	**(1,129)**

Resources - Forecast Variance Trend

2.5.1 Legal								
						Breakdown of Variance		
LAB £000s	**Projected Spend £000s**	**Variance £000s**	**Variance last quarter £000s**	**Movement £000s**	**Early Achievement of IP Savings / Pressures £000s**	**One-off £000s**	**Additional Ongoing £000s**	**Carry Forward £000s**
4,414	3,814	(601)	(534)	(67)	-	(501)	(100)	-

Legal Services are showing a final outturn position of a £601k underspend. This underspend primarily is due to a combination of increased income and vacancies, although the amount spent on counsel's fees was lower than originally forecast. Legal Services have reviewed the vacancies and are also proposing to refocus some of the work it undertakes in order to better meet the Council's demand for legal advice. As such following recruitment it is anticipated that the underspend (other than the amount of £100k which represents the IP savings) will not recur in 2018/19.

2.5.2 Shared Managed Services (SMS)								
						Breakdown of Variance		
LAB £000s	**Projected Spend £000s**	**Variance £000s**	**Variance last quarter £000s**	**Movement £000s**	**Early Achievement of IP Savings / Pressures £000s**	**One-off £000s**	**Additional Ongoing £000s**	**Carry Forward £000s**
12,878	12,524	(354)	(95)	(259)	-	(354)	-	-

2.5.2 Shared Managed Services (SMS)

There has been a £259k movement from the quarter 3 monitor due to:
- an unexpected business rates rebate
- Lower than expected call charges from Technology and the credit of a duplicate charge.
- £50k Serco KPI penalties Apr-Dec
- lower than originally estimated Occupational Health volumes, resulting in a price reduction.

2.5.3 Property

					Breakdown of Variance			
LAB £000s	Projected Spend £000s	Variance £000s	Variance last quarter £000s	Movement £000s	Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
16,148	13,032	(3,116)	(1,756)	(1,360)	(1,214)	(1,302)	-	(600)

Property were previously reporting an underspend of £1,756k. The Property underspend has increased by £1,360k this quarter from £1,756k to £3,116k and is largely made up of the following elements:
- £156k Property Data Collection - A saving has been achieved from site and net capacity commissions, and this is a permanent saving (£100k) that forms part of the 2018/19 Resources IP. There has been a slippage of work (£86k) into 2018/19
- £100k Energy Management – The accumulated effect of previous energy saving works have resulted in a reduction of the required Carbon Reduction Credits and this will be an ongoing saving.
- £115k Vacancies across the Property department – Vacancies were being actively recruited to, however there was slippage in the recruitment process and a decision not to backfill a position. Vacancies were held pending a restructure which has now been postponed until next financial year.
- £708k –Corporately Managed Properties – Abel Smith House is made a surplus since all tenants are in place for the full financial year, a backdated rates refund was received for New Barnfield, and there was reimbursement of revenue costs incurred in prior years for feasibility studies and other sale preparations, these underspends are offset by an overspend on Feasibility project work and further maintenance works on the Supported Living properties managed by Aldwyck. A carry forward request has been submitted so the unspent balance (£290k) can be used to fund revenue costs of preparing future sites for disposal which should lead to increased capital receipts
- £112k Corporate Property Fees – Lower asset numbers and more efficient management of work streams have produced reduced contract costs. A permanent saving (£100k) forms part of the 2018/19 Resources IP and there is potential for this to be increased once the outcome of the PMA contract re-tender is known
- £744k – Residential Rent Reviews (Older people) – Rent reviews have now been settled for all care home providers which has resulted in backdated rental income and additional rental income for 2017/18.
- £1,365k Utilities – Reduction in energy consumption (following ongoing work to implement energy saving initiatives as well as energy prices not increasing as anticipated and a milder winter/autumn) which has led to reduced energy costs. A permanent saving (£129k) forms part of the 2018/19 Resources IP
- £48k Central & Shared – Following the rent review for Mundells, an increased rental charge has now been agreed with HBS for the occupancy of their portion of the site
- £60k Staff Housing Pool – Slippage in maintenance works into 2018/19
- These underspends are being offset by a £132k overspend in Service Property which is largely attributable to a revenue contribution to capital for build costs at Hemel PSQ and £204k of tree survey/maintenance works to remove/replace diseased trees

Carry forward requests have been submitted in relation to the unspent balance (£290k) of the CMP land sale so it can

2.5.3 Property

be used to fund revenue costs of preparing future sites for disposal which should lead to increased capital receipts, and a carry forward request (£310k) has been submitted to fund works to improve resilience and stability at the Stevenage site

There has been a £1,360k movement from Quarter 3 (£1,756k underspend) to the outturn (£3,116k underspend), this is largely due to the following:

- £484k Residential Rent Reviews (Older people) which resulted in backdated rental income, and additional rental income for 2017/18
- £481k Corporately Managed Properties due to a reimbursement of revenue costs attributable to a land sale in 2017/18 & a backdated rent refund for New Barnfield. A carry forward request has been submitted so the unspent balance of the land sale (£290k) can be used to fund revenue costs of preparing future sites for disposal which should lead to increased capital receipts
- £640k Utilities - £340k Utilities - Reduction in energy consumption (following work to implement energy saving initiatives, prices not increasing as anticipated and a milder winter/autumn) which has led to reduced energy costs
- £60k Staff Housing Pool due to a slippage of maintenance works into 2018/19
- These have then been offset by £204k of tree survey/maintenance works to remove/replace diseased trees and £132k in Service Property for a revenue contribution to capital for build costs at Hemel PSQ

2.5.4 HBS

| | | | | | Breakdown of Variance | | | |
| | | | | | Early Achievement of IP Savings / Pressures £000s | One-off £000s | Additional Ongoing £000s | Carry Forward £000s |
LAB £000s	Projected Spend £000s	Variance £000s	Variance last quarter £000s	Movement £000s				
(1,707)	(1,184)	523	591	(68)	-	523	-	-

HBS's final outturn position in 2017/18 is a surplus of £1.184m. However, this is £0.523m short of the target of £1.707m.

This is primarily due to two main factors:
- The network print function had previously made a surplus of over £0.5m. As the majority of custom is from other Hertfordshire County Council departments, the decision has been made that HBS should no longer over-recover print cost. This reduces a cost pressure in those departments, but creates the pressure in HBS.
- Price increases for 2017/18 did not correctly treat overhead movements, leading to under-recovery.

It was expected that some of these pressures would be offset by expanded trading within HFS – Educational Resources. Product sales are £1.88m (8.7%) higher than 16/17, but margins on new sales are lower than expected, meaning that it has not proved possible to make up the shortfall (actual gross margin = 29.19%, budgeted gross margin 31.59%).

Also within Fleet Services there is a £89k under contribution primarily caused by reduced levels of purchasing and

2.5.4 HBS

leasing vehicles. This has reduced in the final month of the year due to additional vehicle rebates outperforming forecasts and the releasing of an erroneous balance accrual.

In respect to HFS, the movement in forecast this quarter relates to trading pattern changes and £26k of pension strain.

In support of HBS's transformation programme, three restructures have been completed, however impact in this financial year has been limited. Longer term investment options will be presented to Panel in June for consideration.

2.5.5 Libraries & HALS								
					Breakdown of Variance			
LAB £000s	Projected Spend £000s	Variance £000s	Variance last quarter £000s	Movement £000s	Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
10,029	10,379	350	300	50	-	350	-	-

Libraries are reporting an outturn overspend of £350k. This is due to pressures on the LHS budget during the year as follows:

- The Inspiring Libraries Strategy was designed to save £2.5 million over three years. £2 million of this saving was achieved in 2015/16 and 2016/17. The final £500,000 saving will be achieved when we complete the roll-out of 16 volunteer-partnered Community Libraries, but rolling out the Community Libraries depends on the establishment of a volunteer steering group in each community, and the recruitment and training of volunteers to the point where they have sufficient confidence to take over responsibility. This is a new challenge for each community and can only move at the speed of 'trust', which can take time to achieve (this is a common experience in Herts and in other authorities) As a result, this has been a slower process than originally anticipated.
- There is a continuing shortfall in library income, which was around £130k below target at the end of the year. Income generated from new revenue streams such as room hire, donations and reading group charges is more than offset by the continuing decline in traditional income sources for libraries (overdue charges and DVD loans).
- Additional pressures on the budget this year include a gap between our staffing budget (which assumes staff are on the mid-point of their grade) and actual staffing costs (most staff are on the top of their grade), and the imposition of the Apprenticeship Levy.

These pressures were identified early in the year, and measures were put in place to mitigate the predicted overspend.
- There was progress during the year with public engagement and the recruitment and training of volunteers in the community libraries, which meant that some staff posts could be deleted during the year, realising savings.
- Expenditure in some other budgets was frozen and vacancy management was applied to mitigate the income shortfall and pressure on the staffing budget.

2.5.6 Contribution from HCL								
	Projected		Variance		Breakdown of Variance			
LAB £000s	Spend £000s	Variance £000s	last quarter	Movement £000s	Early Achievement	One-off £000s	Additional Ongoing	Carry

2.5.6 Contribution from HCL									
			£000s		**of IP Savings / Pressures £000s**		**£000s**	**Forward £000s**	
(500)	(750)	(250)	(250)	-	-	(250)	-	-	

Herts Catering Ltd is reporting a final underspend of £250k. This underspend is due to an increased contribution of £750k based on their successful trading performance.

2.6   Community Protection

CP	Ref	LAB £000s	Outturn £000s	Variance £000s	Variance Last Quarter £000s	Movement in Quarterly Variance £000s
Fire & Rescue	2.6.1	30,182	30,569	387	335	32
Joint Protective Services		4,576	4,355	(221)	(220)	(1)
East Coast & Humberside Control Room Consortium		864	864	-	-	-
Community Protection Total		**35,622**	**35,788**	**166**	**135**	**31**

Community Protection - Forecast Variance Trend
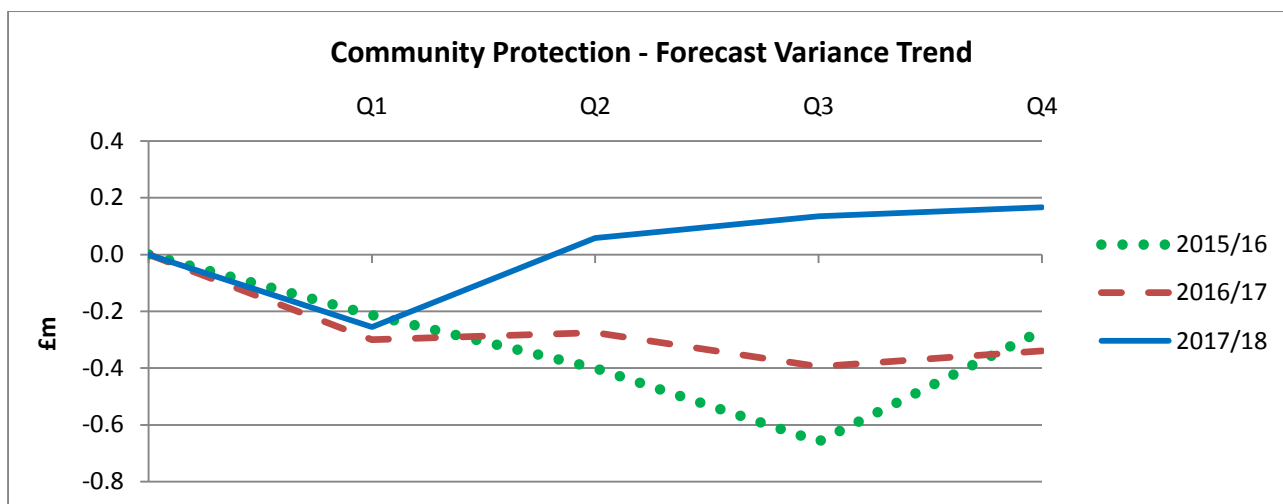
2.6.1 Fire & Rescue - Service Support

| LAB £000s | Outturn Spend £000s | Outturn Variance £000s | Variance last quarter £000s | Movement £000s | Breakdown of Variance | | | |
					Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
6,727	6,988	261	250	11	-	261	-	-

The overspend is attributable to the Ill Health Pension contributions offset by vacancies within the ICT Team, £105k less income in Commercial training than budgeted for, additional staffing costs in training due to pre-arranged overtime and the new recruits, and additional costs in the provision of IT systems.

2.7   Central Items

CEN	Ref	LAB £000s	Outturn £000s	Variance £000s	Variance Last Quarter £000s	Movement in Quarterly Variance £000s
Central Capital Financing and Interest on Balances	2.7.1 2.7.2	14,734	10,794	(3,940)	(4,862)	922
(Additional) / less Grant Income	2.7.3	-	(1,473)	(1,473)	(341)	(1,132)
Contingency - General		2,789	-	(2,789)	-	(2,789)
Contingency - Specific		564	564	-	-	-

Other Central Items		-	381	381	-	381
Precepts/Levies		2,112	2,112	-	-	-
Apprenticeship Levy Recharge		933	937	4	-	4
Central Total (before c/f)		**21,131**	**13,315**	**(7,817)**	**(5,203)**	**(2,614)**
Carry Forwards		*-*	*3,892*	*3,892*	*900*	*2,992*
Central Total (after c/f)		**21,131**	**17,207**	**(3,925)**	**(4,303)**	**378**

Central Items - Forecast Variance Trend

2.7.1 Capital Financing: MRP

					Breakdown of Variance			
LAB £000s	**Projected Spend £000s**	**Forecast Variance £000s**	**Variance last quarter £000s**	**Movement £000s**	**Early Achievement of IP Savings / Pressures £000s**	**One-off £000s**	**Additional Ongoing £000s**	**Carry Forward £000s**
4,420	1,665	(2,755)	(2,680)	(75)	(2,755)	-	-	-

Following changes to the MRP policy introduced in 2017/18, a further £2.75m savings have been achieved within the new policy, as reported at Q3.

These have been included in the 2018/19 IP and can be realised from 2017/18

2.7.2 Revenue Financing

2.7.2 Revenue Financing

| LAB £000s | Projected Spend £000s | Forecast Variance £000s | Variance last quarter £000s | Movement £000s | Breakdown of Variance | | | |
					Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
10,313	9,129	(1,184)	(2,182)	(998)	-	(1,184)	-	-

Main reasons for overall variance:

Cash balances during the year were higher than expected as a result of slippage in the 2017/18 Capital Programme and some additional income streams. As a consequence more cash has been available to invest, and no additional borrowing to fund capital expenditure was required during the year. These factors contribute **(£1,067k)** of the underspend, which includes interest from Local Authority Mortgage Scheme (LAMS) advances (£178k) and Herts Schools Building Partnership [HSBP] interest and dividend received (£161k). These figures are above levels assumed when setting the budget.

The Bank of England increased its base interest rate from 0.25% to 0.50% in November 2017 and this made an additional contribution to improved investment returns.

Non-investment interest was **(£133k)** more than budgeted, due to additional interest of (£96k) in respect of the delayed payment of a capital receipt and (£24k) of accrued interest for late payment of rental invoices.

Main reasons for movement in quarter:

Transfers to reserves: **£1,001k** – including £894k HSBP Loan Note sale to ITT reserve previously reported, along with smaller transfers in respect of interest accrued for LEP loans and premium on LAMS interest.

The remainder of £81k includes a number of small movements, including an increase of £57k in internal interest allocation driven by higher than expected LEP balances.

2.7.3 Additional / less Grant Income

| LAB £000s | Projected Spend £000s | Forecast Variance £000s | Variance last quarter £000s | Movement £000s | Breakdown of Variance | | | |
					Early Achievement of IP Savings / Pressures £000s	One-off £000s	Additional Ongoing £000s	Carry Forward £000s
(30,028)	(31,501)	(1,473)	(341)	(1,132)	-	(370)	-	(1,103)

Higher than expected grant amounts received for: Business Rates Retention Tax Loss Reimbursement (£11k); Transparency Code Burdens (£13k) ; Local Reform & Community Voices + Social Care in Prisons (£133k); War Pension Scheme Disregard (£109k); KS2 (£51k), School Improvement (£24k); Commons Pioneer Authorities (£4k) and Fire Revenue (£73k), offset by lower than budgeted grant amounts for: New Homes Bonus (£6k); ESG (£40k) and Extended Rights to Home to School Transport (£2k).

2.7.3 Additional / less Grant Income
Also includes accrual for MHCLG reconciliation adjustment to Business Rates Retention Tax Loss Reimbursement calculated from district NNDR3 returns.

Section 3 – Capital Monitor

3.1   Capital Summary

Capital investment programme

The budgeted programme is summarised below.

	£k	£k
Original Budget Per 2017/18 Integrated Plan		**222,858**

2016/17 Reprogramming	10,148
2017/18 Reprogramming - Month 6	(62,587)
Additional LEP funding	1,567
High Needs Funded Projects - funded from School's DSG	980
Other Budget Adjustments	4,042
Schools Capital Budgets	8,251
Total Budget Adjustments	(37,599)
Latest Approved Budget for 2017/18	**185,259**

The actual spend against this budget is £147,233k, and the overall variance is summarised as follows. Details of significant capital variances are shown in Section 3.4. These variances are calculated on the latest budget of £185.259m. This includes the reprogramming from 2016/17 that was approved by Cabinet in June 2017 plus reprogramming for Quarter 2 that was approved by Cabinet in December 2017.

	£000s
Reprogramming to future years	(36,676)
Underspends	(1,473)
Overspends	123
Total Variance	**(38,026)**

The detail of spending by service area is shown below. The net variance of £38,026k comprises re-programming of (£36,676k), underspends of (£1,473k), and overspends of £123k. Details of major variances (over £250k) against the revised budget are shown below. The impact of these variances on total financing including the borrowing requirement is shown in Table 4.

	Latest Approved £'000	Undersp end £'000	Overspend £'000	Reprogram ming £'000	Outturn £'000	Total Variance £'000
Children's Services						
School Expansions	43,958	(200)	26	(20,590)	23,194	(20,764)
Schools R&M	19,343	-	-	(1,258)	18,085	(1,258)
Schools Capital Spend	8,251	-	-	-	8,251	-
High Needs projects	980	-	-	-	980	-
Other - Children's	2,261	(341)	-	(266)	1,654	(607)
Total Children's	**74,793**	**(541)**	**26**	**(22,114)**	**52,164**	**(22,629)**

Environment						
Major Projects	7,798	(32)	4	(1,046)	6,724	(1,074)
Road Maintenance	41,576	-	-	(1,013)	40,563	(1,013)
Street Lighting	9,019	-	-	(250)	8,769	(250)
ITP	6,755	(130)	-	(310)	6,315	(440)
Bridge Maintenance	5,894	-	-	(175)	5,719	(175)
Other - Environment	2,909	(76)	-	(603)	2,230	(679)
Total Environment	**73,951**	**(238)**	**4**	**(3,397)**	**70,320**	**(3,631)**
Fire	**3,894**	**(112)**	**88**	**(739)**	**3,131**	**(763)**
ACS						
Care Homes (Older people)	4,292	-	-	(982)	3,310	(982)
Disabled Facilities	6,200	-	-	(919)	5,281	(919)
HCS Property	2,439	(30)	5	(1,361)	1,053	(1,386)
Other - ACS	1,164	(284)	-	(48)	832	(332)
Total ACS	**14,095**	**(314)**	**5**	**(3,310)**	**10,476**	**(3,619)**
Resources						
Acquisitions	8,036	(14)	-	(5,870)	2,152	(5,884)
Broadband	4,000	-	-	(275)	3,725	(275)
BMT Projects	1,446	-	-	(242)	1,204	(242)
Non-School Cap.	1,560	(1)	-	-	1,559	(1)
Co-location of Libraries	358	-	-	(263)	95	(263)
Technology Purchasing	1,475	-	-	152	1,627	152
Other -Resources	1,609	(201)	-	(618)	790	(819)
Total Resources	**18,484**	**(216)**	**-**	**(7,116)**	**11,152**	**(7,332)**
Public Health	**42**	**(52)**	**-**	**-**	**(10)**	**(52)**
Grand Total	**185,259**	**(1,473)**	**123**	**(36,676)**	**147,233**	**(38,026)**

3.2 Movements in the Capital Budget's Financing

The table below summarises the changes in financing to support the revised budget and the financing position based on the outturn against budget. Reprogramming and underspend, except where these are linked to grant funding or external contributions, result in a higher level of capital reserves to carry forward for funding in future years.

Capital Budget Financing

Budget Financing Source	Original Budget (2017/18 IP)	Funding Movements Agreed	Outturn Budget 2017/18	Variance (Additional Funding Movements)	Outturn
	£'000	£'000	£'000	£'000	£'000
Capital Receipts	10,000	12,122	22,122	(5,248)	16,874
Capital Grants	98,537	2,600	101,137	(24,369)	76,768
Revenue contributions	-	8,560	8,560	906	9,466
Contributions from Third Parties	36,037	(24,177)	11,860	(867)	10,993
Specific Reserves	2,836	(1,161)	1,675	(537)	1,138
Borrowing	75,448	(35,543)	39,905	(7,911)	31,994
Total	**222,858**	**(37,599)**	**185,259**	**(38,026)**	**147,233**

3.3   Capital Receipts

Budgeted capital receipts for 2017/18 amounted to £25.1m. £19.874m has been achieved by the end of March 2018, a shortfall against the target of £5.2m. This would usually result in a higher level of borrowing being required, but this has not happened in practice as the overall level of capital programme delivery was lower than expected (see 3.2 above).

Capital Receipts for 2017/18, and forecast to 2019/20

	Outturn 2017/18 £'000
Budgeted Receipts:	
Capital receipts funding assumed in IP for Capital Programme	10,000

	£000
Re-profiling of receipts financing from 2016/17	12,122
Subtotal	**22,122**
Capital Receipts – Spend to Achieve	3,000
Total Budgeted Receipts	**25,122**
Total Actual Receipts	**19,874**
Surplus/ (shortfall)	**(5,248)**

Spend to Achieve

The Spend to Achieve Capital Receipts Reserve is a fund that is used to deliver projects that require investment prior to generating a Capital receipt or a revenue income stream. The fund is reviewed monthly. As at 31st March 2018, there was a surplus of £2,578k on this reserve due to expenditure now being forecast to occur in 2018/19.

	£000
Starting Balance 01/04/17	**823**
Top up from capital receipts 2017/18	**3,000**
Total Funds available 2017/18	**3,823**
Schemes	
Replacement Accommodation for Judo Club, Ariston Works	(1,000)
Lands at Beaumont School, St. Albans Forward Funding	(153)
Other Small Schemes	(92)
Total Spend	**(1,245)**
Balance Outturn to 31/03/18	**2,578**

3.4   Significant Capital Outturn Variances

Children's Services

School's R&M Budget Holding Code					Breakdown of Variance		
LAB £000s	Outturn Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Underspend £000s	Overspend £000s	Reprogramming £000s
19,343	18,085	(1,258)	-	(1,258)	-	-	(1,258)

School's R&M Budget Holding Code

The main reasons for the variance are:
- The budget for 2017/18 was made up of the grant allocation of £18,172k for 2017/18 plus residual balances from prior years. The final outturn spend is £18,085k. The underspend of the remaining grant balance of (£1,258k) is requested to be reprogrammed for future years schools R&M Spend.

New School Developments & Site Acquisitions

LAB £000s	Outturn Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
20,840	8,958	(11,882)	(7,194)	(4,688)	-	-	(11,882)

The main reasons for the variance are:
- (£11,882k) is requested to be reprogrammed due to anticipated timings of land acquisitions.

Primary Expansions PEP1 – 4 plus Ascot & Jupiter- HSBP Managed

LAB £000s	Outturn Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
408	57	(351)	13	(364)	-	10	(361)

The main reasons for the variance are:
- (£361k) is requested to be reprogrammed for remaining Furniture & Equipment balances and works that remain outstanding at Schools.
- The overspend of £10k relates to small variations over the schemes that will be funded by basic need grant.

Primary Expansions PEP6 - HCC Managed

LAB £000s	Outturn Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
3,690	2,434	(1,256)	(340)	(916)	-	16	(1,272)

The main reasons for the variance are:
- (£304k) is requested to be reprogrammed for a primary expansion. The programme has been reprofiled to accommodate a phased programme with delivery of some external works this financial year.
- (£968k) is requested to be reprogrammed as the remaining budget is not required for the current year temporary expansions and will be requested to be set aside for future temporary expansions.
- £16k overspend relates to additional works required for a pedestrian access, forecast to total £40k. This overspend will be funded by Basic Need.

Primary Expansions PEP7 & Temporary Expansions Sept 2017 - HCC Managed

LAB £000s	Outturn Spend £000s	Outturn Variance £000s	Variance last quarter	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s

Primary Expansions PEP7 & Temporary Expansions Sept 2017 - HCC Managed

			£000s					
2,027	1,485	(542)	(85)	(457)	-	-	(542)

The main reasons for the variance are:
- (£942k) is requested to be reprogrammed as the remaining budget is not required for the current year temporary expansions and will be requested to be set aside for future temporary expansions. This is offset by £400k reprogramming from future years which is required for the permanent Pep 7 expansions as the full budget is within the 18/19 Integrated Plan.

Secondary Expansions – SEC1

			Variance		Breakdown of Variance		
LAB £000s	Outturn Spend £000s	Outturn Variance £000s	last quarter £000s	Movement £000s	Underspend £000s	Overspend £000s	Reprogramming £000s
850	550	(300)	-	(300)	-	-	(300)

The main reasons for the variance are:
- (£300k) is to be reprogrammed due to reprofiling of when a school managed project is expected to draw down funding.

Secondary Expansions - SEC2

			Variance		Breakdown of Variance		
LAB £000s	Outturn Spend £000s	Outturn Variance £000s	last quarter £000s	Movement £000s	Underspend £000s	Overspend £000s	Reprogramming £000s
13,726	8,188	(5,538)	1,090	(6,628)	(200)	-	(5,338)

The main reasons for the variance are:
- (£5,338k) is requested to be reprogrammed across the Secondary expansion programme as schools have reached milestones slower than previously forecast.
- (£200k) underspend relates to a secondary expansion agreement being £200k lower than originally anticipated.

Secondary Expansions - SEC2.5

			Variance		Breakdown of Variance		
LAB £000s	Outturn Spend £000s	Outturn Variance £000s	last quarter £000s	Movement £000s	Underspend £000s	Overspend £000s	Reprogramming £000s
1,385	842	(543)	(392)	(151)	-	-	(543)

The main reasons for the variance are:
- Reprogramming of (£543k) is requested across the programme as a result of school projects reaching milestones at times different to that previously anticipated.

Environment

A602 Improvements

A602 Improvements

| LAB £000s | Outturn Spend £000s | Outturn Variance £000s | Variance last quarter £000s | Movement £000s | Breakdown of Variance | | |
					Underspend £000s	Overspend £000s	Reprogramming £000s
5,037	4,520	(517)	(387)	(130)	-	-	(517)

The main reasons for the variance are:
- A further (£517k) is requested to be re-profiled into 2018/19 due to the delays to the planning process for Section B and the slightly extended construction programme for Sections A & C (the latest programme indicates these works will complete in late April).

A120 Bypass (Little Hadham)

| LAB £000s | Outturn Spend £000s | Outturn Variance £000s | Variance last quarter £000s | Movement £000s | Breakdown of Variance | | |
					Underspend £000s	Overspend £000s	Reprogramming £000s
2,171	1,642	(529)	-	(529)	-	-	(529)

The main reasons for the variance are:
- 2017/18 expenditure was lower than expected due to land assembly issues being resolved quicker than anticipated. It is proposed that the resulting underspend is carried forward to be allocated against other elements of the scheme where pressures have already been identified.

Highway Maintenance of Roads

| LAB £000s | Outturn Spend £000s | Outturn Variance £000s | Variance last quarter £000s | Movement £000s | Breakdown of Variance | | |
					Underspend £000s	Overspend £000s	Reprogramming £000s
41,576	40,563	(1,013)	-	(1,013)	-	-	(1,013)

The main reasons for the variance are:
- Reprogramming of (£1,013k) is requested as the spells of severe weather in February and March compounded the pressure on the Cat 1 service, but also disrupted the planned recovery programme and Cat 4 service and preparation work for 2018/19. The national disruption caused by this weather also created a lack of contractor availability.

Integrated Transport Projects

| LAB £000s | Outturn Spend £000s | Outturn Variance £000s | Variance last quarter £000s | Movement £000s | Breakdown of Variance | | |
					Underspend £000s	Overspend £000s	Reprogramming £000s
6,635	6,255	(380)	-	(380)	(130)	-	(250)

The main reasons for the variance are:
- As a number of schemes were due to be completed in Quarter 4 the recent severe weather has caused delays and therefore a reprogramming of (£250k) is requested. There is also (£130k) underspend being declared this month, this is due to OPUS fees being lower than anticipated on a number of schemes.

Ware Household Waste Site

LAB £000s	Outturn Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
500	0	(500)	(335)	(165)	-	-	(500)

The main reasons for the variance are:
- Reprogramming of the full budget of (£500k) is requested. This is as a result of the delay in determination of the planning application which, although it has now been approved under officer's delegated authority, has been referred to the Secretary of State as departure from green belt policy.

Fire

F&R ICT Equipment

LAB £000s	Outturn Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
504	182	(322)	(114)	(208)	-	-	(322)

The main reasons for the variance are:
- (£322k) reprogramming to 2018/19 is requested for contracts that have been delayed, but are due to be signed off in April. £96k is for an order for single place, £68k for Mobile Data Terminals (MDT) and £57k for Mobile phones and various other IT equipment, ordered but not yet received.

F&R Vehicle Replacement

LAB £000s	Outturn Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
1,735	1,230	(505)	-	(505)	(88)	-	(417)

The main reasons for the variance are:
- (£417k) is requested to be reprogrammed for fire appliance bodywork which remains to go out to tender which is now scheduled for April, plus the refurbishment of the control unit body and technical upgrade, based at Hertford HQ. £88k is declared to be underspent, which offsets the equivalent overspend in Fire and Rescue Officer vehicles.

Adult Care Services

Commissioning for Independence (formerly Supported Living)

LAB £000s	Outturn Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
1,417	116	(1,301)	(625)	(676)	-	-	(1,301)

The main reasons for the variance are:
- Reprogramming of (£1,301k) is requested following implementation of a revised Supported Accommodation Strategy and governance process which will allow a longer term strategic view on the use of capital investment rather than the previous more reactive use of capital funds which has delayed spend

Commissioning for Independence (formerly Supported Living)

on this budget. This is in addition to the £700k reprogrammed in Q2.	

ACS Vehicle Replacement

LAB £000s	Outturn Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
640	338	(302)	(284)	(18)	(269)	-	(33)

The main reasons for the variance are:
- An underspend of (£269k) is as a result of a number of vehicles that were planned to be purchased from the 2017/18 capital programme being no longer required to be replaced due to low mileage and the opportunity of transferring vehicles from closed services.
- (£33k) is requested to be reprogrammed to 2018/19 for the replacement of two leased vehicles which will cease in 2018/19.

Care Reprovision - Older People (Phase 1 - 3)

LAB £000s	Projected Spend £000s	Outturn £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
4,292	3,310	(982)	-	(982)	-	-	(982)

The main reasons for the variance are:
- A review of the existing capital programme has been undertaken. The outcome of which is that consideration is to be given to alternative models of delivery as set out in the Cabinet report of September 2017. Re-programming of capital spend to future years has been made in view of this decision.

Disabled Facilities Grant

LAB £000s	Projected Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
6,200	5,281	(919)	(555)	(364)	-	-	(919)

The main reasons for the variance are:
- Reprogramming of (£919k) is requested arising from the phased handover of cases from partner authorities to the shared Home Improvement Agency (HHIA) starting in October, ongoing development of contractor framework and staggered recruitment of the HHIA team. Funding will be carried forward to fund grant allocations made in 2017/18 where works have not yet commenced.

Resources

Land Acquisition – Stevenage

LAB £000s	Projected Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
5,900	18	(5,882)	-	(5,882)	-	-	(5,882)

Land Acquisition – Stevenage
The main reasons for the variance are:
• (£5,882k) is requested to be reprogrammed as discussions are currently being held with the vendor regarding final terms for the acquisition.

Inspiring Libraries

LAB £000s	Projected Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
906	328	(578)	(555)	(23)	-	-	(578)

The main reasons for the variance are:
- (£578k) of inspiring libraries budget is requested to be reprogrammed to 2018/19. This includes refurbishment projects that are subject to delays and the consequential impact on Creatorspace; plus spend for the Open+ roll-out once the pilot is evaluated.

Co-location of Libraries

LAB £000s	Projected Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
358	95	(263)	(238)	(25)	-	-	(263)

The main reasons for the variance are:
- Due to delays in public consultations and planning consent there have been delays in the progression of these projects. We are now expecting tenders back in May 18 for Redbourn and Wheathampstead and are anticipating construction to commence late 2018.

Broadband Delivery (Contract 2)

LAB £000s	Outturn Spend £000s	Outturn Variance £000s	Variance last quarter £000s	Movement £000s	Breakdown of Variance		
					Underspend £000s	Overspend £000s	Reprogramming £000s
4,000	3,725	(275)	(975)	700	-	-	(275)

The main reasons for the variance are:
- £275k is requested to be reprogrammed to 2018/19. This figure has been reduced by £700k since Feb 2017. This is due to BT Openreach reaching milestones earlier than previously anticipated.

3.5 Other Matters

Metropolitan Line Extension (Croxley Rail Link)

The funding gap on the project was being discussed between the Council, local partners, central government and Transport for London (TFL). Central Government recently confirmed they would be prepared to cover the funding shortfall of £73.4m. However TFL have indicated that they are not

prepared to take on the potential cost risk above this level. Further discussion and dialogue is underway to understand the next steps and impact. The scheme had already been reprogrammed to 18/19 and therefore no further adjustment to 17/18 was required.

Section 4 – Children's Services (Schools) Variances

4.1   Summary

The Schools' budget is funded from the Dedicated Schools Grant (DSG) and sixth form grant which is separately received from the Education and Skills Funding Agency (ESFA). As reported in section 1,

there is a net forecast underspend of **£7,868k** against this budget.

4.2   Variances that are not offset by grants (>£250k)

Independent Schools Placement overspend	Variance £1,329k

Independent Placements overspent by £1.329m. This is due to a higher number of new placement notifications than was budgeted (£829k). The budget was reduced this financial year due to the previous years' underspends, and with the higher number of placements, this has now resulted in a pressure on the budget. There is also £500k of additional expenditure covering the Education of Social Care placements.

*This is included within the Integrated Services for Learning DSG line

Integrated Services for Learning DSG (excluding Independent Schools Placement)	Variance (£3,327k)

- Speech and Language Therapy underspent by £87k. Whilst the anticipated contract value was as expected, uncommitted funding was held pending a review of the Speech and Language joint contract (with the CCGs) and delivery model and this was not spent within the financial year.

- The SEN Strategy Development Fund underspent by £3.445m. This fund was established to support new initiatives, including key priorities within the SEND strategy. As an uncommitted resource, the fund also provides useful flexibility in managing budget risks.

- Due to inability to maintain vacancy management, there is a £50k overspend on Integrated Services for Learning Central pay budgets.

- AWT provides funding for training and development of individual children with SEN. The final outturn was £130k higher than budgeted mostly due to additional tuition the teams are having to provide for children excluded or out of school due to pressures on places.

- Exceptional Needs Funding budgets have underspent by £446k. Decisions are made by panels of school representatives. As such, the budget holder has no influence over the budgets other than to remind them and assist with monitoring their budgets. Expenditure in March was considerably lower than forecast.

- The Recoupment budget overspent by £447k. Due to a number of Hertfordshire special schools being at capacity we have had to place more pupils in special provision outside the county's borders. In May 2016, we had 52 pupils placed in special provision (either LA-maintained, or academies and free, schools) outside of Hertfordshire, by May 2017 this had risen to 76. A variance of £447k on the Recoupment budget is due to a high volume of late invoices from other local authorities that came through in March.

- There is an underspend of £87k on Special Educational Needs budgets due to the reduction of the use of consultants in work across the SEND service and in reflection of the ISL review and work streams. The

Integrated Services for Learning DSG (excluding Independent Schools Placement)	Variance (£3,327k)

underspend has increased further due to schools not meeting the level of services they agreed to deliver for Outreach; therefore they did not receive the full funding agreed and budgeted for at the start of the year.

 - There is a £15k overspend on provision of tuition for excluded pupils due to a higher demand than budget.

- There is a £277k overspend due to increased demand and cost of education of pupils placed by Health in private or other local authority hospitals.

- There is an underspend on ESMA of £112k due to less demand.

 - The Attendance teams ceased trading at the end of the last academic year. Approximately 56% of academies/free schools purchased a traded service however given the pressures on school's budgets, and changes to academy's funding, the trading environment has become increasingly challenging and at the end of this academic year there will be a shortfall in the trading income giving £58k overspend. The service has restructured and achieved savings giving a net underspend this year of £39k.

4.3   Variances that are offset by grants/other funding (>£250k)

Family Services Commissioning	Variance (£2,815k)

- There is an underspend on 2 year old nursery entitlement of £1,144k due to a lower take up than anticipated, potentially caused by 30 hours free childcare. This is partly offset by an overspend of £161k against 2 year old delegated funding.

- The early years SEND Development fund was not be spent in 2017/18, causing an underspend of £600k

- There was an underspend on 30 hour free childcare for 3 and 4 year olds of £1,065k due to lower take up of the new scheme than anticipated.

Section 5 – Other Financial Information

5.1   Treasury Management Report

The Council's Treasury management activities in this period were undertaken in an environment marked by uncertainty over the UK's future relationship with the EU, geopolitical tensions, and the influence of expectations around the potential for fiscal tightening in the US and EU.

During Q3 Consumer Price Index [CPI] inflation peaked at to 3.1% before falling back more rapidly than expected to 2.4% in March 2018 remaining above the 2% Bank of England target. UK wage growth, which in real terms had been negative for most of the year, returned to positive territory in March 2018.

Much of the inflationary pressure noted above can be attributed to the approximately 20% decline in the value of Sterling during 2016/17, and has constrained consumer spending during the year. Economic data showed resilient but subdued growth in Gross Domestic Product [GDP], at 1.8% for the 2017 calendar year.

Following the Bank of England rate increase to 0.50% during the third quarter interest rates remained stable during the period. Investment yields improved slightly as a consequence of the rate increased but remain low overall.   The 7-day LIBID benchmark was 0.36% for the quarter, an improvement of 0.7% on the previous quarter.

During the final quarter of 2017/18 the Council held an average investment portfolio of £164.97m, and achieved an investment return of £0.447m.

The total annual interest earned on treasury investments throughout the year was £1.826m, an underspend of £0.392m on budget.   This outcome is due to a combination of the strong performance of pooled funds during the first half of the year, higher than expected cash balances and the increase in interest rates leading to improved shot-term returns.

The overall rate of return for the fourth quarter was 1.07%, which represents a reduction of 0.15% on the previous quarter. This reflects the weighting of the investment portfolio towards short-term instruments during the period as the need to ensure liquidity to cover capital outflows was managed.

Underlying this, the pooled fund investments returned 4.07% (a reduction of 0.42%) and the remaining, mainly short-term investments returned 0.40% (0.08% increase).

The reduced overall rate of return is reflective of lower returns across the pooled fund portfolio. Pooled funds overall return 4.67% during the year, but returns for the final quarter were lower due to the changes in market condition which saw a sharp reduction in returns from the bond fund investments within the portfolio. This reduction is anticipated to be a one-off effect.

Appendices

Appendix A – Carry Forward Requests

Service	Area	Outturn Underspend £000	Carry Forward Requested £000	Narrative
ACS	BCF	(1,513)	1,513	Better Care Fund carry forward
ACS	IBCF	(3,541)	3,541	Improved Better Care Fund carry forward
Public Health	Public Health	(1,312)	1,312	Ring fenced grant - any underspend to be carried forward in line with Grant terms and conditions
			6,366	**Ringfenced Carry Forwards**
ACS	Older People Client Income	(3,390)	1,100	£1m carry forward to reflect risk of the client income position with regards Band 20's.
ESCYP (E&EI)	Services for Young People	(480)	66	This underspend is due to a backdated rates rebate that has been received in February 2018. The request is to fund essential refurbishments and improvement to a number of Youth Community centres within the County. This would have been carried out earlier in the financial year if the refund had been received earlier.
ESCYP (E&EI)	Services for Young People	(480)	35	A revenue contribution to capital for essential work on replacing windows in the gym at Bowes Lyon centre. There is a 12 week lead time on the work so it now cannot be carried out in 2017/18. If the Carry forward is not agreed the windows will have to be boarded up.
Environment	Highways Member Locality Budget	(321)	321	155k - schemes not fully completed in the current financial year due to on-going design and Permanent Traffic Regulation Orders processes. proxy £166k of ordered work was not delivered in 2017/18 due to the adverse weather in March
Resources	Members Locality	(44)	44	The final date for applications to be submitted for review and approval was Monday 12th March with all funding where possible provided before the start of PERP. However, some locality budget has been allocated to other HCC departments or schools at a late stage. Due to the timing of the final applications, HCC departments are unable to spend their allocated budget until the next financial year. Likewise, it is not possible to transfer the money allocated to schools to them now until the next financial year. Therefore these allocations require a carry forward.
Resources	Property	(665)	310	The Stevenage site is HCC's main data centre, and a recent power failure at the Stevenage site (caused by the failure of 1 of the 3 transformers) had a significant impact on staff capacity to work. If this failure were to occur again, the loss of working time and the continuity of HCC services are likely to be affected. A carry forward is requested to fund a low power generator for ICT operations to improve the resilience and stability of the Stevenage site.
Central	Contingency	(2,789)	2,789	Un-used contingency from 2017-18 to be carried forward into the new year
			4,665	**Non-Ringfenced Carry Forwards**
Resources	Property	(1,092)	290	Payment for a land sale during 2017/18 included reimbursement of revenue costs incurred in prior years, for feasibility studies and other preparations. These have been held centrally to fund any similar works in this or future years. It is requested that the expected unspent balance of £290k be carried forward as a Property Revenue Reserve, to fund revenue costs of preparing sites for disposal
Central	Grants	(1,473)	1,103	An accrual for MHCLG reconciliation adjustment to Business Rates Retention Tax Loss Reimbursement calculated from district NNDR3 returns to be transferred to a new Business Rates equalisation reserve to smooth variation in business rates income in future years.
			1,393	**New Reserves**
			12,424	

Appendix B – Capital Reprogramming Requests

Directorate and Service Area	Name of Scheme	Total reprogramming	Externally Funded	Commentary	Future Year Budget £'000	18-19 Reprogramming £'000	19-20 Reprogramming £'000
Children's Services	Building Schools for the Future-ICT	20	No	£20k reprogramming is requested as schools have spent at a faster rate than profiled.	318	20	-
Children's Services	School's R&M Budget Holding Code	(1,258)	Yes	The budget for 2017/18 was made up of the grant allocation of £18,172k for 2017/18 plus residual balances from prior years. The final outturn spend is £18,085k. The underspend of the remaining grant balance of (£1,258k) is requested to be reprogrammed for future years schools R&M Spend.	72,688	(1,258)	-
Children's Services	Liquidlogic Troubled Families Phase 2 Solution	(158)	No	The software is largely delivered and tested. The deadline for final elements to be completed is scheduled for May. Therefore reprogramming of (£158k) is requested.	640	(158)	-
Children's Services	Liquidlogic EHM Implementation (Early Help Module)	(128)	No	The budget supports seven separate but closely related technology projects which are in various stages of delivery. The remaining projects (EHCP, Mobile App, Professional Portal, EHM Livelink integration, Groupwork and the Children's Portal) are in progress and expected to complete in 2018/19. (£128k) is requested to be reprogrammed due to further works required on the software system following system testing.	272	(128)	-
Children's Services	New School Developments - Budget Holding & Site Acquisitions	(11,882)	Yes	(£11,882k) is requested to be reprogrammed due to anticipated timings of land acquisitions.	83,785	(11,882)	-
Children's Services	Primary Expansions PEP1-4 - HCC Managed	(140)	Yes	(£140k) is requested to be reprogrammed across the Pep1-4's, this is to cover the remaining works (£42k) plus remaining Furniture & Equipment allocations not yet claimed by the schools.	0	(140)	-
Children's Services	Primary Expansions PEP5 - HCC Managed	(242)	Yes	(£242k) is requested to be reprogrammed for the final external works outstanding at PEP5.	0	(242)	-
Children's Services	Primary Expansions PEP6 & Temporary Expansions Sept 2016 - HCC Managed	(1,272)	Yes	(£304k) is requested to be reprogrammed for an expansion scheme. The programme has been reprofiled to accommodate a phased programme with delivery of some external works this financial year. (£968k) is requested to be reprogrammed as the remaining budget is not required for the current year temporary expansions and will be requested to be set aside for future temporary expansions.	2,378	(1,272)	-
Children's Services	Primary Expansions PEP7 & Temporary Expansions Sept 2017 - HCC Managed	(542)	Yes	(£942k) is requested to be reprogrammed as the remaining budget is not required for the current year temporary expansions and will be requested to be set aside for future temporary expansions. This is offset by £400k reprogramming from future years which is required for the permanent Pep 7 expansions as the full budget is within the 18/19 Integrated Plan.	4,320	(542)	-

Directorate and Service Area	Name of Scheme	Total reprogramming	Externally Funded	Commentary	Future Year Budget £'000	18-19 Reprogramming £'000	19-20 Reprogramming £'000
Children's Services	Primary Expansions PEP8 & Temporary Expansions Sept 2017 - HCC Managed	30	Yes	£30k reprogramming from 2018/19 is requested to cover initial fees relating to the fees relating to the upcoming expansions, budgets to be presented at the April Cabinet.	12,200	30	-
Children's Services	Secondary Expansions - SEC1 (All School managed projects)	(300)	Yes	(£300k) is to be reprogrammed due to reprofiling of when a school managed project is expected to draw down funding.	0	(300)	-
Children's Services	Secondary Expansions - SEC2	(5,338)	Yes	(£5,338k) is requested to be reprogrammed across the Secondary expansion programme as schools have reached milestones slower than previously forecast.	4,712	(5,338)	-
Children's Services	Secondary Expansions - SEC2.5	(543)	Yes	(£543k) is requested to be reprogrammed across the Secondary expansion programme as schools have reached milestones at times different to that previously forecast.	10,206	(543)	-
Children's Services	Primary Expansions PEP1 -4 - HSBP Managed	(361)	Yes	(£361k) is requested to be reprogrammed for our remaining works at these schemes & Furniture & Equipment balances that have not yet been claimed by the schools.	0	(361)	-
Environment	Highways - Bridge Maintenance	(175)	No	Delays in the completion of the Framework Contract has resulted in the need to re-programme (£175k).	20,718	(175)	-
Environment	A602 Improvements	(517)	Yes	Sections A and C are currently in the on-site construction phase. The latest programme indicates these works will complete in late April. The Planning Application process for Section B was extended and thus the overall delivery programme for this section has been delayed. Previously there was in-year reprofiling of (£1.4m) into 2018/19. A further (£517k) will need to be re-profiled into 2018/19 due to the delays to the planning process for Section B and the slightly extended construction programme for Sections A & C.	15,445	(517)	-
Environment	A120 Bypass Project	(529)	No	2017/18 expenditure was lower than expected due to land assembly issues being resolved quicker than anticipated. It is proposed that the resulting underspend is carried forward to be allocated against other elements of the scheme where pressures have already been identified.	34,766	(529)	-
Environment	Highways - Road Maintenance	(1,013)	No	Reprogramming of (£1,013k) is requested as the spells of severe weather in February and March compounded the pressure on the Cat 1 service, but also disrupted the planned recovery programme and Cat 4 service and preparation work for 2018/19. The national disruption caused by this weather also created a lack of contractor availability.	143,705	(1,013)	-
Environment	LED & CMS Programme Phase 4	(62)	No	Reprogramming of (£62k) is required due to delays in the delivery of LED units in 2017/18.	12,334	(62)	-
Environment	Lighting Refurb & Emergency Replacement	(188)	No	Reprogramming of (£188k) is required due to delays in the delivery of street lighting columns in 2017/18.	9,621	(188)	-
Environment	Integrated Transport Projects	(250)	Yes	As a number of schemes were due to be completed in Quarter 4 the recent severe weather has caused delays and therefore a carry forward request for (£250k) is requested.	14,595	(250)	-

Directorate and Service Area	Name of Scheme	Total reprogramming	Externally Funded	Commentary	Future Year Budget £'000	18-19 Reprogramming £'000	19-20 Reprogramming £'000
Environment	A5 - M1 Link Road	(60)	No	A carry forward request for (£60k) is requested. This is due to a change in scope of the scheme following consultation and design modifications to reflect changes in standards which requiring special sign mounting equipment with a longer lead time.	0	(60)	-
Environment	Rights of Way - Management/Improvements	(43)	No	This relates to a bridge replacement job which was delayed due to longer than anticipated time take to secure permits and agree final design.	1,600	(43)	-
Environment	Waste Infrastructure Capital Grant	(10)	Yes	The two modular buildings at the Harpenden and Waterdale sites were completed in 2017/18. The Rickmansworth proposals were delayed pending a review of the site layout and budget for implementation. An additional £10k carry forward is requested for 2018/19.	45	(10)	-
Environment	Waste Management System Development	(50)	No	No capital spend was incurred in this financial year and carry forward of the full amount is requested.	200	-	(50)
Environment	Ware Household Waste Site	(500)	No	Reprogramming of the full budget of (£500k) is requested. This is as a result of the delay in determination of the planning application which, although it has now been approved under officers delegated authority, has been referred to the Secretary of State as departure from green belt policy.	5,500	(500)	-
Fire	F&R ICT Equipment	(322)	No	(£322k) reprogramming to 2018/19 is requested for contracts that have been delayed, but are due to be signed off in April. (£96k) is for an order for single place, (£68k) for Mobile Data Terminals and (£57k) for Mobile phones and various other IT equipment, ordered, but not yet received.	1,403	(322)	-
Fire	F&R Vehicle Replacement	(417)	No	(£417k) is requested to be reprogrammed for fire appliance bodywork which remains to go out to tender which is now scheduled for April, plus the refurbishment of the control unit body and technical upgrade, based at Hertford HQ.	5,957	(417)	-
ACS	Dial-a-Ride Replacement Programme	8	No	The vehicles delivered were part of the 2016/17 programme. Once the tenders were sourced, the costs came in £8k more than expected. £8k is requested to be reprogrammed from 2018/19 budget to cover the overspend.	387	8	-
ACS	Day Services Modernisation	(68)	Yes	(£68k) is requested to be reprogrammed into 18/19 to assist with the refurbishment of two day service buildings. Work has commenced to scope and procure the works, with works anticipated to start early 2018/19	290	(68)	-
ACS	Commissioning for Independence (formerly Supported Living)	(1,301)	£521k HCC funding, £780k capital grant	Reprogramming of (£1,301k) is requested following implementation of a revised Supported Accommodation Strategy and governance process which will allow a longer term strategic view on the use of capital investment rather than the previous more reactive use of capital funds which has delayed spend on this budget. This is in addition to the (£700k) reprogrammed in Q2.	5,900	(1,301)	-
ACS	ACS Vehicle Replacement	(33)	No	(£33k) is requested to be reprogrammed to 2018/19 for the replacement of two leased vehicles which will cease in 2018/19.	0	(33)	-

Directorate and Service Area	Name of Scheme	Total reprogramming	Externally Funded	Commentary	Future Year Budget £'000	18-19 Reprogramming £'000	19-20 Reprogramming £'000
ACS	Disabled Facilities Grant	(919)	Yes	Reprogramming of (£919k) is requested arising from the phased handover of cases from partner authorities to the shared Home Improvement Agency (HHIA) starting in October, ongoing development of contractor framework and staggered recruitment of the HHIA team. Funding will be carried forward to fund grant allocations made in 2017/18 where works haven't yet commenced.	24,804	(919)	-
ACS	Care Reprovision – Older People (Phase 1-3)	(982)	No	A review of the existing capital programme has been undertaken. The outcome of which is that consideration is to be given to alternative models of delivery as set out in the Cabinet report of September 2017. Re-programming of capital spend to future years has been made in view of this decision.	18,070	(982)	-
ACS	Herts Equipment Services Vehicle Replacement	(15)	No	(£15k) is requested to be reprogrammed to 2018/19, as the final vehicle will not be delivered until late April.	948	(15)	-
Resources	Inspiring Libraries (Budget Holding)	(577)	No	(£578k) of inspiring libraries budget is forecast to be reprogrammed to 2019/20. This includes refurbishment projects that are subject to delays and the consequential impact on Creatorspace; plus spend for the Open+ roll-out once the pilot is evaluated.	2,150	0	(577)
Resources	Co-location of Libraries	(263)	Yes	Due to delays in public consultations and planning consent there have been delays in the progression of these projects. We are now expecting tenders back in May 18 for Redbourn and Wheathampstead and anticipating construction for these to commence late 2018.	1,562	(263)	-
Resources	Broadband Delivery (Contract 2)	(275)	£52k HCC funding, £223k capital grant	(£275k) is requested to be reprogrammed to 2018-19. This figure has been reduced by £700k since Feb 2017. This is due to BT Openreach reaching milestones earlier than previously anticipated.	10,571	(275)	-
Resources	PC Purchasing	152	No	Reprogramming of £152k from 2018/19 is required due to stock being received earlier than anticipated.	3,978	152	-
Resources	County Hall H&S Car Parks	53	No	Phase 1 of the works are now complete. Reprogramming of £53k from 2018/19 is required to cover an overspend relating to the greater deterioration of the car park. A new capital bid for Phase 2 has been submitted to cover the remaining spend and work is planned for summer 2018/19.	250	53	-
Resources	Access Control/Car Park Improvements	(112)	No	Car park works are now being presented within master planning for County Hall. £112k is requested to be reprogrammed to 2018/19.	390	(112)	-
Resources	Countywide Touchdown	(70)	No	It is requested that (£70k) be reprogrammed for works relating to the Drill Hall, Cheshunt, due to delays in planning permission.	0	(70)	-
Resources	25 by 20	(113)	No	(£113k) is requested to be reprogrammed to 2018/19 due to pending decisions on Resources and Mundells Office relocation.	500	(113)	-
Resources	Acquisition of assets in Stevenage	(5,882)	No	(£5,882k) is requested to be reprogrammed as discussions are currently being held with the vendor regarding final terms for the acquisition.	0	(5,882)	-

Directorate and Service Area	Name of Scheme	Total reprogramming	Externally Funded	Commentary	Future Year Budget £'000	18-19 Reprogramming £'000	19-20 Reprogramming £'000
Resources	Acquisition of assets in Hertford	12	No	£12k reprogramming is required, this mainly relates to the deposit and fees associated with the acquisition of the final property that is expected in 2018/19.	800	12	-
Resources	Rural Estates Annual Programme (Main)	(41)	No	It is requested to reprogramme (£41k) to 2018/19 for roofing works at two farms. This is due to delays in listed building consent and bat surveys.	394	(41)	-
TOTAL		(36,676)			528,402	(36,049)	(627)

Appendix C – Approved Virements & Technical Adjustment

Summary Revenue Budget Monitor as at 31 March 2018				
SERVICE	**Original Budget** **£'000**	**Approved Virements & Tech Adj** **£'000**	**Latest Approved Budget** **£'000**	**Explanation of Approved Virements & Technical Adjustments**
Adult Care Services	322,842	18	322,860	o Apprentice Levy Charge (-269k) **MAY** o 0-25 Service Realignment (-1,122k) **MAY** o Carry forward from 16/17 (+472k) **JUNE** o Funding from Contingency re Pension Strain Costs (+2k) **AUGUST** o Funding from Contingency re redundancies (+16k) **SEPTEMBER** o Transfer from Invest to Transform Fund (+30k) **OCTOBER** o Funding from Contingency re Pension Strain Costs (+14k) **NOVEMBER** o Funding from Contingency re redundancies (+60k) **FEBRUARY** o Funding from Contingency re redundancies (+74k) **MARCH** o Transfer from Invest to Transform Fund (+591k) **MARCH** o Other small amounts (totalling +114k) **MARCH**
Public Health	48,867	566	49,433	o Apprentice Levy Charge (-12k) **MAY** o Carry forward from 16/17 (+578k) **JUNE**
Children's Services	166,233	3,158	169,391	o Apprentice Levy Charge (-319k) **MAY** o 0-25 Service Realignment (+1,122k) **MAY** o Schools Notification System (+11k) **MAY** o Customer Services Charge (-49k) **MAY** o Transfer from SEND reform (+489k) **JUNE** o Carry forward from 16/17 (+559k) **JUNE** o Carry forward from 16/17 adj (-142k) **JULY** o Funding from Contingency re redundancies (+7k) **AUGUST** o Funding from Contingency re redundancies (+5k) **SEPTEMBER** o Funding from Contingency re redundancies (+20k) **OCTOBER** o Funding from Contingency re redundancies (+2k) **FEBRUARY** o Funding from Contingency re redundancies (+138k) **MARCH** o Transfer from Invest to Transform Fund (+358k) **MARCH** o Transfer from Nobel Lifecycle Fund PFI (+9k) **MARCH** o Transfer from Reserve Fund (+350k) **MARCH** o Transfer from Innovation Fund (+541k) **MARCH** o Other small amounts (totalling +57k) **MARCH**
Environment	106,525	(4,114)	102,411	o Apprentice Levy Charge (-56k) **MAY** o Carry forward from 16/17 (+209k) **JUNE** o Revenue Contribution to Capital re Highways Locality (-605k) **OCTOBER** o Transfer from Planning Delivery Reserve (+19k) **JANUARY** o Transfer to Waste Week 53 Reserve (-192k) **MARCH** o Transfer to RCCO (-1,018k) **MARCH** o Transfer to Reserve for C/F (-1,926k) **MARCH** o Commuted Maintenance transfer to Reserves (-492k) **MARCH** o Other small amounts (totalling -53k) **MARCH**
Community Protection	35,195	427	35,622	o Apprentice Levy Charge (-122k) **MAY** o Schools Notification System (-11k) **MAY** o Carry forward from 16/17 (+20k) **JUNE** o Transfer from Proceeds of Crime Act reserve (+16k) **AUGUST** o Transfer to Proceeds of Crime Act reserve (-3k) **NOVEMBER** o Transfer from Reserve re part funding of Finance Post (+10k) **FEBRUARY** o Transfer to POCA Reserve (-42k) **MARCH**

Summary Revenue Budget Monitor as at 31 March 2018				
SERVICE	Original Budget £'000	Approved Virements & Tech Adj £'000	Latest Approved Budget £'000	Explanation of Approved Virements & Technical Adjustments
				o Drawdown from Reserve (+864k) **MARCH** o Carry Forward re Emergency Services network (-286k) **MARCH** o Other small amounts (totalling -19k) **MARCH**
Resources	72,565	(3,561)	69,003	o Apprentice Levy Charge (-155k) **MAY** o Customer Services Charge (+49k) **MAY** o Contribution from HCL (-500k) **MAY** o Carry forward from 16/17 (+83k) **JUNE** o Funding from Contingency re redundancies (+6k) **AUGUST** o Transfer from Contingency re consultancy costs (+20k) **AUGUST** o Funding from Contingency re redundancies (+16k) **SEPTEMBER** o Transfer to Capital for Planned Maint for Leahoe (-100k) **SEPTEMBER** o Transfer to Resources for Property Consultancy Fees (-108k) **SEPTEMBER** o Revenue Contribution to Capital re Hazard Management (-197k) **OCTOBER** o Funding from Invest to Transform re Arts Collection Bid (+21k) **NOVEMBER** o Funding from Contingency re Pension Strain costs (+86k) **NOVEMBER** o Revenue Contribution to Capital re Hazard Management (-35k) **DECEMBER** o Transfer to Contingency for redundancies and PSC no longer required (-70k) **DECEMBER** o Revenue Contribution to Capital re Hazard Management (-63k) **JANUARY** o Funding from Contingency re redundancies (+69k) **FEBRUARY** o Transfer from Contingency for Pension Strain Costs (+3k) **FEBRUARY** o Transfer to Insurance Reserve (-4,819k) **MARCH** o Transfer from Elections Reserve (+1,016) **MARCH** o Transfer from Invest to Transform Fund (+898k) **MARCH** o Transfer from MMI Reserve (+320k) **MARCH** o Other small amounts (totalling -18k) **MARCH**
Central Capital Financing and Interest on Balances	25,892	(11,158)	14,734	o Transfer to Capital Finance Reserve (-2,287k) **JULY** o Transfer to Education School Reserve (-1,290k) **JULY** o Grant Carryforwards 2017/18 (-5,164k) **MARCH** o Transfer to Insurance Reserve (-4,819k) **MARCH** o Transfers from various Reserves (+2,023k) **MARCH** o Other small amounts (totalling +379k) **MARCH**
(Additional) / less Grant Income	-	-	-	
Contingency/Special Provision	8,415	(5,062)	3,354	o Contribution from HCL (+500k) **MAY** o Transfer to Invest to Transform RE Street Lighting (-1,196k) **AUGUST** o Transfer to ACS re Pension Strain Costs (-2k) **AUGUST** o Transfer to Resources re redundancies (-6k) **AUGUST** o Transfer to Children's Services re redundancies (-7k) **AUGUST** o Transfer to Resources re consultancy costs (-20k) **AUGUST** o Transfer to Children Services re redundancies (-5k) **SEPTEMBER** o Transfer to Resources re redundancies (-16k) **SEPTEMBER** o Transfer to ACS re redundancies (-16k) **SEPTEMBER** o Transfer to Children's Services re redundancies (-20k) **OCTOBER** o RCCO transfer re sinkhole (-100k) **OCTOBER** o Transfer to Resources re Pension Strain Costs (-86k) **NOVEMBER** o Transfer to ACS re Pension Strain Costs (-14k) **NOVEMBER** o Correction journal for previous transfers to Resources for redundancies and PSC (+70K) **DECEMBER**

Summary Revenue Budget Monitor as at 31 March 2018				
SERVICE	**Original Budget** **£'000**	**Approved Virements & Tech Adj** **£'000**	**Latest Approved Budget** **£'000**	**Explanation of Approved Virements & Technical Adjustments**
				o Transfer to Community Protection re part funding of Finance post (-10k) **FEBRURY** o Transfer to Resources re redundancies (-69k) **FEBRUARY** o Transfer to Resources for Pension Strain Costs (-3k) **FEBRUARY** o Other PSC costs in February (-58k) **FEBRUARY** o Other redundancy costs in February (-76k) **FEBRUARY** o Transfer to ACS re redundancies (-60k) **FEBRUARY** o Transfer to CS re redundancies (-2k) **FEBRUARY** o Transfer to ACS re redundancies (-74k) **MARCH** o Transfer to ACS re ongoing project (-1,338k) **MARCH** o Transfer to CS re redundancies (-138k) **MARCH** o Other movements from Contingency (-1,666k) **MARCH** o Other redundancy costs in March (-25k) **MARCH** o Redundancy costs 2017/18 Accruals (-345k) **MARCH** o PSC costs 2017/18 Accruals (-210k) **FEBRUARY**
Precepts/Levies	2,112	-	2,112	
Apprentice Levy	-	933	933	o Apprentice Levy Charge from services (+933k) **MAY**
NET REVENUE BUDGET	788,647	(18,794)	769,853	
Funded from Balances	-	17,071	17,071	o Carry forward from 16/17 (-2,268k) **JUNE** o Transfer from Central Capital Financing & Interest (+2,287k) **JULY** o Transfer from Central Capital Financing & Interest (+1,290k) **JULY** o Transfer from Contingency RE Street Lighting (+1,196k) **AUGUST** o Transfer to Community Protection from POCA reserve (-16k) **AUGUST** o Transfer to ACS from ITT Fund (-30k) **OCTOBER** o Transfer to Resources from ITT Fund (-21k) **NOVEMBER** o Transfer from Community Protection for POCA Reserve (+3k) **NOVEMBER** o Transfer to Environment from Planning Delivery Reserve (-19k) **JANUARY** o Transfer to ACS from ITT Fund (-591k) **MARCH** o Transfer to CS from ITT Fund (-358k) **MARCH** o Transfer to CS from Nobel Lifecycle Fund PFI (-9k) **MARCH** o Transfer to CS from BSF MALS Reserve Fund (-350k) **MARCH** o Transfer to CS from Innovation Fund (+541k) **MARCH** o Transfer to Waste Week 53 Reserve (+192k) **MARCH** o Transfer to POCA Reserve (+42k) **MARCH** o Transfer to CP from reserve (-864k) **MARCH** o Transfer to Resources from MMI reserve (-320k) **MARCH** o Transfer for carry forwards (+12,424k) **MARCH** o Transfer to Resources from ITT Fund (-898k) **MARCH** o Transfer to Insurance reserve (+4,819k) **MARCH** o Other small amounts (totalling +39k) **MARCH**
Contribution to Capital	-	2,868	2,868	o Transfer from Resources for Planned Maint for Leahoe (+100k) **SEPTEMBER** o Transfer from Resources for Property Consultancy Fees (+108k) **SEPTEMBER** o Revenue Contribution to Capital re Highways Locality (+605k) **OCTOBER** o Revenue Contribution to Capital re Hazard Management (+197k) **OCTOBER** o Transfer from Contingency re sinkhole (+100k) **OCTOBER** o Revenue Contribution to Capital re Hazard Management (+35k) **DECEMBER** o Revenue Contribution to Capital re Hazard Management (+63k) **JANUARY** o Other Revenue Contributions to Capital (+1,160k) **MARCH**

Summary Revenue Budget Monitor as at 31 March 2018				
SERVICE	**Original Budget** **£'000**	**Approved Virements & Tech Adj** **£'000**	**Latest Approved Budget** **£'000**	**Explanation of Approved Virements & Technical Adjustments**
COUNTY FUND TOTAL	788,647	1,145	789,792	
CS Schools funded by direct government grant	918,729	(297,755)	620,975	
Schools Grant & Other Funding	(918,729)	297,755	(620,975)	

Appendix D – Invest to Transform

Invest to Transform Fund £000s	Spend to 31/03/17	2017/18	2018/19 onwards
B/F Funding	34,303	17,805	20,882
Underspends transferred to Fund as at 31/03/17		3,265	
Contribution from HSBP Sale		894	
Contribution 2018/19 IP			5,232
Schemes completed by 31/03/17	(706)		
	33,597	21,964	26,114

Live Schemes (approved before 2017/18)	Spend to 31/03/17	2017/18	2018/19 onwards	Month Approved	Expected Outcome (from Business Case) and achievement against these	2017/18 Outturn spend £000s	Project Progress	Savings in IP
Telecare	(1,773)	(69)	(165)	Dec 13	ITT funding is to provide the ongoing support costs for the provision of preventative telecare to a cohort of 1,000 people with current low to moderate needs, to reduce demand for more complex support. In year spend covers the installation, monitoring and responder service costs for the cohort of 1,000 users. Equipment was paid for up front and the service has 1000 sets of kit that they recycle. Current plans are to continue until 2020. The service is now setting a new Assistive Technology strategy to identify and deliver further efficiencies.	69	This investment has funded the provision of preventative telecare to a cohort of 1,000 people with current low to moderate needs at the time of assessment. While it is difficult to isolate the benefits of this technology from other interventions and the impact of other changes, telecare is supporting the delivery of savings planned to reach £800k by 2018/19. A review of the experience of other local authorities indicates that efficiencies / savings can be realised through the application of assistive technology. There is scope to consider more systematic and targeted investment in 'niche' areas where benefits appear to be significant: for example in relation to high cost packages in Supported Living settings. There is also scope to increase the general numbers of service users assisted by Telecare: other large authorities are operating larger schemes than in Hertfordshire. Also, work to understand the most beneficial package type could be of value to avoid 'over-prescribing'. The Council is setting a new strategy on Assistive technology which will bring in all these aspects. A programme manager has been appointed for this work and plans for the service post 2020 are under development.	£400k in 17/18; £800k in 18/19 onwards
Broadband (Funding ring-fenced)			(1,500)	Oct 14	This investment will release match funding against grant from Department of Culture, Media & Sport. 97%+ superfast coverage domestic & business properties.	-	This funding will still be required and is forecast to be spent in 2018/19. British Telecom are still having issues delivering the fibre infrastructure. The original budget forecast for 2017/18 has been reduced by just under £4m. British Telecom have a residual plan to submit to us detailing the project milestones in December.	
Broxbourne Land Acquisition		(211)	(289)	Nov 13	To fund Local Plan Review and planning permission application	211	Planning application proceeding with all necessary due surveys being undertaken. Project also includes development of Greater Brookfield Retail Park.	
Web-site upgrade (including £120k Intranet)	(774)	(9)	- 217	Oct 14	To enhance online transactions & self-service. Savings from reduced calls volume to Customer Services Centre	9	Creation of Hertfordshire.gov.uk to replace Herts Direct, providing a next generation website that will enable more self-service by customers, reducing queries to the Customer Service Centre; releasing efficiencies in technology costs; and providing more opportunities to develop new and improved digital services, releasing further efficiency savings across the whole Council. This includes reduced phone calls (£105k pa) and lower technology costs (£135k pa) – savings were taken	Savings taken in 16/17 IP 105k and 50k in 17/18 IP

Live Schemes (approved before 2017/18)	Spend to 31/03/17	2017/18	2018/19 onwards	Month Approved	Expected Outcome (from Business Case) and achievement against these	2017/18 Outturn spend £000s	Project Progress	Savings in IP
							in the 2016/17 IP; together with an improved the customer experience (94% reduction in pages, so easier to navigate to desired content). The final spend on this project has taken place in 2017/18 and is providing further improvement for users.	
Library Strategy review	(503)	(109)	(5,028)	Jul-14	Bid supports delivery of 'Inspiring Libraries' strategy, through 1. Property investment: Eleven library buildings were identified as priorities for reprovision in the 'Delivering Inspiring Libraries' Cabinet Paper due to their configuration, condition or location. This bid seeks to underwrite and support these projects, but acknowledges that wholesale replacement of single properties is most likely to be achieved through a 'sell to release' improvement plan that will be the subject of individual capital bids progressed when opportunities are presented. These should deliver their own individual investment plans as and when they arise, but funding may be required from this fund. Wherever applicable, S106 monies will be used. Other opportunities to improve library buildings in line with the Inspiring Libraries Strategy will be considered as they arise. A project to co-locate libraries with retained fire stations in Redbourn, Sawbridgeworth and Wheathampstead, supported by grant funding from the DCLG, is included. £186k funding is currently allocated from this budget but further support may be required from within this budget. 2. Investment in technology that includes: • Rolling out a LibraryLink service via a video link to enable customers in self-service or volunteer-supervised libraries to summon assistance from a librarian in another library. • Piloting and rolling out swipe card access to library buildings via a smart library card to extend self-service library access beyond core opening hours. • Extending the use of tablets for both staff and public use, including the Home Library Service, as part of the library IT offer to encourage customers to access information in digital formats. • CreatorSpace, which includes 3D printers. • Exploring cloud-based software access to ensure that the software on public access ICT remains robust and current, potentially replacing the need for a network of desktop PCs. • Interactive touch screens. • Developing Wi-Fi printing to enable customers to print documents from their own devices when using the library Wi-Fi. • Exploring video-chat facility for the public at various libraries.	109	The Inspiring Libraries programme was established to ensure that Hertfordshire's Library Service remains relevant and sustainable into the future, delivering against the strategy themes - the library as a vibrant community asset, the digital library and the library as an enhanced gateway to reading, information and wellbeing. In November 2017, Cabinet agreed priorities for the next phase of Inspiring Libraries from 2018-2021. The investment has supported the delivery of £2.5m savings in the annual revenue budget since 2015/16. Spend to date has supported new Libraries at Hemel Hempstead and Berkhamsted; refurbishments at Watford Central, Hitchin and St Albans; the planned co-location of libraries with fire stations at Rebourn, Sawbridgeworth and Wheathampstead; new "Creatorspace" facilities in Watford, Hemel Hempstead and St Albans; a pilot of Open + in Croxley Green, that allows swipe card access to the library outside core opening hours; and other technology developments, including LibraryLink - video link between libraries to support volunteer-partnered community libraries, self-service Wi Fi printing and the provision of tablet technology in libraries. ITT funding is also supporting project management to give capacity to deliver these changes and developments. Future planned spending includes the roll-out of Open+ swipe card access to further libraries; the further development and roll-out of LibraryLink; the extension of CreatorSpace; and the reprovision of Libraries at Stevenage, Ware, Potters Bar, Cheshunt and North Watford.	£2.5m of savings already taken in IP
Adult Complex Needs Phase 2	(90)	(30)		Jan 15	Agencies in Hertfordshire pool resources and work more closely together to identify and deliver services to adults with complex needs and chaotic lifestyles, to achieve a more cost effective service, and deliver interventions, solutions or improvements which are more customer focussed and effective.	30	Key achievements include reduced anti-social behaviour; improved housing situation (reduced rent arrears & eviction threat); reduction in drug and alcohol usage and emergency callouts for Health & Police; improved life skills	-

Live Schemes (approved before 2017/18)	Spend to 31/03/17	2017/18	2018/19 onwards	Month Approved	Expected Outcome (from Business Case) and achievement against these	2017/18 Outturn spend £000s	Project Progress	Savings in IP
Accommodation for Independence programme	(513)			Oct 15	Project agreed November 2015 to fund over 4 years a team to facilitate changes and achieve savings through an 'Accommodation for Independence Programme'. The premise of the programme was to facilitate the large scale conversion of residential care homes for people with learning disabilities into supported living accommodation.		Government consultation in November 2016 proposed changes to the funding framework for supported housing as part of its implementation of Universal Credit, and introduced a level of uncertainty for housing providers which meant that there was less willingness from residential home providers to pursue conversion to supported living. The basis therefore of the original proposal was no longer achievable although a number of services (4) are de registering over the next year. Nonetheless, accommodation and the associated care / support delivered into specific settings for people with learning disabilities is a major area of council expenditure and a strategic approach is necessary to deliver effective solutions which offer good outcomes for individuals and provide value for the public purse. This project has been ended and a new bid for Learning Disabilities Transformation has been approved (see below).	(£500k) in 17/18, (£1,500k) in 18/19, (£3,000k) in 19/20. Now part of LD Transformation
Families First	(20)	(615)	(65)	Nov 16	Set up 9 local Families First hubs which offer quicker access & co-ordinated approach. Multi agency panels to reduce duplication & fragmentation. Early help to reduce referrals into Children's Services, reduce escalation into Specialist Services. Reduce contacts with Customer Services Centre. Action & Impact meetings to reduce referrals & have alternative solutions	615	The nine Families First implementation hubs have partnership agreements outlining strategic commitment from a growing range of partners and setting out local information sharing arrangements. All have action plans which are making good progress in driving forward the key principles of Families First and 5 districts are planning local launches. The funding is used to fund the central Families First Triage Team, who manage all the referrals for early help and the triage panels include the administration of the panels and action and impact meetings. The demand has been increasing over the last year with upward of a 1,000 referrals per month. We have recently implemented a Consultation Hub with Safeguarding and Specialist services to manage demand and ensure that support to families is timely and proportionate. Step Up/Step down processes are also managed through the Families First Triage Team. Families Triage Panels are very well attended by multi- agency partners and 1,500 families have consented to their information shared at the panel and a keyworker identified to lead the team around the family in the last year. The completed Families First Assessments (FFA's) from the last year have included 3,340 children, which equates to 1.28% of all under-18s in the county. The presenting needs most commonly recorded in FFAs are mental health (69%), school absence (56%), other health issues (51%) and Domestic Abuse (51%). In 46% of cases, all outcomes are achieved when FFAs are closed, 17% result in some outcomes being achieved and 11% are stepped up to Specialist & Safeguarding Services. The funding is still used to support the whole system approach to deliver early help and changes have been made to the training which now includes system based training and how to complete assessments, smart planning and to manage a team around the family approach. Over 2,000 professionals have been trained and we are now able to take the training environment out to train groups of practitioners in their location. The Children's Wellbeing practitioners are fully trained to deliver early	0

Live Schemes (approved before 2017/18)	Spend to 31/03/17	2017/18	2018/19 onwards	Month Approved	Expected Outcome (from Business Case) and achievement against these	2017/18 Outturn spend £000s	Project Progress	Savings in IP
							intervention for emotional and mental health and we have recruited a further 3 who are currently training with UCL and Tavistock. We also have 3 Senior Children and Young People's Wellbeing practitioners who are a trusted referral pathway to CAMH's .They are also piloting a group work programme in a cluster of Schools in St Albans which will build capacity and be able to deliver to a wider group of children and parents. We now have 10 Independent domestic abuse practitioners in partnership with Safer places who are available across Families First to be a point of contact to give advice and consultation for professional across Families First.

Finally, we are piloting in Watford, a piece of joint work between YC Hertfordshire and The Children and Young People's Team to ensure that children are diverted from the entering the criminal justice system and from all forms of exploitation including gangs. | |
Live Schemes (approved to start 2017/18)								
E- commerce project		(209)	(16)	Apr 16	Replacement of e-income collection & Merchant card provider into one system. Telephone & Web based payments. Savings from reduced reconciliation / payment / refund times; reduced call handling time; reduced processing costs; reduced cheque payments, enhanced reporting functionality.	209	Agreed Phase 1 services all migrated and are now being fully supported. All 3rd party integration completed (Orange Leaf, Nova Croft, Mode Zero and Lagan). Slight issue with Lagan which is being resolved as part of BAU. Cloudby switched-off. HOTS document being finalised. All agreed Chip & PIN Machines now deployed. Procurement of new Merchant Card provider delayed due to opportunities to get better deal with current provider (Worldpay). Initial discussion around next steps has started including review of phase 1 services and long term plans for e-commerce solution.	£72k in IP
Development of e-allowances		(27)	(74)	2016/17	New package from Oxford Computer Company to automate c 800 payment reviews per year for adoption orders, special guardianship orders and child arrangement orders. Reduce time & manual input, claimant completes form online & automated payment follows. Savings from decommissioning Softbox	28	Provider portal went live 25th April 2018 for a pilot group. Review imminent with wider roll-out to all stakeholders planned for Summer 2018. Scoping for phase 2 to start soon depending on other factors. Provider Portal being tied to secure email to providers. Softbox licence to be discontinued at the end of this year and all data to be extracted by end of November 2018. Softbox not to be used to make allowances payment this year.	
Local Authority Trading Company for Adult Care Services		(51)	(93)	Apr 17	Production of business model and options-appraisal; preferred vehicle identified and costed; savings evaluated and verified; Options in relation to governance produced; Route to market and options for in-house services identified with timescales for implementation.	51	A report was approved at Cabinet on 18 December 2017 that gave authority to establish a Local Authority Trading Company for the delivery of adult care services should there be a requirement to intervene in the local care market. Initial feasibility work was completed in 2017 looking at modelled assumptions for a care at home service should there be a need to take on work in two areas of the county to deliver care at home services. The feasibility work for this was completed in the year. Work is now being undertaken to progress further feasibility work around "provider of last resort" options as well as options-appraisals in relation to day and equipment services. Any necessary due diligence and other work associated with the appraisals will be taken forward as part of any outline business cases.	

Live Schemes (approved before 2017/18)	Spend to 31/03/17	2017/18	2018/19 onwards	Month Approved	Expected Outcome (from Business Case) and achievement against these	2017/18 Outturn spend £000s	Project Progress	Savings in IP
A414 Strategy studies			(150)	Feb 17	DfT compliant Outline Business Cases establishing the preferred options for Hertford Bypass and potentially A414 Junction Upgrade Package; Financial / Funding Strategy for the delivery of interventions along the A414 corridor	-	The A414 Strategy is well advanced and will be put to Cabinet for adoption in Q4 18/19, following an autumn (Q3) Public Consultation. The Strategy will set out a preferred route corridor for a Hertford Bypass and identify a series of interventions and improvements along the length of the A414 corridor to reduce congestion and support economic growth and development. The Strategy will provide a basis for the develop of a forward works programme, support funding bids and the development of business cases for priority schemes as well as enabling informed discussions with developers.	None Cashable (see ITT bid)
Adult Care Services - Business Process Efficiency		(47)	(9)	Feb-17	To scope a business process efficiency review for ACS that will aim to review and improve business processes and identify efficiency improvements. The appropriate structures for business support will also be considered.	48	Phase 1 Adult Disability Service Finance dashboard and financial forecasting has been completed. ContrOCC was upgraded to v11.1 and Provider Portal developments are in testing with providers. This will improve financial management information on the ledger, ability to forecast and accuracy and efficiency of provider payments. Review of ADS business processes is being finalised to determine the approach that will be taken in 2018/19. CPLI workshops have taken place with stakeholders across ACS to improve data integrity to support decision making and recommendations will be reported shortly. Development is starting to improve financial dashboard information to manage budgets better. In the new year, the technological approach to citizen engagement within ACS will be reviewed with suppliers to develop the online offering to service users and families, improve information flow and reduce transaction costs.	
Adult Care Services - Mental Health Accommodation- Project Manager		(42)		Feb 17	Achievement of capital receipts; introduction of recovery and move on model; measured by reduction in care spend; measured via benchmarking towards the comparator average & targets for number of people assisted to recover and move on	42	Work has been ongoing on the review of MH properties since mid-2016 initially with a dedicated member of staff from the ACS Accommodation Commissioning Team progressing matters. Since that member of staff left in October 2017 the matter has been progressed by other staff in the Accommodation Commissioning Team with support for staff in HCC Property and HPFT. Of the MH properties in the scope of this review progress to date is that: two void properties have been removed from Aldwyck's Mental Health Lease and have been re-used for LD clients. In addition a further five bedroom house managed by Aldwyck and occupied by a single individual is now vacant as the occupier has moved into a smaller house previously allocated for LD clients. The property is being assessed to see if it is suitable for ongoing MH service use. A smaller void property is being assessed to see if it is suitable for conversion into two single flats and a further is being used as temporary accommodation for homeless applicants with an underlying MH diagnosis nominated by the District Council. Discussions are underway to determine next steps in respect of properties where the clients in occupation are not known to HPFT. This involves discussion with District Councils to explore routes for these individuals to access mainstream housing.	
Adult Care Services - Continuing Health Care assessments (Learning Disabilities & Physical Disabilities)		(58)		Feb 17	Amount of Continuing Health Care funding achieved; Number of successful cases; Number of successful challenges to Continuing Healthcare Care reductions proposed by Clinical Commissioning Groups; Benchmarking data showing movement of Herts CCGs towards national average positions	58	A number of successful cases were agreed during 2017/18 with further negotiations expected in 2018/19.	(£1m) in 17/18

Live Schemes (approved before 2017/18)	Spend to 31/03/17	2017/18	2018/19 onwards	Month Approved	Expected Outcome (from Business Case) and achievement against these	2017/18 Outturn spend £000s	Project Progress	Savings in IP
Adult Care Services - Transport Co-ordinator (Learning Disabilities)		(48)	(2)	Feb 17	Review high cost and long standing transport arrangements; identify the most effective use of transport; establish and implement authorisation process for transport requests within CLDT to ensure cost effective transportation and compliance with policy; develop strong relationships with partners and stakeholders to enable a continuous review of transport arrangements; train staff on the Implement Assisted Transport Policy and oversee compliance with the policy in practice.	47	Transport Co-ordinator appointed and work has commenced, initially reviewing transport for day services, including route planning and review of taxi and contract services.	
Adult Care Services - Occupational Therapists (3 posts)		(75)	(53)	Feb 17	All 8 community enablement OTs will be in post from the 4th December, although x1 En OT is currently supporting the DTA beds in Watford until the appointed En OT is able to start. Referral criteria and process agreed and circulated. Specialist Care at Home facilitators can directly refer. Referral rates from Specialist Care at Home (SCAH) providers and care managers within ACS have increased. En OTs, in addition to working with those receiving SCAH, are working with individuals receiving mainstream care where it is evident enablement may avoid or reduce the need for home care. Regular meetings (minimum monthly, generally weekly) with SCAH facilitators are in place and relationships with the facilitators are close and productive. Formats to record and share enabling programmes in place – not yet embedded with care workers. Links being made with Health colleagues, particularly Rapid Response, Home First and Intermediate Care Team. Referrals since the 1st September: 178.	75	The Enablement Occupational Therapist undertakes assessments and goal setting with individuals and designs personalised programmes that enable the individual to relearn skills and regain abilities that maximise their independence, health and well-being. Assessments may include reviews of moving and handling and solutions may include the provision of specialist equipment and minor adaptations to support the identified goals. In this way the health and well-being of individuals will improve and the need for commissioned services, in particular home care, will be reduced or avoided. The Enablement OTs will also design interventions and routines that will increase the strength and mobility of individuals, thereby reducing the risk of falls, minimising incremental loss of independent function which can lead to further requests for care, and reducing the risk of hospital admission. Working closely with SCAH providers the En OTs will increase the skill set of both facilitators and care workers.	
Ariston Site, St Albans		(125)		Feb 17	Ground studies for sinkholes in St Albans to assess the need for any remedial work before proceeding to planning permission & capital receipt (£13m) or more if goes through PropCo.	125	Final tender bids received for joint venture partner, added value demonstrated in financial offer by way of land value and a share of developer's profit. This will also create an enhanced capital receipt.	
Property Company		(125)		Feb 17	Funding for tax, legal advice & ongoing consultancy. To set up a Joint Venture to accelerate the development process and generate better receipts.	125	Preferred bidder dialogue process for Joint Venture was under way during January / February and the preferred bidder is Morgan Sindall Investments.. A further Cabinet paper was submitted setting out the detail of the joint venture terms and was agreed in March allowing Herts Living and Morgan Sindell Investments to create Chalkdene Limited.	
Baldock Urban extension master planning.		(150)		May 17	The promotion and development of an urban extension, including an archaeological survey. There are a range of delivery models for the development of this site, but a residual land value of circa £100m over ten years appears to be achievable.	150	Planning application was submitted December and until the local plan review has been agreed the planning application will not be decided upon. Assuming the planning permission is granted, land value will shift from agricultural use to residential, which creates a significant uplift in value subject to infrastructure investment. Depending on how HCC wishes to sell the land, capital receipts will be generated over the short medium and long term.	
Promoting HCC land to emerging local plans.		(17)	(133)	May 17	Feasibility work to understand the level of opportunities available. The CouuncilHCC will also be competing with other land owners in the area who are also promoting their land. Given the land values in all of the above locations and the scale of the holdings, there is the potential for significant land value capture.	17	LSH commissioned to assist with Local plans submissions. Subject to land being considered for change of use this could lead to significant land value increase, similar to Baldock urban extension. Note: there are significant sensitivities in HCC promoting land.	
Hertfordshire Partnership Foundation Trust Saving challenge		(54)	(21)	May 17	Audit suggests that 60% of existing Personal Budgets with a value of less than £3k do not meet eligibility criteria. Based on 524 such budgets with a current cost of £519,248 savings are estimated at £311,545.	54	Recruitment concluded by HPFT but work continuing into 18/19.	Part of (£1,040k) saving in 17/18

Live Schemes (approved before 2017/18)	Spend to 31/03/17	2017/18	2018/19 onwards	Month Approved	Expected Outcome (from Business Case) and achievement against these	2017/18 Outturn spend £000s	Project Progress	Savings in IP
Introduction of Job Families			(30)	May 17	Pilot in Resources. Creation of a number of job families with a catalogue of role profiles that sit within each family at different levels linked to grade/s; Generic role profiles within each job family, replacing job descriptions & Job Evaluation Questionnaires, creating simpler job design; Common and identified Career Paths across and up the organisational structure; Encourage and allow movement and flexibility within roles and across services / department; Give a common understanding and language to certain role responsibilities i.e. Administrative, Management, Head of Service.	-	HR have utilised these funds to explore options for a Job Family model, having sought consultant advice.	
Smart Digital - Customer Facing Services		(39)	(111)	Jun 17	Develop 1 - 2 projects per department, e.g. whitelist of apps providing info & advice to users & carers to reduce SW contact; roster for part time & shift workers in Supported Living & Day Services; Safe & Well checks - assist decision as to which residents to target; Video conferencing tool.	39	Started Sept 17 - first projects include: • Implementing a booking system for events and appointments • Supporting the implementation of an e-shop system for Hertfordshire Archives and Local Studies • Market research on the use of voice assistants (e.g. Amazon Echo) to provide information to residents • Collating whitelist of HCC recommended apps for social care and public health service users • Supporting research and workshops looking at apps for adult social care and waste collection service users. Business analyst appointed, and Digital Product Manager started Dec 17. These roles support a range of digital projects, including e-payments and an internal / external event booking system	
Learning Disability Transformation		(147)	(995)	Jun 17	Improve data, intelligence, planning & commissioning, procurement exercise for supported living, better choice & control to promote independent living; support required for people being accommodated & their families, reduce accommodation costs of future demand	147	Work started August 2017 and the key focus over the first quarter was on staff recruitment. Staff are now in post and there has also been the establishment of key project activities, including: · Driving forward the Adult Disability Service Efficiency Programme, putting in place the overall arrangements for efficiency in this area; · Comparison with other council approaches; · Financial Forecasting and Future Planning; · Access to Mainstream Accommodation/ Enablement; · Moving home from LD specialist into mainstream residential care; · Supported Living transformation	
Events Management			(80)		To provide a standard system for booking events, appointments and resources, to streamline current systems into a single Council solution enabling better use of increasingly limited resources, realise efficiencies & promote future commercial benefits whilst improving the overall customer journey & engagement when booking events, training & appointments or buying products from the County Council.			
Hertfordshire Art Collection		(21)	(33)	Mar-17	To reduce portfolio to 167 works, Project manager required to manage the collection - by conservation & display of significant works and sales of others.	21	Project Manager appointed in September 2017	
ACS Implementation Capacity			(4,898)	Feb-18	To be reported Q1 2018/19		To be reported Q1 2018/19	
Payback								
LED Street Lighting Phase I & II	(12,119)	1,196	10,923	Oct 14	LED wireless central management system for A,B,C & U roads. Save energy, maintenance & carbon	1,196	Project completed, savings achieved plus ongoing payback to ITT fund	
Cumulative Total	**17,805**	**20,882**	**23,075**					

Appendix E – Prudential Indicators

APPENDIX F: PRUDENTIAL INDICATORS 2017/18 – 31st March 2018

1. **Capital financing Indicators**

	Indicator	Description	Integrated Plan Ref.	2017/18 IP	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4
	Indicators 1 to 3 demonstrate the affordability and sustainability of the capital programme. The projections for financial years 2017/18 to 2018/19 are set out in the Integrated Plan at the reference shown in the table below.							
1	**Capital Expenditure** Monitors capital expenditure for 2017/18 against the projections set out in the Integrated Plan	2.4 Table 1	£219.29m	£192.40m	£174.70m	£164.74m	£147.23m
2	**Capital Financing Requirement (CFR)** Monitors the Council's underlying need to borrow for capital purposes for 2017/18 against the projections set out in the Integrated Plan	2.10 Table 3	£580.44m	£577.80m	£564.81m	£564.44m	£548.52m

	Indicator	Description	Integrated Plan Ref.	2017/18 IP	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4
3	**Ratio of financing costs to net revenue stream** Monitors the percentage of revenue budget set aside to service capital financing costs (borrowing costs net of lending income) for 2017/18 against projections set out in the Integrated Plan.		2.11 Table 4	1.47%	1.37%	1.35%	1.32%	1.31%
	Treasury Position: **The Treasury Management Prudential Indicators are set to contain lending and borrowing activities within approved limits. The indicators are set at a level that will provide enough flexibility for effective treasury management whilst managing the risk of a negative impact on the Council's overall financial position in the event of adverse movements in interest rates or borrowing decisions. The indicators are also used to demonstrate that Net Borrowing does not exceed the Capital Financing Requirement. The projections for future years are set out in the Integrated Plan.**							
4A	**Net Borrowing** Monitors actual borrowing less actual lending		NA	NA	£151.08m	£137.89m	£126.43m	£117.29m
4B	**Net Borrowing Less than CFR** Comparison of net borrowing to CFR		NA	NA	✔	✔	✔	✔

	Indicator	Description	Integrated Plan Ref.	2017/18 IP	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4
	Borrowing: Indicators 5 and 6 control the overall level of borrowing. The limits for 2017/18 to 2019/20 are set out in the Integrated Plan. The Authorised Limit is the maximum amount that may beyond which borrowing is prohibited without Member Approval. The Operational Boundary is an estimate for the external debt for the financing year – this is not a limit but an indicator to ensure the authorised limit is not breached.							
	Total Borrowing in Place at Quarter End	Borrowing in £ at Q End		£288.8m	£258.8m	£258.8m	£258.8m	
	Maximum Borrowing Exposure in Quarter	Quarter Maximum in £		£298.8m	£288.8m	£258.8m	£258.8m	
5	**Authorised Limit**		6.5 Table 11	Limit	£495m	£495m	£495m	£495m
	Compliance Indicator			Complied?	✓	✓	✓	✓
6	**Operational Boundary**			Indicator	£465m	£465m	£465m	£465m
	Compliance indicator			Complied?	✓	✓	✓	✓

2. Treasury Management Indicators

	Indicator	Description	Integrated Plan Ref.	2017/18 Budget	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4
	Interest Rate Exposure: **Indicators 7 and 8 limit the Council's exposure to both fixed and variable interest rate movements.** **The limits for 2017/18 to 2017/18 are set out in the Integrated Plan.**							
7	**Upper limit on fixed interest rates** *(against maximum position)* Monitors the limits set for 2017/18 for the volume and value of the (lending) /borrowing portfolios that may be committed for fixed interest rate investments or borrowing	6.7 Table 12	£325.00m (LIMIT)	£258.78m	£258.78m	£258.78m	£258.78m
8	**Upper limits on variable interest rates** *(against maximum position)* Monitors the net limits set for 2017/18 for the volume and value of the (lending) /borrowing portfolios that may be committed for variable interest rate investments or borrowing	6.7 Table 12	£97.50m (LIMIT)	(£107.70m)	(£120.89m)	(£132.34m)	(£141.49m)
	Maturity structure of fixed rate borrowing (against maximum position): **Indicator 9 limits the Council's exposure to large fixed rate sums falling due for refinancing in the same period.**							

	Indicator	Description	Integrated Plan Ref.	2017/18 Budget	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4
	The indicators are set relatively high to give the council enough flexibility to respond to opportunities to repay or reschedule debt during the financial year, while remaining within the parameters set by the indicators.							
9A	Under 12 months		6.8 Table 13	50%	0.00%	0.00%	0.00%	0.00%
9B	12 months to 2 years		6.8 Table 13	50%	0.00%	0.10%	0.10%	0.10%
9C	2 years to 5 years		6.8 Table 13	60%	1.22%	2.09%	2.09%	2.09%
9D	5 years to 10 years		6.8 Table 13	80%	3.28%	5.60%	5.60%	5.60%
9E	10 years to 20 years		6.8 Table 13	85%	7.92%	7.10%	7.10%	7.10%
9F	20 years to 30 years		6.8 Table 13	90%	12.34%	9.88%	9.88%	9.88%

	Indicator	Description	Integrated Plan Ref.	2017/18 Budget	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4
9G	30 years and above		6.8 Table 13	100%	75.24%	75.24%	75.24%	75.24%
	Investments greater than 364 days (against maximum limit): **Indicator 10 measures the Council's exposure to investing for periods greater than one year.** **This indicator is required to ensure that the Council is aware of the cashflow implications for long term investments.** **This includes the carrying value of the two impaired Icelandic bank deposits still in administration (£0.63m).**							
10	Investments greater than 364 days (Maximum Limit)*		6.9 Table 14	£50m	£30.63m	£30.63m	£30.61m	£30.61m

*Includes Pooled Fund investments, which can be withdrawn in less than one year but the intention is to hold for the long-term to minimise the risk of capital value volatility, as agreed at Full Council on the 25th November 2014.

3. Treasury Management Performance and Activity Measures

Indicator	Description	Integrated Plan Ref.	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4
The CIPFA Treasury Management Code of Practice requires the Council to set performance indicators to assess the treasury function. Group A measures performance for "Security, Liquidity and Yield" and Group B measures the performance of "Operational Activities"						
GROUP A: Security, Liquidity and Yield						
Average Investment Portfolio Monitors the average amount HCC has had invested in third parties.		7.3 Table 16	£133.47m	£129.02m	£152.38m	£164.97m
Average borrowing portfolio Monitors the average amount HCC has as long term borrowing during the quarter		6.3 Table 10	£258.78m	£258.78m	£258.78m	£258.78m
Security Indicator: Average Credit Rating of Investments held Measured on a 1 to 10 scale, where 1 is a very good Credit Rating, i.e., government guaranteed		Section 6.10	4.46	4.72	4.44	3.96
Liquidity Indicator: Weighted Average Maturity of investments held		Section 6.10	23 days	14 days	9 days	14 days

| Indicator	Description	Integrated Plan Ref.	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4
Measures the liquidity/accessibility of investments in average days						
Yield Indicator: Interest Earned*		7.3	1.35%	1.45%	1.22%	1.07%
Monitors the interest earned on HCC investments. Shown as the actual amount (in quarter) and equivalent annual percentage of amount invested		Table 16	£0.451m	£0.467m	£0.464m	£0.448m
Yield Indicator: Interest Paid		7.2	4.35%	4.74%	4.79%	4.79%
Monitors the interest earned on HCC investments. Shown as the actual amount (in quarter) and equivalent annual percentage of amount invested		Table 15	£3.13m	£3.10m	£3.12m	£3.06m

*includes Pooled Fund investments, see Yield section below for further information for rate excluding Pooled Funds

Security, Liquidity and Yield

Security - Exposure to Risk

The Treasury Management Strategy was approved on 21st February 2017 as Part D of the Integrated Plan. This maintained the range of investment types approved for use in 2016/17. The approved instruments were last changed in 2014/15 to enable greater diversification of the investment portfolio; these changes introduced greater flexibility in use of investment instruments whilst continuing to maintain security and liquidity of investments.

The following diagrams illustrate the credit rating breakdown of all investment instruments by credit rating grade and investment type for the Council's investment portfolio as at 31st March

Diagram 1: Investment Portfolio Credit Risk As at 31st March 2018

- Govt guaranteed
- AAA
- AA-
- A
- A-
- Unrated
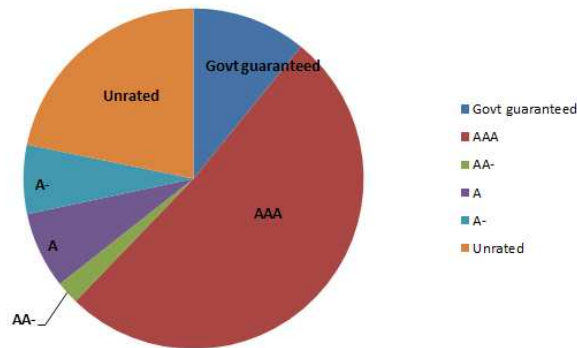
Diagram 2: Investment Portfolio by Type As at 31st March 2018

- Call
- MMF
- Fixed
- Pooled
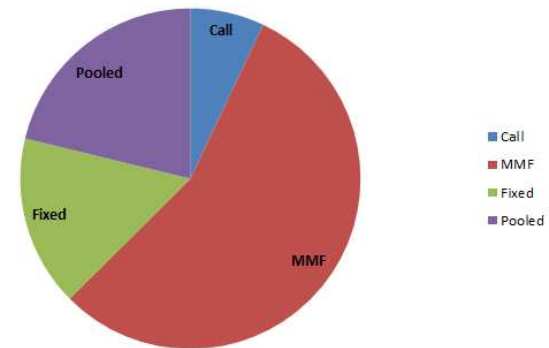
Investment Portfolio and Activity

The greater proportion of the investment portfolio is held in highly liquid money market funds and call accounts. This reflects the need to ensure adequate liquidity in the management of cash balances to meet daily cashflow requirements.

Investments in pooled funds consist of the CCLA Property Fund, two bond funds, two multi-asset funds and one equity fund.

12 new fixed deposits were made, and 11 matured, during the period. 5 were with the Debt Management Office and the remainder with Local Authorities.

Liquidity

Investment balances forecast to reduce during the second half of 2017/18 in fact increased and as a result of uncertainty about cashflows for capital expenditure a larger proportion of the portfolio was held in short term investments – with the "Debt Management Office – Account Deposit Facility" during periods of high cash balances. As certainty about cash balances improved some new fixed-term loans to other local authorities were made towards the end of the quarter, reducing overall liquidity.

Diagram 3 (overleaf) provides a graph showing the liquidity of the Council's investments portfolio as at 31 December 2017.

The potential capital volatility of the pooled fund investments means that they are intended to be held for 3-5 years, but in the graph below these investments are shown on the basis of their accessibility. These funds are all classified as "liquid", except the Property Fund which accessible on 30 days' notice.

**Diagram 3: Investment Portfolio Liquidity Profile
As at 31st March 2018**

Millions	Liquid	< 1 month	1-3 months
£90			
£80			
£70			
£60			
£50			
£40			
£30			
£20			
£10			
£0			
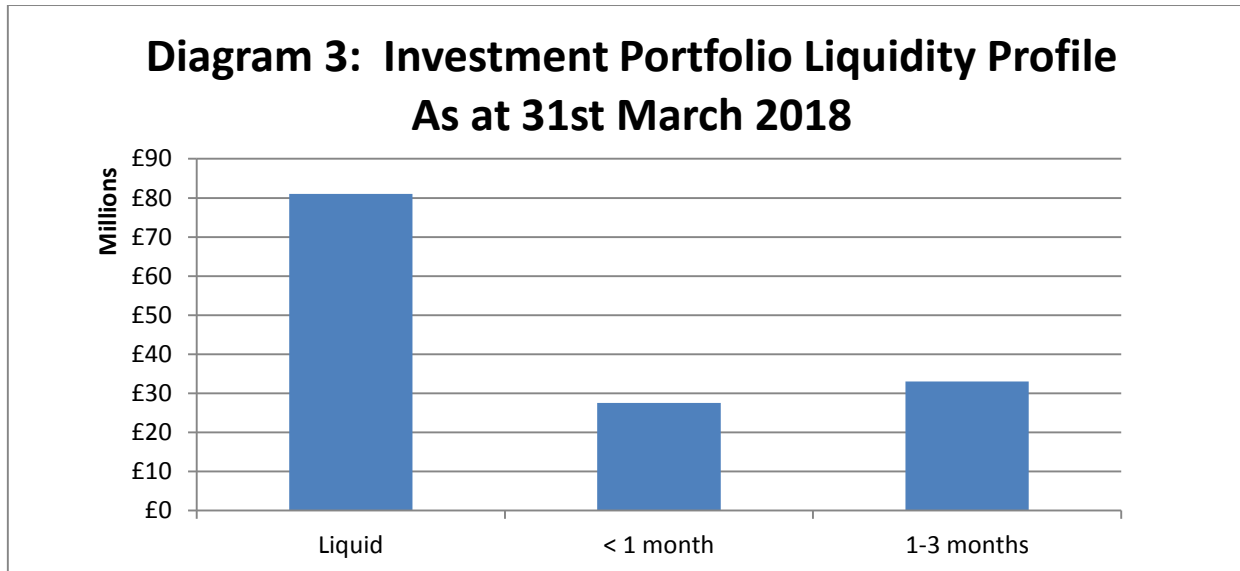
Yield

Yield: Short-Term Investments

The benchmark used for assessing the performance of return on short-term lending is the 7-Day London Interbank Bid Rate (LIBID). Diagram 4 shows yield against the benchmark for the last four quarters (solid lines, right-hand axis) and the actual cash earned (dashed line, right-hand axis).

LIBID remained constant at 0.11% during the first half of the year, remaining stable despite significant uncertainty in financial markets, and increased to 0.28% in the third quarter following the Bank of England Base Rate rise. The return excluding pooled fund interest was stable at 0.36%. Overall rate of return fell during the third quarter due to a combination of higher balances held for shorter durations at low rates.

Diagram 4: S/T Investment Yield Benchmarked against 7 day LIBID
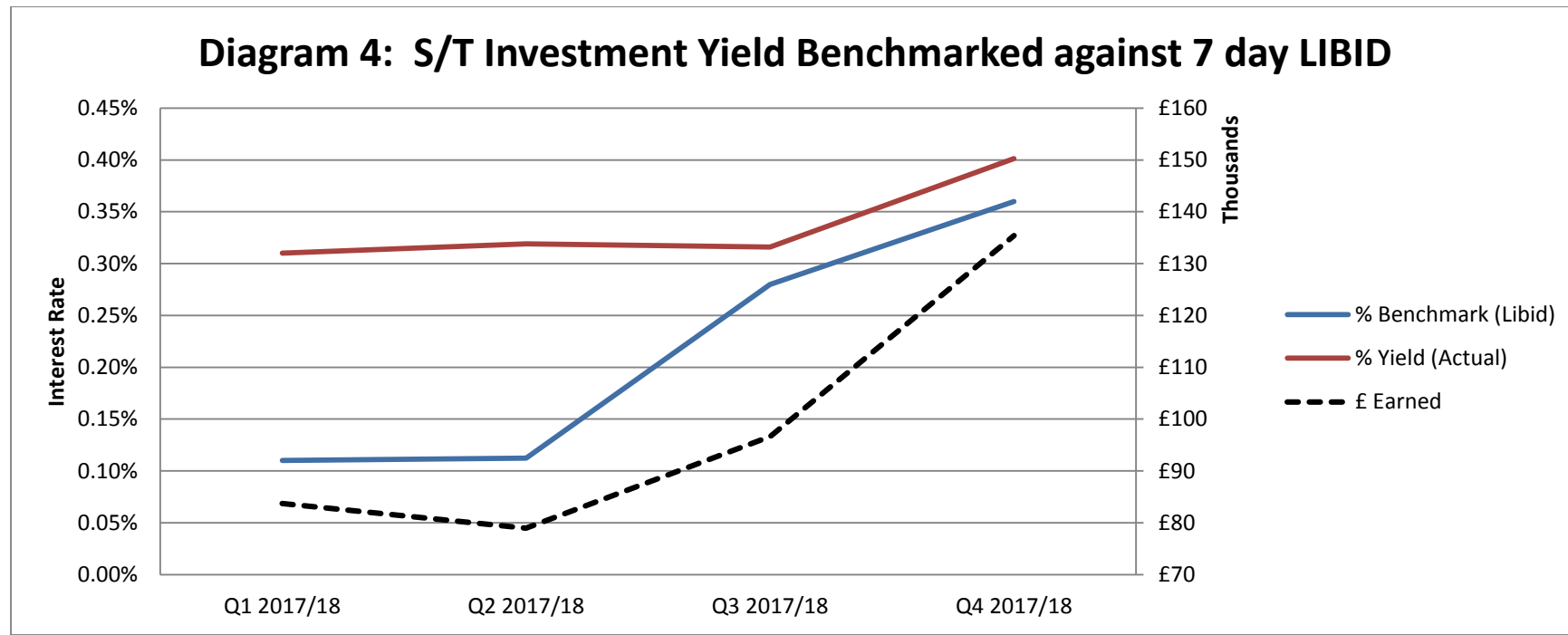
Yield: Pooled Funds

The performance of the Council's strategic investments is benchmarked against the target yield level of 4.00%, which forms the basis of the income budget. Diagram 5 shows yield against budget for the last four quarters (sold lines, left-hand axis) and the actual cash earned (dashed line, right-hand axis).

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The Pooled funds have consistently achieved returns exceeding expectations, and the average % yield during 2017/18 is equivalent to 4.67% per annum.

Pooled fund returns have reduced in the final quarter of 2017/18. All funds have suffered some capital losses due to a market correction in the fourth quarter where market expectations about inflation and interest rates increased, prompting a fall in bond and equity prices as investors sought improved returns.

The impact of this is a reduction will have prompted the bond fund managers to reduce the average maturity of the assets in the fund, resulting in reduced coupon income for the fund and may have cause losses on to be realised on bond trading. Both of these factors will reduce the income available for disbursement to investors in the fund. The impact of the market correction is expected to be a one-off effect.

Diagram 5: Pooled Fund Investment Yield Against Budget

- % Yield (Actual)
- % Yield (Budget)
- £ Earned
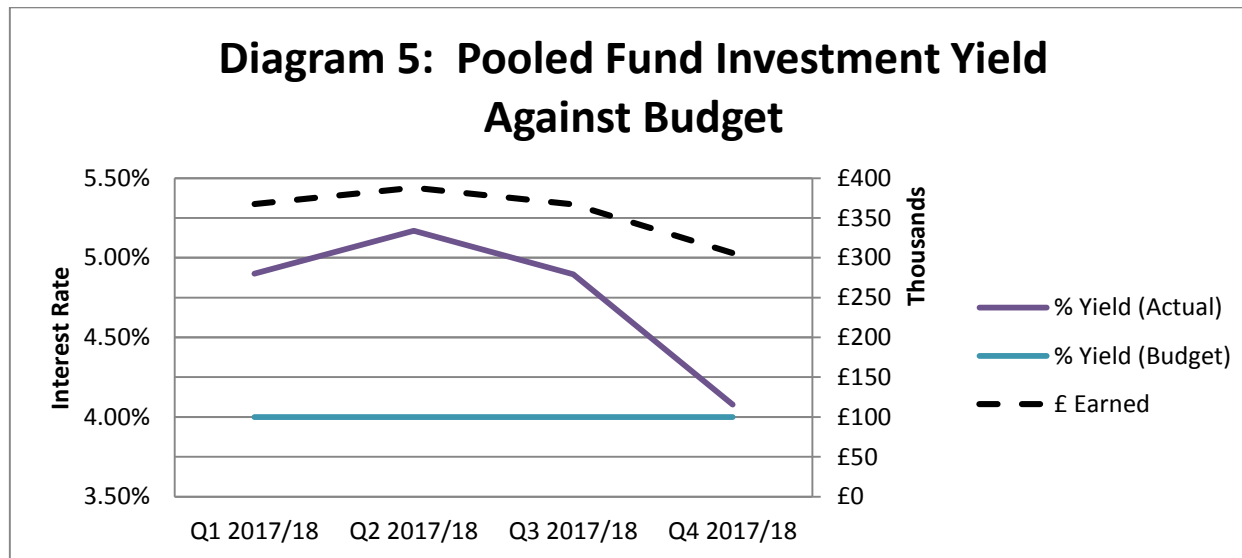
Appendix F - Debt Management Report

A summary of the debt performance for the final quarter of 2017/18 is provided below.

The following table summarises the debt recovery status of invoices at end of the previous quarter and shows the in-quarter change in total outstanding.

As at 31/03/2017 £ m	As at 31/12/17 £ m	As at 31/03/18 £ m	% of Total	Debt Recovery Status	Description	Quarterly Change £ m	Annual Change £m
10.9	28.5	12.4	39.9	Within Payment Terms	Invoices that have not reached the due date for payment	-16.1	1.5
7.4	7.7	4.7	15.1	Reminders issued	Invoices where reminders have been issued	-3	-2.7
3.7	3.2	2.3	7.4	Action Taken	Invoices where active debt recovery is in progress	-0.9	-1.4
4.4	12.4	11.7	37.6	Action Required	Invoices awaiting budget manager/holder decision	-0.7	7.3
26.4	**51.8**	**31.1**	**100**			**-20.7**	**4.7**

Total debt at 31 March 2018 was £31.1m – this is a decrease of £20.7m from the previous quarter.

There were decreases in invoices within payment terms (£16.1m) and overdue invoices where reminders have been issued (£3.0m) and decrease in invoices where action was required or underway (£1.6m).

The significant reduction in invoices within payment terms reflects expected seasonal variation, where invoices related to the new financial year are raised in April. This is set out in the chart below ("debt recovery performance") which shows that the position for the final quarter of 2017/18 is comparable to that for the final quarter of the previous year, showing a marked reduction in overall debt outstanding compared with previous periods. (In some cases 'debt' at year end is reflected in accrued charges rather than invoices being raised, due to the pattern of invoicing. Accrued charges properly reflect the financial position, but are not included in an analysis of 'debt'. As in the previous year, overall fewer invoices were raised in the final quarter than in previous quarters due to the pattern of invoicing, leading to a reduction in the overall value of outstanding debt.)

For the final quarter of 2017/18, of the (£16.1m) overall movement, (£13.9m) can be attributed to regular CCG invoices which are not raised in March. There are also reductions due to timing of charges for Adult Social Care (£1.3m), which are raised over 13 periods and charges were accrued at year-end prior to invoicing.

These timing variations are also reflected in the reduction in the value of invoices where reminders have been issued by comparison with quarter 3 (to £4.7m, down from £7.7m – see chart below), along with a reduction in invoices paid following the reminder stage (to £2.3m, down from £3.2m). This represents an overall reduction in unpaid debt.

The following chart provides a trend analysis of debt recovery performance for the past 5 quarters. This illustrates the amount of debt raised at the end of the past five quarters and reflects the decrease in total debt of outlined above.
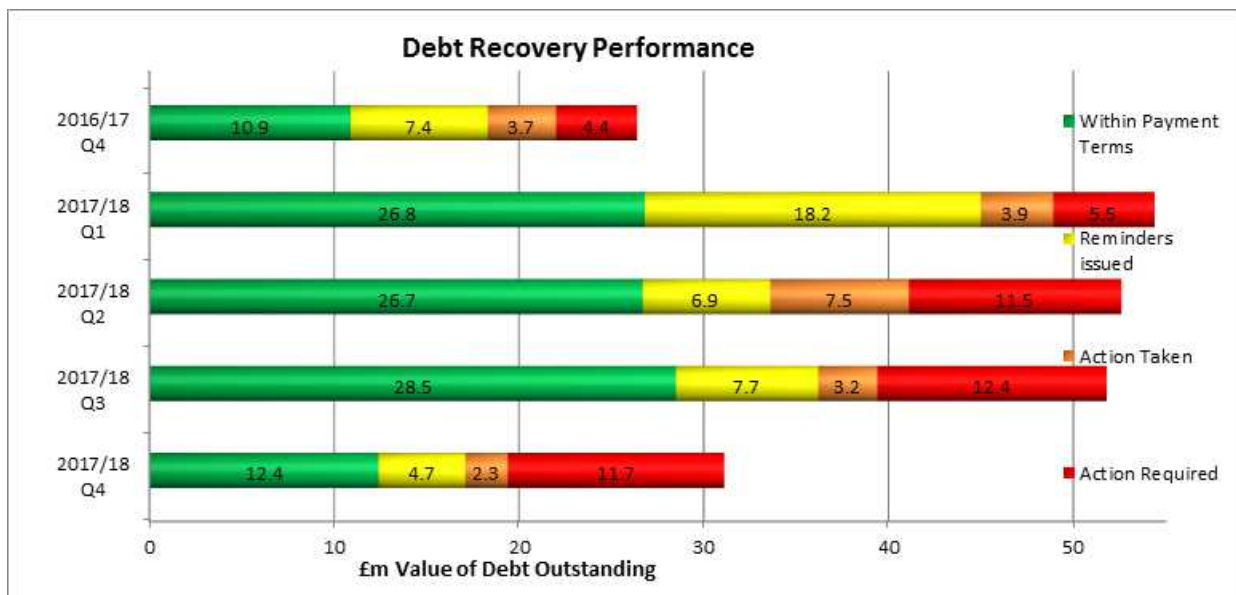
This chart also indicates a significant increase - £7.3m - in overall debt requiring action over during the past 12 months.

This overdue balance is made up of the following items:

- ACS Residential Client Contribution
  Requiring action total £4.84m and overdue items increased by £1.1m
- ACS Non-Residential Client Contributions
  Requiring action total £1.65m, overdue items increased £0.45m
- Invoices to Health Bodies
  Requiring action total £1.65m, an increase of £1.05m
- HertsFullstop Invoices
  Requiring action total £3.3m, an increase of £0.82m
- Managed Property Debt
  Requiring action total £1.68m an increase of £1m

The total residential client contribution debt reflects that from 2017/18 all of these contributions are being invoiced by the County Council when previously most of these invoices where raised directly by care homes.

The level of non-residential contribution invoices is similar to the level 1 year earlier.

Invoices to health bodies have increased by £1.63m from the previous year.

The increase in Managed Property Debt is attributable to a 1-off invoice for £1.3m in backdated rental charges, which is the subject of ongoing negotiation.

HERTFORDSHIRE COUNTY COUNCIL

CABINET
MONDAY 18 JUNE 2018 AT 2.00PM

THE POTENTIAL TRANSFER OF HERTFORDSHIRE FIRE & RESCUE SERVICE FROM HERTFORDSHIRE COUNTY COUNCIL TO THE POLICE & CRIME COMMISSIONER – CONSIDERATION OF LOCAL BUSINESS CASE ADDENDUM

Author: Owen Mapley, Director of Resources

Executive Member: Terry Hone, Community Safety & Waste Management

1.   Purpose of report

1.1.   To provide Cabinet with the material to help inform their consideration of, and the County Council's potential response to, the Hertfordshire Police and Crime Commissioner's (PCC) recently submitted local business case addendum (the "addendum"). The addendum supplements the PCC's proposal made last summer to transfer the governance of Hertfordshire Fire and Rescue Service (HFRS) from Hertfordshire County Council to the PCC.

2.   Summary

2.1.   The Hertfordshire PCC submitted a 'Local Business Case' (LBC) to the Home Office in August 2017 that proposed that the PCC should become the Fire and Rescue Authority for Hertfordshire. This submission followed a public consultation during which Cabinet, drawing on the unanimous position of all 78 County Councillors, made clear its strong objection to this proposal.

2.2.   The Home Office subsequently commissioned CIPFA[1] to perform an independent analysis of the LBC. Whilst the Council has not been given sight of CIPFA's analysis, the Minister of State for Policing and the Fire Service wrote to the Hertfordshire PCC in mid-April seeking further information, including greater clarity on the savings proposed in the LBC, in order to make a proper assessment of the proposal. The Minister also wrote to the Leader of the Council asking the Council to work with the PCC and provide appropriate information as requested by the PCC.

2.3.   The PCC submitted an addendum to the LBC to the Policing and Fire Minister on 8 June. It is not yet clear what process the Home Office may follow to consider the information provided in the addendum. The Minister's letter to the

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[1] The Chartered Institute of Public Finance & Accountancy

PCC indicated that the Minister would take a view on the potential need for further independent assessment on receipt of the revised proposal.

2.4.   **Summary of Addendum:** The addendum, which is attached as Appendix A to this Report, provides further information about the forecast savings included in the LBC, including the first indication of the potential assets that may be sold as part of the consolidation of the combined Police and Fire operational estate that would be necessary to deliver the savings in the LBC.

2.5.   These include the closure of the two separate fire stations in Welwyn Garden City and Hatfield and their replacement with a new fire station on the Police HQ site in Welwyn Garden City.

2.6.   **Summary of Council Officers' Analysis:** County Council officers have reviewed the information included in the addendum. This analysis suggests:

2.6.1.   **Meeting the Minister's tests re demonstrating economy, efficiency and effectiveness:** some additional information is included in the addendum, but it retains the same underlying principle used in the original LBC that claims a material saving in back office support costs could be achieved by reference to a KPMG supplied benchmark figure. As with the LBC, Council officers do not agree that this is a legitimate comparable benchmark as it appears to be composed of different core elements of corporate services. There is no evidence provided to indicate if savings of this scale are deliverable by the Office of the PCC. Estimates of potential net capital receipts from estates consolidation remain high level and subject to significant further validation;

2.6.2.   **Legitimacy of the basis for proposed estates consolidation:** To provide more detail behind the proposed capital receipts included in the LBC as a proposed benefit from estates consolidation, several sites are listed in the addendum as potential sites that could generate these savings. However, there is no reference to the need to assess such sites from an operational risk perspective. The addendum recognises that the lack of clarity over future governance has delayed work on refreshing the Integrated Risk Management Plan (IRMP) for HFRS. It is not clear how the PCC has concluded that the assets listed in the addendum are suitable operationally for such changes without assessing them through the lens of a refreshed IRMP.

2.6.3.   **Complexity, cost and ongoing uncertainty:** The minister's letter acknowledges that the extraction of a fire and rescue service from a county council is complex. Council officers have reviewed and increased their estimate of the cost and officer time that would be incurred if governance were to transfer to £1.3m, principally due to the potential change in systems. As there is no transition plan, these figures remain uncertain. The ongoing problems caused by the extended period of uncertainty are also challenging.

As well as transition costs, the County Council is likely to face on-going costs from the transfer. The Business Case assumes that the PCC can save £130k per year through using the fire service discretionary capacity, and that the safe

and well visits currently undertaken would be covered by volunteers. It is not considered realistic that the current level could simply be provided by volunteers. If the Council used third parties to cover the current level of safe and well visits, officers estimate that it would cost in excess of an extra £350k per year.

2.6.4. **Potential to achieve benefits without the cost and complexity of governance change:** It remains the case that should concerns about the deliverability and legitimacy of the benefits proposed, or the cost and complexity of securing governance change mean that the proposals are not approved, the Council remains committed to identifying and delivering additional ways to build on the collaboration already achieved with the police in Hertfordshire.

3.   Recommendations

3.1   That Cabinet considers and comments upon this report and identifies any additional considerations or matters that it wishes to be emphasised in the County Council's submission to the Home Office regarding the PCC's LBC addendum;

3.2   That Cabinet:

(i)   Agrees that the County Council should not change the previously stated position of the Council in opposing the PCC's Local Business Case; and

(ii)   Delegates to the Director of Resources, in consultation with the Leader of the Council and the Executive Member for Community Safety and Waste Management, authority to finalise a submission to the Home Office in response to the addendum.

4.   Meeting the Minister's tests re demonstrating economy, efficiency and effectiveness

Claimed Savings from Back Office Services

4.1.   The Council's response to the LBC last summer highlighted the claimed savings are mainly high-level estimates, with little detail on how they would be achieved. The addendum does nothing to review or revisit the existing approach or methodology used to estimate these savings, it simply replicates these with more up to date data.

4.2.   As a result these fundamental inaccuracies remain. Critically the benchmarking approach is fundamentally flawed in that it fails to include all the back-office services utilised by HFRS. The addendum suggests an average benchmark of £2.045m for the cost of HR, finance and IT services, which would represent a saving of £0.679m against the cost of the existing provision. However, in

addition to HR, Finance and IT services, the Council's cost also includes charges for services such as insurance, legal, property management and related fees, internal audit and communications.

4.3.   By omitting these services from the benchmark comparison, it is not surprising that the cost appears lower.

4.4.   Even if the basis was comparable, these savings remain theoretical and there is no assessment of whether such aspirational "top quartile" performance would be achievable as a small organisation. Indeed in other back office areas it is clear that the PCC's proposed benchmark costs are higher. Savings are also included for pensions administration. Currently police administration costs £33.75 per member, whereas fire costs £19.38 per member. The business case assumes that transferring fire will enable police administration costs to be reduced.

4.5.   There is also no recognition of whether, and if so by how much, the Council may be able to reduce its back-office costs should HFRS be removed from the County Council. It is not certain that the Council could reduce these costs at a pro-rata level which could easily result in Hertfordshire residents in effect double paying if the PCC procures these services elsewhere, but the Council's costs do not fall by as much as the funding that is transferred.

Claimed Capital Receipts from Estates Consolidation

4.6.   The addendum includes estimates of potential build/merge costs and forecast capital receipts from the four assets initially identified in the addendum as being suitable for consolidation. The addendum recognises that the forecast receipts are high level assessments that require further validation, but there is no evidence provided to justify these valuations.

4.7.   None of the proposed estate changes require governance change to achieve them and the high level analysis and assumptions do not recognise the extensive work already undertaken to assess the potential for change. For example, Council officers have assessed over 30 potential sites for a new fire station to serve Hertford and have not yet identified a suitable location. Without more detailed analysis it is therefore not clear whether a net capital receipt of £2m from a disposal and re-provision of the existing Hertford fire station is realistic or achievable.

5.   Legitimacy of the basis for proposed estates consolidation and links to the Integrated Risk Management Plan

5.1.   The Fire and Rescue National Framework (2018) requires each fire and rescue authority to produce an Integrated Risk Management Plan (IRMP) which reflects the foreseeable fire and rescue related risks that could affect their respective local area. The fire authority must then demonstrate how prevention, protection and response activities will be used to mitigate those risks.

5.2. The current IRMP (2014-2018) for Hertfordshire will need to be refreshed by March 2019. Whilst preparatory work to inform a new IRMP has been undertaken, the prolonged uncertainty caused by the ongoing consideration of potentially significant governance change has hampered the progression of this work.

5.3. The production of a new Hertfordshire IRMP requires extensive risk profiling and research work to provide a comprehensive understanding of the key risks facing Hertfordshire in not only the 4 year timeframe of a single IRMP, but over the course of the next 30 years. By necessity this includes assessment of developing strategic transport and infrastructure plans, proposed housing growth and the demographic challenges posed by a growing and an ageing population.

5.4. It is only by considering these strategic drivers that options for the potential location and configuration of operational sites, property assets, people and working practices can be identified and assessed, to ensure they can deliver the priorities identified by the IRMP.

5.5. The Addendum proposes changes to specific operational HFRS assets without any indication of whether such changes may be consistent with whatever the refreshed IRMP may require.

5.6. The 'Rationalisation of estate savings' section of the LBC Addendum states:

> '…that a joint estates strategy would increase the number of co-occupied police and fire 'Community Safety Hubs', whilst reducing the overall size of the estate. This would raise capital receipts to invest in the development and modernisation of the estate. This could also have the benefit of improving working conditions and provide the opportunity to make community facilities available. Maintenance costs are also expected to reduce as a result of the reduced estate size.'[2]

However, any potential rationalisation of the HFRS estate and operational assets can only be done in conjunction with the analysis that will form part of a revised IRMP and it is therefore not appropriate to only consider tactical opportunities for potential financial savings due to the potential proximity of current Police and Fire properties.

5.7. The Addendum also omits any proper consideration of the East of England Ambulance Service (EEAS) as part of this broader public service delivery. The current widespread occupation of the EEAS across the HFRS property estate is intrinsic to any decisions relating to the estate.

5.8. The Policing and Fire Minister's letter to the PCC made clear it was for the PCC to determine, according to legislative requirements, whether any re-consultation on his revised proposals would be needed. In the covering letter to the addendum, the PCC states that:

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[2] Addendum paragraph 2.2

5.9. *'…the intent and nature of the proposal has not changed and so I do not consider further consultation to be necessary."*

5.10. In the addendum, with regard to the proposed consolidation of Welwyn Garden City and Hatfield fire stations into a single new station, it recognises that:

'…The local community would need to be factored into the decisions to operate in a single collocated estate."

5.11. In addition to needing to consider operational risk through the IRMP process, it is concerning that no public engagement or consultation on such a significant change is considered necessary in advance of a decision on the business case and its addendum.

6. Commitment to continued collaboration

6.1. As with the LBC last Summer, the Council remains committed to working closely with the PCC and the Hertfordshire police to pursue additional opportunities for collaboration without changing the governance of the fire service.

6.2. Building on the extensive collaboration that already exists, the areas set out in the council's previous responses to the PCC's proposals remain potential areas for further joint working. The established police and fire collaboration working group is continuing to look at a number of workstreams including:

- a joint estate strategy, informed by the requisite Integrated Risk Management Plan and local engagement;
- rationalising emergency response to a range of call types such as concern for welfare of persons;
- effecting entry into premises
- attendance at suspected cannabis factories;
- use of specialist capabilities such as water rescue, drone and working at height; and
- revised joint protocols for the investigation of fires.

7. Equalities Implications

7.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the Equality implications of the decision that they are making.

7.2 Rigorous consideration will ensure that there is a proper appreciation of any potential impact of that decision on the county council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equality Impact Assessment (EqIA) produced by officers.

7.3   The Equality Act 2010 requires the county council when exercising its functions to have due regard to the need to: (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

7.4   No Equalities Impact Assessment (EqIA) was undertaken in relation to this matter as decisions have not yet been taken in relation to a change in governance for HFRS. However, any future decision will require significant stakeholder engagement and a full EqIA process.

Background Documents

Cabinet Documents 15 July 2017

Local Business Case for Change of Governance of Hertfordshire Fire & Rescue Service to the Police & Crime Commissioner
http://www.hertscommissioner.org/fluidcms/files/files/Hertfordshire-PCC-Fire-Governance-Local-Business-Case%281%29.pdf
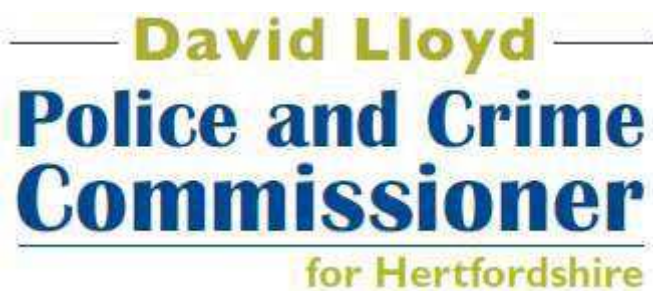
Local Business Case Addendum for Change of Governance of Hertfordshire Fire & Rescue Service to the Police and Crime Commissioner

Submission to the Home Office

08/06/2018

Proposal by: David Lloyd, Police and Crime Commissioner for Hertfordshire
Responsible Officer: Chris Brace, Chief Executive
Authors: Chris Brace, Chief Executive with support from KPMG

Version history

Version	Date issued	Brief Summary of Change	Owner's Name
Version 1.0	24/05/2018	First draft	PCC David Lloyd
Version 2.0	29/05/2018	Second draft	PCC David Lloyd
Version 3.0	30/05/2018	Third draft	PCC David Lloyd
Version 4.0	01/06/2018	Fourth draft	PCC David Lloyd
Version 5.0	01/06/2018	Fifth draft	PCC David Lloyd
Version 6.0	07/06/2018	Sixth draft	PCC David Lloyd
Version 7.0	08/06/2018	Final	PCC David Lloyd

Contents

1 Executive Summary

1.1 Background and context

The Policing and Crime Act 2017 places a statutory obligation on emergency services to collaborate and enables Police and Crime Commissioners (PCC's) to take on responsibilities for fire and rescue services in their area, where there is a strong local case to do so.

The Hertfordshire PCC developed a Local Business Case to evaluate four potential governance models for Hertfordshire Fire and Rescue Service (HFRS). This business case assesses whether a change in governance would enhance opportunities for joint working, assessing against four Critical Success Factors (CSFs):

- Public Safety – The change makes Hertfordshire safer, stronger and more resilient.

- Economy – The change optimises public value (i.e. services at a lower cost).

- Efficiency – The change produces increased services/benefits.

- Effectiveness – The change improves the services provided to local people and communities.

The Local Business Case recommends that the PCC should take on the role of the Fire and Rescue Authority **(Option 3 – the Governance Model)**, becoming directly accountable to the people of Hertfordshire for effective service delivery for both Police and Fire services.

The option enables opportunities to accelerate the pace of existing or planned police and fire collaboration through faster and streamlined governance, simplified decision making and good risk management processes. This recommended option also allows neutrality of the Fire and Rescue brand to be retained and still allows for flexibility in operation under a shared governance. The detailed analysis in the Local Business Case has therefore been focused supporting this recommended option.

The Hertfordshire PCC submitted this Local Business Case to the Home Office in August 2017, together with a letter to the Home Secretary, inviting a response to the proposal to take on the governance of HFRS.

In a letter to the Hertfordshire PCC in April 2018, the Home Office requested additional information and an update to the Local Business Case. The specific areas of additional information required were:

- Clarity on the savings realised as a result of the transfer

- More detail required on the anticipated funding requirements

- Clarity required on the current precept calculation

- Further clarity required on the full picture of transition costs

- Need to identify the full list of assets and liabilities transferring across

- Further clarity required on the current reserves position

The Hertfordshire PCC has engaged with key stakeholders from Hertfordshire County Council (HCC) as well as the Home Office better to understand the additional information required and gather the relevant information to update the Local Business Case. This addendum provides information that HCC was unable to supply at the time of preparing the Local Business Case in 2017.

Similar business cases involving a change in governance of the Fire and Rescue Services and

which have already been approved by the Secretary of State, have been reviewed to understand the additional level of information and evidence that may provide further support to the Hertfordshire PCC Local Business Case. This review demonstrated that the comparator business cases presented a high level financial view of the costs and benefits and only some comparator business cases proceeded further to quantify the opportunities identified at the level of detail included in the Hertfordshire Fire and Rescue Services Local Business Case.

This addendum continues to detail and support the arguments presented in the original Local Business Case; however, the impact of the delay of approval of the Local Business Case has resulted in:

- a lack of progress in development of the IRMP (Integrated Risk Management Plan) for the year;
- A new substantive Chief Fire Officer is yet to be appointed;
- A lack of investment in and the refurbishment of the fire stations and ICT of HFRS.

All of which has an impact on the Fire and Rescue Service's ability to deliver high quality services that meet the needs of the Hertfordshire community.

This addendum extends the substantiation of the arguments originally presented in the Local Business Case and should be read together with the original Local Business Case presented and not in place of it.

1.2 Objectives of the addendum

The arguments presented in the Local Business Case recommending that the PCC should take on the role of the Fire and Rescue Authority **(Option 3 – the Governance Model)** continue to hold true and be valid.

The purpose of this addendum is to provide additional factual information requested by the Home Office to enable the Home Secretary to make an informed decision on the Local Business Case with the latest available information.

This addendum provides relevant updates to the arguments presented in the Local Business Case given the time elapsed since it was initially published and the latest available information. It assumes a governance transfer date of 1st April 2019, whereas the Local Business Case submitted last August assumed a date of 1st April 2018. It also provides further detail to the relevant areas within the Local Business Case in response to the request from the Home Office.

To ensure continuity and alignment to the Local Business Case, a similar structure has been maintained for this addendum where applicable, in order to present the factual updates in the areas requested, supported by summaries of the key changes.

1.3 Summary of updates to the business case

The Local Business Case has been updated using 2017/18 actuals for income and expenditure as well as the latest forecasted estimates and inputs both of which have been provided by HCC to validate and refresh the financials.

The updated financial estimates continue to support the arguments presented in the Local Business Case for the PCC to take on the role of the Fire and Rescue Authority **(Option 3 – the Governance Model).** It provides enhanced, transparent and effective governance under a directly elected Police, Fire and Crime Commissioner who can deliver significant and tangible benefits for the people of Hertfordshire:

- The public safety benefit continues to be justified by the core arguments presented in the Local Business Case. The recommended Governance Model option increases structural alignment between the two organisations, which is likely to lead to **increased operational collaboration** and an **increase in public safety.**

- Through better intelligence and information sharing, both organisations can gain a deeper level of understanding of vulnerabilities, risk and threats, and ultimately improve decision making.

The addendum further extends the substantiation to inform the other three success factors namely Economy, Efficiency and Effectiveness that continue to justify transfer of HFRS governance to PCC.

- The co-located estates provide the opportunity to combine the police and fire resources and enable better coordination and the streamlining of decision-making across the emergency services.

- Through the coordinated management of the police and fire estate, opportunities to release capital tied up in the estate, address neglect of the fire estate and provide an opportunity to modernise it could be realised. It will create opportunities for better capital investment, the development of community assets, financial savings and innovation through shared police and fire estates. Net capital receipts of **£9.0m to £16.6m** are anticipated from the implementation of a joint capital strategy.

- A change in governance would provide the necessary step change to drive forward these opportunities in a strategic, more formalised and controlled way. The governance change generates impetus and creates the structural framework to drive change forward. Whilst many of the collaboration opportunities outlined could technically be delivered through current governance arrangements, the opportunities have not progressed sufficiently to date and it is unlikely that they will be fully delivered in future under the current arrangements. HCC have demonstrated that integration with their existing operations will remain a priority limiting their ability to maximise the benefits of bluelight integration.

- The better use of the estate in both organisations will also allow for provision of effective response and community engagement and enable opportunities to deliver improved co-response to emergency incidents.

- The provision of emergency services could be done more economically through rationalisation and streamlining of the back office and corporate support activities. There is flexibility to determine the most economic arrangement with regard to back office and corporate support (such as vehicle maintenance and equipment procurement). It is recognised that the HFRS back office is closely integrated with HCC's wider operations. The governance model does not prevent a continuation of these arrangements.

- Opportunities to drive efficiencies from finance, HR, procurement and other back office functions have been expected to achieve at least **£5.0m** to an extended **£11.2m** over the 10 year period to 2028/29

- Benefits relating to coordinated vehicle maintenance, equipment and other support services for HFRS and police continue to hold true and are cautiously estimated to be a minimum of **£2.0m** rising to **£5.0m** over the 10 year period to 2028/29. Conservative

savings estimate ranges have been applied given the limited spend, tendering and contract information available at this point in time.

- The Governance model is expected to realise overall benefits (net present value) of at least **£15.3m** with an expectation of **£33.3m** over a ten year period. The indicative annualised revenue savings is estimated to be at least **£1.8m** with an expectation of **£4.2m** per year if all opportunities are pursued.

The table below highlights that the financial benefits estimated as part of the Local Business Case continue to hold true after updates with the latest information from HCC.

Summary Indicators	Local Business Case		Addendum Update	
	Base Case	**Stretch Case**	**Base Case**	**Stretch Case**
Indicative annualised revenue	£1.3m	£4.3m	£1.8m	£4.2m
Net capital receipts	£3.9m	£12.5m	£9.0m	£16.6m
Net Present Value (over 10 years)	£10.2m	£28.7m	£15.3m	£33.3m

The changes to these updated net benefits are mainly driven by updates to the potential sites where collaborative opportunities could be realised and indicative market realisable estimates have been included. Four sites have been identified where rapid progress could be made towards realising the estate benefits and are expected to achieve around £9.0m net capital receipts.

Transition costs estimates have increased by £690k based on the latest information from HCC, primarily driven by anticipated ICT related expenditure.

Additional back office savings of £1.5m have been estimated due to the increased expenditure actuals compared to the budgeted amounts for 2017/18 both of which have been sourced from HCC.

1.4 Basis of Information used to develop the Local Business Case

The Local Business Case has identified specific opportunities associated with the transfer of governance of HFRS and the associated savings arising from these have been quantified and supported. A systematic approach has been adopted to quantify these savings depending on the relevance, detail and timeliness of information available.

- PCC and HCC information has been utilised as a baseline where available and other independent assessments have been referenced as part of the analysis. An example is the consideration of the total PCC and HFRS estate portfolio and use of an independent peer review assessment to form a view of the condition of the estates.

- The risks due to the lack of information or availability of independent assessments have been highlighted and clarity has been provided on the areas that will need further detailed analysis once the business case is approved.

- Base and stretch case scenarios have been highlighted providing a range of the savings estimate that will be further refined through detailed analysis and negotiations for each of the opportunities.

- Industry benchmarks have been used to form estimates of the savings in some cases where information could not be separated out. This was the case in estimating back office costs where HFRS functions were deeply embedded within HCC.

The latest core spending allocations from Ministry of Housing, Communities and Local Government (MHCLG) have been used to inform the Central Government funding. Assumptions have been included to reflect that no earmarked reserves are allocated to finance revenue expenditure over the period of the medium term plan but this will be subject to negotiation with HCC once the business case is approved.

Indicative precept calculations have been drawn up in line with the guidance provided by the Home Office and based on information provided by HCC. The precept calculations have been based upon the net revenue requirements from the projected 3 year budgets as well as notional figures for RSG and the Baseline Funding included within the MHCLG funding settlement for Hertfordshire. The Local business Case goes on to highlight how the PCC-style FRA precept would be split out from the combined precept for Hertfordshire ensuring the same overall precept value for Hertfordshire Council taxpayers.

The Home Office guidance states that the exact level of reserves to transfer will be subject to future local negotiation. Given the difficulty in splitting out the HFRS portion of the reserves the Local Business Case indicates it will likely prove reasonable to follow the independent CIPFA best practice to set the level of general fund reserves as a proportion of net revenue expenditure, which is in the region of 6%.

The Local Business Case acknowledges that there will be transition costs involved and attempts to estimate these costs. HCC provided an initial high level estimate of the anticipated transition costs it would have to incur. Recognising the requirement to acknowledge that there will be some costs to HCC, their estimated transition costs have been included in the business case.

Key asset categories including their NBV, estimated number of assets and estimated average useful life as 31/3/2016 have been highlighted in the Local Business case. A substantive level of detail has been presented bearing in mind the sensitivity and hence the limited information received from HCC.

HFRS is so entwined within HCC that the final inventory and value of assets and liabilities would require detailed assessments and negotiations with HCC regarding each asset category. The assets that are clearly identified by HCC as belonging to HFRS have been summarised and included as part of the Local Business Case. The remaining shared assets would need to be analysed by asset category to understand the fair proportion attributable to HFRS. This would involve negotiations with HCC and include agreeing on the appropriate method to split the share of assets.

1.5 Comparison of approach to other Fire Governance Business Cases

Business cases that are similar to this Local Business Case, involving a change in governance of the Hertfordshire Fire and Rescue Services (HFRS) and which have already been approved by the Secretary of State, have been reviewed and explored to understand what additional level of information and evidence were included that may provide further support to the Hertfordshire PCC Local Business Case.

The expectation was that these comparator business cases would include a significant level of detail supporting the arguments, given these would primarily be standalone Fire and Rescue Services and would not be hindered by the complexity involving the separation of embedded operations from a County Council.

This review demonstrated that the comparator business cases presented a high level financial summary only of the costs and benefits. Opportunities have been identified in many comparator business cases, but they have not presented the associated quantified savings, risks and assumptions at the level of detail included in the Hertfordshire Fire and Rescue Services Local Business Case. In addition, Governance Review and Option Analysis in two

comparator instances presented opportunity level cost and benefit analysis in similar detail to that documented in the Hertfordshire Fire and Rescue Local Business Case.

The Local Business Case has used independent inputs to estimate and present an estimated split by funding category (RSG and Baseline funding. It was noted that the few comparator business cases that included their funding information, did so to a similar level of detail as Hertfordshire Fire and Rescue Services' Local Business Case. This Local Business Case goes a step further to provide forecast budgetary impacts including the funding estimates for the forward forecast years.

Of the comparator business cases, only two instances (Northamptonshire and Hampshire Fire and Rescue Service Business Cases) included precept computations. The Hertfordshire Fire and Rescue Services' Local Business Case presents the computations at a greater level of detail compared to these two business cases, using HCC provided inputs and supported by assumptions.

The Local Business Case substantiates the asset categories and highlights the gaps in information and complexity in splitting out operations that would require detailed work and negotiations once the business case is approved. The review of comparator business cases did not identify alternate approaches that provided further clarity and detail. Assets and liabilities presented in two of the comparator business cases were at a similar level of detail to the Local Business Case. Some of the business cases did highlight that debt transfers would need to be agreed when the business case is progressed. However, the means of estimating and splitting out debt funding could not be seen or identified from these comparator business cases.

Compared to the other business cases, the approach adopted in this Local Business Case effectively utilises the best available inputs together with relevant assumptions and risks to provide clarity and support to the arguments presented.

The insights gained from the comparison of the business cases has been used to revisit the analysis within the Local Business Case using updated and available information from HCC, which has then been presented in this addendum.

2 Updates to the anticipated costs and benefits of the Governance Model

2.1 Updated costs and benefits of the Governance Model

The table below provides an overview of the updated costs and benefits from the latest available information for the recommended Option 3 – The Governance Model that have been prepared for this Addendum, compared with those figures included in the Local Business Case. The modelling includes both the base and stretch cases originally presented in the Local Business Case.

Costs and Benefits	Local Business Case		Addendum Update	
	Base Case	Stretch Case	Base Case	Stretch Case
Costs	(£7.0m)	(£35.1m)	(£13.5m)	(£39.5m)
Benefits	£19.9m	£72.3m	£32.2m	£81.7m
Net benefit	£12.9m	£37.2m	£18.7m	£42.2m
NPV of net benefit	£10.1m	£28.7m	£15.4m	£33.3m

The anticipated benefits in this Addendum have increased by around £5m across both the base and stretch cases compared to those presented in the Local Business Case. This is mainly driven by updates to the potential sites where collaborative opportunities could be realised and indicative market realisable estimates have been included. Four sites have been identified where rapid progress could be made towards realising the estate benefits and are expected to achieve around £9.0m net capital receipts.

Additional back office savings of around £1.5m compared to those initially presented in the Local Business Case are expected to be achieved as a result of the updates to this addendum. This is a result of increased savings anticipated from the 2017/18 actuals for HFRS which are higher than the budget numbers previously used.

The anticipated costs (in both the base and stretch cases) are expected to increase by £0.7m as a result of revised and higher transition cost estimates provided by HCC.

The updated costs and benefits are presented over the ten year period (2018/19-2027/28) on a net present value basis in the two tables overleaf. They have been grouped by the opportunities identified in the Local Business Case. Assumptions and further details relating to these are presented in the following sections. The cash flow estimations represent the incremental benefits and costs, both one-off and ongoing over the 10 year period that are expected to accrue as a result of the transfer of governance.

Updated Base Case Cash Flow

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Transition Costs	(£1,681,800)										**(£1,681,800)**
Costs Associated With Opportunities											
Opportunity 1 - Improved utilisation of fire service discretionary capacity											**£0**
Opportunity 2a - Rationalisation of estate (4 sites)			(£6,000,000)	(£4,000,000)	(£1,500,000)	(£250,000)					**(£11,750,000)**
Opportunity 2b - Rationalisation of estate (maintenance)											**£0**
Opportunity 3 - Back office savings											**£0**
Opportunity 4 - Contract negotiation (2%)											**£0**
Opportunity 5 - Merging of Admin of FFFPS and Police Pension Scheme	(£100,000)										**(£100,000)**
Investment (Outflow)	**(£1,781,800)**	**£0**	**(£6,000,000)**	**(£4,000,000)**	**(£1,500,000)**	**(£250,000)**	**£0**	**£0**	**£0**	**£0**	**(£13,531,800)**
Savings											
Opportunity 1 - Improved utilisation of fire service discretionary capacity		£130,000	£130,000	£130,000	£130,000	£130,000	£130,000	£130,000	£130,000	£130,000	**£1,170,000**
Opportunity 2a - Rationalisation of estate (capital receipts from 4 sites)			£10,000,000	£7,000,000	£3,000,000	£750,000					**£20,750,000**
Opportunity 2b - Rationalisation of estate (maintenance)			£133,333	£266,667	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000	**£2,800,000**
Opportunity 3 - Back office savings		£136,250	£129,438	£679,460	£679,460	£679,460	£679,460	£679,460	£679,460	£679,460	**£5,021,908**
Opportunity 4 - Contract negotiation (2%)		£229,318	£229,318	£229,318	£229,318	£229,318	£229,318	£229,318	£229,318	£229,318	**£2,063,862**
Opportunity 5 - Merging of Admin of FFFPS and Police Pension Scheme		£50,000	£50,000	£50,000	£50,000	£50,000	£50,000	£50,000	£50,000	£50,000	**£450,000**
Benefits (Inflow)	**£0**	**£545,568**	**£10,672,089**	**£8,355,445**	**£4,488,778**	**£2,238,778**	**£1,488,778**	**£1,488,778**	**£1,488,778**	**£1,488,778**	**£32,255,770**
Cash Position In Year	**(£1,781,800)**	**£545,568**	**£4,672,089**	**£4,355,445**	**£2,988,778**	**£1,988,778**	**£1,488,778**	**£1,488,778**	**£1,488,778**	**£1,488,778**	**£18,723,970**
Present Value at 3.5% (Green Book Recommended)	*0.96618*	*0.93351*	*0.90194*	*0.87144*	*0.84197*	*0.81350*	*0.78599*	*0.75941*	*0.73373*	*0.70892*	
DCF	**(£1,721,546)**	**£509,294**	**£4,213,956**	**£3,795,518**	**£2,516,471**	**£1,617,872**	**£1,170,166**	**£1,130,595**	**£1,092,363**	**£1,055,423**	**£15,380,112**
Cumulative cash flow	(£1,721,546)	(£1,212,252)	£3,001,704	£6,797,223	£9,313,693	£10,931,566	£12,101,732	£13,232,327	£14,324,689	£15,380,112	

The base case is anticipated to require £13.5m of costs and capital investment. It is anticipated to deliver net savings of £18.7m. Benefits of £15.3m are anticipated to be delivered over the ten year period on a net present value basis (2019/20-2028/29).

Updated Stretch Case Cash Flow

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Transition Costs	(£1,681,800)										**(£1,681,800)**
Costs Associated With Opportunities											
Opportunity 1 - Improved utilisation of fire service discretionary capacity											**£0**
Opportunity 2a - Rationalisation of estate (4 initial sites)			(£10,000,000)	(£1,750,000)							**(£11,750,000)**
Opportunity 2a - Rationalisation of estate (13 sites)				(£4,000,000)	(£4,000,000)	(£4,000,000)	(£4,000,000)	(£4,000,000)	(£4,000,000)	(£2,000,000)	**(£26,000,000)**
Opportunity 2b - Rationalisation of estate (maintenance)											**£0**
Opportunity 3 - Back office savings											**£0**
Opportunity 4 - Contract negotiation (5%)											**£0**
Opportunity 5 - Merging of Admin of FFFPS and Police Pension Scheme	(£100,000)										**(£100,000)**
Investment (Outflow)	**(£1,781,800)**	**£0**	**(£10,000,000)**	**(£5,750,000)**	**(£4,000,000)**	**(£4,000,000)**	**(£4,000,000)**	**(£4,000,000)**	**(£4,000,000)**	**(£2,000,000)**	**(£39,531,800)**
Savings											
Opportunity 1 - Improved utilisation of fire service discretionary capacity		£130,000	£130,000	£130,000	£130,000	£130,000	£130,000	£130,000	£130,000	£130,000	**£1,170,000**
Opportunity 2a - Rationalisation of estate (indicative capital receipts from 4 sites)			£17,000,000	£3,750,000							**£20,750,000**
Opportunity 2a - Rationalisation of estate (13 sites based on average NBV's 31Mar2018)					£5,600,000	£5,600,000	£5,600,000	£5,600,000	£5,600,000	£5,600,000	**£33,600,000**
Opportunity 2b - Rationalisation of estate (maintenance)			£258,824	£517,647	£776,471	£1,035,294	£1,294,118	£1,552,941	£1,811,765	£2,070,588	**£9,317,647**
Opportunity 3 - Back office savings		£136,250	£129,438	£1,569,800	£1,569,800	£1,569,800	£1,569,800	£1,569,800	£1,569,800	£1,569,800	**£11,254,288**
Opportunity 4 - Contract negotiation (5%)		£573,296	£573,296	£573,296	£573,296	£573,296	£573,296	£573,296	£573,296	£573,296	**£5,159,664**
Opportunity 5 - Merging of Admin of FFFPS and Police Pension Scheme		£50,000	£50,000	£50,000	£50,000	£50,000	£50,000	£50,000	£50,000	£50,000	**£450,000**
Benefits (Inflow)	**£0**	**£889,546**	**£18,141,557**	**£6,590,743**	**£8,699,567**	**£8,958,390**	**£9,217,214**	**£9,476,037**	**£9,734,861**	**£9,993,684**	**£81,701,599**
Cash Position In Year	**(£1,781,800)**	**£889,546**	**£8,141,557**	**£840,743**	**£4,699,567**	**£4,958,390**	**£5,217,214**	**£5,476,037**	**£5,734,861**	**£7,993,684**	**£42,169,799**
Present Value at 3.5% (Green Book Recommended)	*0.96618*	*0.93351*	*0.90194*	*0.87144*	*0.84197*	*0.81350*	*0.78599*	*0.75941*	*0.73373*	*0.70892*	
DCF	**(£1,721,546)**	**£830,401**	**£7,343,218**	**£732,659**	**£3,956,909**	**£4,033,654**	**£4,100,683**	**£4,158,566**	**£4,207,845**	**£5,666,873**	**£33,309,261**
Cumulative cash flow	(£1,721,546)	(£891,145)	£6,452,073	£7,184,732	£11,141,641	£15,175,294	£19,275,977	£23,434,543	£27,642,388	£33,309,261	

The stretch case is anticipated to require £39.5m of costs and capital investment. It is anticipated to deliver net savings of £42.2m. Benefits of £33.3m are anticipated to be delivered over the ten year period on a net present value basis (2019/20-2028/29).

2.2   Updated savings realised

Rationalisation of estate savings

The Local Business Case puts forward the argument that a joint estates strategy would increase the number of co-occupied police and fire 'Community Safety Hubs', whilst reducing the overall size of the estate. This would raise capital receipts to invest in the development and modernisation of the estate. This could also have the benefit of improving working conditions and provide the opportunity to make community facilities available. Maintenance costs are also expected to reduce as a result of the reduced estate size.

Stakeholders interviewed during the development of the Local Business Case have indicated that there is not significant co-occupancy between fire and HCC employees confirming a realistic opportunity that could be pursued. Opportunities for collaborative working and joint operations could be enabled through potential co-location of police into fire sites. The changes will improve public safety through a more joined-up and integrated approach to community safety and broader public service delivery across the county.

The local community would need to be factored into the decisions to operate in a single collocated estate to provide them with the level of comfort that it enhances public safety and is the most suitable way to meet the needs of communities in Hertfordshire.

The Police and Fire estate was considered and 17 locations were identified as being potential sites for implementing this joint estate. The assumption is that police would move into fire premises, as in most cases the police do not require specialist facilities (other than custody).

The upper range considered is the 17 sites (25% of total Police and Fire sites) identified. Other Fire Services (e.g. Hampshire) have already co-located in 7 locations, so a lower more cautious estimate of 4 (6% of total Police and Fire sites) has been considered (the Local Business case had 3 potential sites under consideration). These 4 sites that have been deemed feasible for co-location given the nature of the sites and proximity of fire and police stations in those areas. To realise the savings projected in the stretch case, feasibility studies would need to be conducted. This is directly comparable to the approach taken in other Local Business Cases that have already been approved by the Home Secretary.

Indicative market values have been estimated for the 4 sites where rapid progress could be made towards realising the estate benefits in the base case. The combined book values of the Police and Fire estates have been considered in estimating an indicative average NBV per site which has been used to estimate the savings for the remaining 13 sites in the stretch case.

New build fire stations have been estimated to cost in the region of £3-5m, based upon the Derby Fire and Rescue Services' Civic Road site. Refurbishment of existing fire stations to accommodate police colleagues have been estimated to be significantly smaller with the refurbishment of the Fire HQ of the Hampshire Fire and Rescue Authority being used as a reference point. Therefore a £2m refurbishment cost per site has been estimated as a reasonable assumption.

The anticipated net savings from the development of a joint estate are expected to at least achieve **£9.0m** for the 4 sites being explored in the base case. This is still a high level assessment of the expected net capital receipts from these sites and will require further validation. The net savings expected to be achieved in the stretch case for the 17 sites over the 10 year period from 2019/20-2028/29 are at least around **£16.6m**.

The asset values as at 31st Mar 2018 were sourced from HCC to validate the estate savings and provide further clarity and evidence to justify the estimates. The reduced benefits are attributable to the lower book values (primarily buildings) over time due to the impact of

depreciation of the estate. The lower estate savings continue to provide substantial net benefits and support the arguments presented in the Local Business Case for a transfer of Governance.

The 2017/18 actual maintenance expenditure for HFRS is in line with the budgeted amounts used in the Local Business Case and has not impacted the maintenance savings.

The table below illustrates the updated joint value of the estate and the potential capital and recurrent costs that could be released in the long term should the base case or stretch case eventuate.

Rationalisation of Estate Savings	Base Case	Stretch Case
Police Sites	37	37
Fire Sites	29	29
Total Sites	66	66
Merger of Sites	4	17
Remaining Sites	62	49
NBV of Police estate (£m)	£108.3	£108.3
NBV of Fire estate (£m)	£78.5	£78.5
Total NBV of estate	£186.8	£186.8
Average NBV of stations reduced (£m) (approx 2.8m per site)		£36.4
Average cost to accomodate reduced stations (£2m per station) (£m)		(£26)
Total Capital released from estate (£m) (13 sites based on Average NBV estimated above)		£10.4
Gross Capital released from estate (£m) (4 sites based in indicative market values)	£20.7	£20.7
Net Capital released from estate (£m) (4 sites based in indicative market values)	£9.0	£9.0
Total Capital released from estate (all 17 sites)	£9.0	£19.4
Total Capital released from estate (all 16 sites) over the 10 year period (£m)*	£9.0	£16.6

* Benefits are expected to be realised for 16 anticipated Merger sites within the 10 year period to 2028/29. Benefits for the final site are anticipated in 2029/30.

The NBV of the Fire estate for £78.5m is included in the £95m Other Land and Buildings asset category of the assets expected to be transferred in section 3.4.

The risk that the NBV of the assets is not reflective of the true condition of the asset still continues to apply and the independent reviews would be required to assess this as part of the transfer of governance.

Joint governance of the estates could enable better use of police and fire assets through a common approach to investment decisions and estates consolidation. A number of sites have been identified and are still being explored for co-location of police and fire services. These will require further feasibility analysis to be undertaken over time to form the basis of rationalisation opportunities.

Four police sites have been identified where rapid progress could be made towards realising the estate benefits under the base case – these are listed below. £9.0m is the expected net capital receipts for the 4 sites based high level assessment of market value that could be expected from these sites and will require further validation to finalise as it gets implemented.

Site	One off investment	Indicative gross capital receipts (£m)	Indicative costs (£m)	Net Capital Receipts (£m)
HQ Welwyn Garden City	Relocation of F&R HQ to Police HQ, including the replacement of Hertford Fire Station in order to achieve the disposal of this existing Hertford Fire Station.	£6.0	£4.0	£2.0
	Relocation of Hatfield and Welwyn Garden City Fire Stations to create combined Fire Station on Police HQ site.	£4.0	£2.0	£2.0
Bishops Storford	Relocation of Police Station to an extended Bishop Stortford Fire Station	£7.0	£4.0	£3.0
Hitchin	Relocation of Hitchin Safer Neighbourhood Team (SNT) to Hitchin Fire Station enabling existing Letchworth and Hitchin Police Stations to be combined on a single site in Letchworth.	£3.0	£1.5	£1.5
Buntingford	Relocation of Police Station to an extended Buntingford Fire Station	£0.75	£0.25	£0.5
	Total expected net capital receipts	£20.75	£11.75	£9.0

A map of the various police and fire sites is shown in the Appendix.

Back office savings

As indicated in the Local Business Case, the existing back office function of HFRS is provided by HCC. This enables HFRS and HCC to benefit from perceived economies of scale and efficiencies. The functions are so embedded and it is too complex to identify and extract the HFRS back office costs at this stage.

Given this complexity, the approach adopted in the Local Business case was to use benchmarks to gauge the size of the function and infer a potential savings estimate range.

The 2017/18 actual central recharges (across ICT, HR and Finance to HFRS, as well as other spend on ICT relating to HFRS) is £2.7m. This is higher than the similar 2017/18 budgeted expenses amounting to £2.5m.

Benchmarks specific to government back office function operations have been used to compare the current 2017/18 actual expenditure against best practice (see table below). Comparisons against average performers indicates a potential to realise £679k per annum in savings which has been used in the base case scenario. A more optimistic comparison against the top 25 percentile performers indicates a potential to realise £1.6m per annum in savings which has been used in the stretch case scenario. The approach to realise these costs would need to be scoped and worked up in detail as part of implementation planning.

The updated savings from comparing to the benchmarks initially used in the Local Business Case estimates are expected to achieve at least £5.0m to an extended £11.2m over the 10 year period to 2028/29 (as shown in the base and stretch case cash flow tables above in the section 2.1). The increased savings of around £1.5m are attributable to increased back office spend by HCC within some categories in 2017/18 compared to the budget estimates and present clear opportunities for rationalisation of these costs.

In estimating the savings, it is assumed that the recharges will remain at existing levels in 2018/19 and taper by 5% per year for 2 years as improvements are gradually implemented. Full year savings (as per table below) are assumed to be realised from 2022/23 onwards.

There are a range of potential options to realise these benefits from rationalisation of the back office and these could include:

- Outsourcing the back office activities to HCC with targeted improvements to service levels each financial year;

- Outsourcing of the back office activities to an external provider;

- OPCC could take on and operate the services in-house, whilst implementing improvements over time; and

- Joint shared services operation with other public bodies or blue light agencies.

Although each of these options could lead to the realisation of the back office benefits as set out above, the choice of most feasible option would require a much more detailed understanding and analysis of the current operating model within HCC and the HFRS related activities being performed in the back office functions, as well as the future operating model required to deliver services to HFRS post transfer. The assessment and choice of the option that enables the most optimum route to achieving the benefits would need to be undertaken as part of implementation planning and with a detailed understanding of the HCC back office operations related to HFRS.

The table below summarises the updated savings estimates per year from the benchmarking exercise.

	Average	75th percentile	25th percentile
Total cost to perform HR function per £1000 revenue	£2.37	£5.47	£1.51
HFRS budget	£38,000,000	£38,000,000	£38,000,000
Cost of HR	£90,060	£207,860	£57,380
Total cost of finance as % of revenue	1.54%	2.30%	1.06%
HFRS budget	£38,000,000	£38,000,000	£38,000,000
Cost of finance	£585,200	£874,000	£402,800
Total IT cost incl deprec/amort per £1000 revenue	£36.06	£43.05	£18.29
HFRS budget	£38,000,000	£38,000,000	£38,000,000
Cost of IT	£1,370,280	£1,635,900	£695,020
Benchmark cost of back office	**£2,045,540**	**£2,717,760**	**£1,155,200**
Cost of Existing Provision	**(2,725,000)**	**(2,725,000)**	**(2,725,000)**
Saving	**(679,460)**	**(7,240)**	**(1,569,800)**

2.3 Updated transition costs

Transition costs have increased to £1.7m (see table below) from the previously estimated £991k. HCC have provided a revised estimate of £1.3m (previously £650k) for the anticipated costs to be incurred as part of the transfer. This is primarily project resources to support the service transfers. Most of the cost increase is attributable to changes relating to ICT systems (£460k) and amendment of property contracts (£160k). The remaining transition costs remain the same as those submitted in the original Local Business Case.

The tables below presents the revised transition cost estimates.

Transition costs	One off investment
Costs incurred by HCC related to the transfer	£1,340K
Pensions advice regarding LGPS transfer	£100K
Estates survey	£75K
Accounting preparation	£57K
Legal advice	£109K
Total	**£1,681K**

The above transition costs are still high level estimates and will need to be negotiated by HCC and PCC and agreed as part of transition planning. Given the difficulty in providing a refined estimate of the transition costs as shown by the wide variance between the original and revised estimated presented by HCC, it is possible that these transition costs could be at the upper range of the possible outcomes.

The table below presents the breakup of revised HCC transition cost estimate of £1,340k:

Transition Cost Category	Original Estimate £k	Revised Estimate £k	Note
Community Protection		60	Community Protection Project Lead
Finance	50	70	Backfill needed to enable fire leads to focus
Procurement	50	10	Identifying affected contracts and specification of support contract and adapting procurement templates
HR	50	50	Full time dealing with TUPE, consultation, data transfer etc.
Legal	100	120	Based on in-house support to deal with agreements, contract novation, asset transfers, TUPE/employment advice, etc. Costs will be higher if it's necessary to buy this support in
Property	50	210	Support for asset transfers/disposals under the Property Managed Service contract – it may be possible to negotiate a bulk deal for consultancy on transfers
ICT Resource	50	50	Support for system changes
ICT services	250	710	Estimate of costs to amend and separate Fire from HCC's core ICT systems whilst ensuring continued connectivity etc. For example, if Fire continues to use HCC financial systems, it will need to be set up as a separate company. Other system changes to be considered are a separate email address/system, a separate website, detaching Fire from HCC's shared drive, Fire's own Livelink system and possibly transferring Fire's desktop systems out of HCC's infrastructure This is a high level estimate, and the final cost will depend on degree of separation needed in the systems
Project manager	50	60	HCC project lead
TOTAL	**650**	**1,340**	

3   Updates to impact forecast projections

3.1 Updated 3 year projections

The original three year projection presented in the Local Business Case has been updated in this Addendum for the 2017/18 actuals for income and expenditure on the HFRS provided by HCC. This represents a more robust representation of future year forecasts as it is built upon a factual 2017/18 baseline. Similar figures were not available from HCC when the PCC was preparing the Local Business Case in 2017. Adjustments have been made for one off non-recurring items noticed within the actuals after clarification from HCC. Accounting items (primarily IAS 19 Transactions and Depreciation) and items that are expected to be fully funded (Home Office Pensions Grant) have also been excluded as they were in the Local Business Case.

The projections have been rolled forwarded for the 3 years 2018/19 to 2020/21. The inflation and growth assumptions used to build the projections remain unchanged as detailed in Appendix 7.4.2 of the Local Business Case.

The table below shows the updated three year projections:

Revenue Expenditure	Actuals 2017-18 £k	Forecast 2018-19 £k	Forecast 2019-20 £k	Forecast 2020-21 £k
Staff	£29,000	£29,290	£29,583	£29,879
Fire Pensions (Ill Health/Fees)	£687	£700	£714	£729
Property Planned Maintenance/Other	£74	£75	£77	£78
Stores	£143	£146	£149	£152
Utilities	£1,533	£1,595	£1,658	£1,725
GM Property Charges	£480	£489	£499	£509
Fleet & Vehicle Related Costs	£1,307	£1,333	£1,360	£1,387
Travel Costs	£127	£130	£132	£135
Equipment and Office Supplies	£1,677	£1,711	£1,745	£1,780
IT Related Spend	£1,026	£1,047	£1,068	£1,089
Training	£270	£275	£280	£286
Central Recharges	£2,469	£2,469	£2,469	£2,469
MRP Financing Costs	-	£746	£746	£746
Gross Revenue Requirement	**£38,793**	**£40,006**	**£40,481**	**£40,964**
Catering Income	(£29)	(£29)	(£30)	(£31)
Commercial Training Income	(£70)	(£72)	(£73)	(£74)
Fees General	(£696)	(£696)	(£696)	(£696)
Grants and Contribution Income	(£267)	(£272)	(£278)	(£283)
Other Income	(£74)	(£74)	(£74)	(£74)
Permits and Licences	(£13)	(£13)	(£14)	(£14)
Property Income	(£453)	(£462)	(£471)	(£480)
Net Revenue Requirement	**£37,191**	**£38,387**	**£38,845**	**£39,311**
Funded by:				
Central Govt Grant (RSG)	(£4,911)	(£3,495)	(£2,730)	(£2,762)
Central Govt Grant (Baseline)	(£8,988)	(£9,258)	(£9,463)	(£9,576)
Other Reserves and Grants	-	(£948)	(£655)	(£655)
Surplus on Council Tax Collection Fund	-	(£273)	(£174)	(£174)
Indicative Council Tax Requirement	**£23,292**	**£24,414**	**£25,824**	**£26,143**

Note: Debt servicing costs have been included in the above projections and have been based on the £11.6m level of debt estimated to transfer (explained in 3.6 below). The cost of debt has been estimated at 6.4% using the HCC published financial statements for 2016/17. It has been estimated as the interest cost on the average total debt on the balance sheet over the year. The interest cost has been assumed to be fixed over the 3 years to 2020/21.

3.2   Updated funding requirement

Further detail and clarity has been provided by HCC on the SFA (Settlement Funding Assessment) funding sources and grants that will be applied to the net expenditure projections presented above in estimating the Council tax requirement for HFRS.

The existing Central Government funding sources presented in the Local Business Case have been confirmed as still applicable and align to the information provided by HCC. HCC have also provided further information on specific HFRS SFA funds and grants that have been apportioned from the overall HCC funding. In addition to this, a council tax collection fund surplus has been apportioned by HCC specifically for HFRS.

The total funding and grants estimated for HFRS are around **£13m** for both 2019/20 and 2020/21.

The table below provides a summary of the updated and more detailed funding splits and estimates and the basis of their apportionment.

	2018/19	2019/20	2020/21		
	£m	£m	£m	Estimation Method	Source
SFA Funding and Grants					
Fire - Notional RSG	(£3.49)	(£2.73)	(£2.76)	HCC. 2020/21 estimated to be the same	HCC
Fire - Notional Baseline Funding	(£9.26)	(£9.46)	(£9.58)	HCC. 2020/21 estimated to be the same	HCC
NNDR budgeted growth above baseline	(£0.07)	(£0.07)	(£0.07)		HCC
NNDR collection fund surplus/(deficit)	(£0.09)	£0.15	£0.15	90% HCC, 10% Fire; 2020/21 estimated to be the same	HCC
S31 relating to NNDR indexation/reliefs	(£0.49)	(£0.44)	(£0.44)		HCC
Fire Link Grants	(£0.30)	(£0.30)	(£0.30)	HCC. 2020/21 estimated to be the same	HCC
	(£13.70)	(£12.85)	(£12.99)		
Other Funding					
Council tax collection fund surplus	(£0.27)	(£0.17)	(£0.17)	Proportion of net budget	HCC
Total Funding and Grants	(£13.97)	(£13.02)	(£13.17)		

The final funding amounts to transfer is a matter for negotiation and local agreement between HCC and PCC and would need to be fair and proportionate, and consider the financial sustainability of both entities.

3.3   Updated precept calculation

Indicative precept calculations have been updated for this Addendum and estimated based on the net revenue projections (as per section 3.1 above), which have been projected using the 2017/18 actuals for income and expenditure received from HCC. This provides a more up-to-date financial baseline compared to the 2017/18 budget numbers used in the Local Business Case (as the best information available at that point in time).

The precept estimations have been refined further using the more detailed funding splits and estimates provided by HCC (as shown in section 3.2 above). An indicative precept of **£58.72** has been estimated for 2019/20.

The table below summarises these indicative precept workings.

	2019/20 £m	Source
Net Revenue Requirement as per Business Case	£38.85	Net Revenue Projects as per section3.1
Fire - Notional RSG	(£2.73)	HCC.
Fire - Notional Baseline Funding	(£9.46)	HCC.
NNDR budgetted growth above baseline	(£0.07)	HCC.
NNDR collection fund surplus/ (deficit)	£0.15	HCC.
S31 relating to NNDR indexation/reliefs	(£0.44)	HCC.
Fire Link Grants	(£0.30)	HCC.
Net Revenue Requirement after SFA Funding and Grants	£26.00	
Surplus/(Deficit) on Council Tax Collection Fund	(£0.17)	HCC
*Additional Precept Figure**	£0.36	Calculated for the business case
New Council Tax Requirement (£m)	**£26.18**	
Band D Council Tax Base	445910	HCC
Indicative Precept (£)	**£58.72**	

The (*) Additional Revenue Requirement as estimated in the Local Business Case increases the CT requirement by £0.37m, providing revenue in 2019/20 to smooth transitional cash flow and contribute to early costs.

This PCC-style FRA precept would be split out from the combined precept for Hertfordshire, with the remainder representing the Council precept (post-FRA). This ensures the same overall precept value for Hertfordshire Council taxpayers. The updated table below illustrates this for 2019/20. The precept estimations for 2020/21 has not been estimated due to lack of information available from HCC regarding their funding.

2019/20 Funding Requirement	2019/20 Pre-Transfer (£m)	2019/20 Council Post Transfer (£m)	2019/20 FRA Post Transfer (£m)	2019/20 Total
Council Tax	£563.70	£537.51	£26.18	
Revenue Support Grant	£1.89	(£0.84)	£2.73	
Baseline Funding Level	£121.99	£112.52	£9.46	
Other Reserves and Grants	£145.86	£145.21	£0.65	
Surplus/(Deficit) on Council Tax Collection Fund	£4.00	£3.83	£0.17	
	£837.43	**£798.23**	**£39.21**	**£837.43**

Note: The additional precept estimates for £0.36m for 2019/20 has not been included in the above precept split calculation.

3.4 Updated assets and liabilities position

HFRS specific assets and liabilities have been identified using information provided by HCC. The latest asset register as at 31st March 2018 has been used to identify specific assets and their current NBV.

A summary of these assets has been presented in the table below:

Asset Category	NBV as at 31st March 2018 (£k)	# of Assets	Average Useful Life
Assets Under Construction [1]	£433	4	10.00
Intangible Assets [2]	£772	1	5.00
Other Land and Buildings [3]	£95,440	86	34.42
Vehicles, Plant and Equipment	£9,910	175	4.11
Grand Total	**£106,555**	**266**	**14.00**

1. These relate to 4 fire hydrants that are being built.

2. Software within the East Coast & Humberside control room.

3. In addition to the fire estates this category includes other property assets include land for access roads, housing, garages, control centre etc.

The condition of the estates continues to be an area that would need to be addressed through an independent condition survey conducted as part of the transfer. It would be financially unviable for the PCC or HCC to conduct these surveys prior to a decision from the Home Secretary. HCC in its 2016 Peer Review concluded that the estate was "not in good repair and does not provide a modern progressive environment for a new culture to grow."

Assessment of the values, valuation dates and methodology and remaining life of all key assets continues to be a key activity for detailed design and will be pivotal for the Business Transfer Agreement.

Specific Liabilities Identified:

Listed below are specific HFRS liabilities as at 31st March 2018 that HCC has provided information on. Due diligence and negotiation over the exact value of assets and liabilities would need to be conducted as part of the transfer implementation.

Asset Category	NBV as at 31st March 2018 (£k)
HFRS Outstanding Employee and Public Liability	£52
HFRS Motor Vehicle Claim Liability	£196
Other HFRS Current Liabilities	£210
Total Liabilities	**£458**

3.5   Estimation of reserves

As part of the transfer of governance it is anticipated that HFRS will receive a fair and proportionate share of the general fund reserves to enable it to meet its initial transition commitments, ongoing working capital requirements, ability to service any debts and for the general financial stability of the entity. The level of uncertainty in relation to the condition of the estate, ICT liabilities and pension's may require an additional capital reserve sum to be agreed prior to final transfer.

HCC have not provided any view on the estimation of the reserve apportionment. Given the difficulty in splitting out the HFRS portion of the reserves the Local Business Case indicates it will likely prove reasonable to follow the independent CIPFA best practice to set the level of general fund reserves as a proportion of net revenue expenditure, which is in the region of 6%.

Based on this approach and using the 2018/19 net revenue budgets information provided by HCC, an initial view on estimated reserves would be **£2.2m** as shown below. This is assumed to be funded through a cash transfer.

The exact level of reserves will be subject to future local negotiation and is in line with previous guidance provided by the Home Office.

3.6   Estimation of debt

HCC have not been able to provide any information on the debt specifically used to finance HFRS assets, as this is not available. The current HCC debt is currently recorded as an aggregated amount and is not allocated against individual assets.

HCC has shared the draft balance sheet as at 31st March 2018 and confirmed the Long Term Borrowings represents the centrally managed debt. One initial view considered is to apportion these Long term borrowings using the HFRS proportion of the total net revenue requirement for the 2018/19 budget year. This would translate to **4%** and amounts to one initial indicative view of **£11.6 m**. This debt estimate is assumed to fund other non-specific HFRS assets.

	£k
HCC Long Term Borrowing (31/3/2018)	260,760
Total HCC (inc. HRFS) Net Revenue Budget (2018/19)	844,793
HFRS Net Revenue Budget (2018/19)	37,593
HFRS Proportion of Total Net Revenue Budget (2018/19)	4%
Initial estimated view of HFRS Debt	**11,604**

Whilst it is anticipated that future guidance will be issued on debt, either by the Home Office and/or the relevant CIPFA working group, this remains an area of risk. The final debt apportionment would need to be negotiated locally by PCC and HCC as part of the transfer planning process. A critical part of this negotiation would also involve associating the agreed amount of debt to transfer to the specific and non-specific assets that would also transfer to match the debt liabilities transferring.

A pro-forma balance sheet has been prepared to provide an indicative view of the HFRS asset, liability and funding position using 31 March 2018 figures sourced from HCC and as if HFRS were to transfer at this date.

A pro-forma balance sheet has been prepared to provide an indicative view of the HFRS asset, liability and funding position using 31 March 2018 figures sourced from HCC and as if HFRS were to transfer at this date.

HFRS Proforma Balance Sheet (31st March 2018)	Fixed Assets Identified £000s	Other Assets / Liabilities Identified £000s	Working Capital Funding £000s	Debt and Reserve Funding £000s	Proforma Balance Sheet 31Mar 2018 £000s
Fixed Assets (Specific Assets)	106,555				106,555
Other Fixed Assets (Non-Specific Assets)				9,301	9,301
Cash		458	3,199	2,303	5,960
Current Assets			135		135
Current Liabilities		(458)	(3,334)		(3,792)
Working Capital	-	-	-	2,303	2,303
Long Term Liabilities				(11,604)	(11,604)
Net Assets	**106,555**	**-**	**-**	**-**	**106,555**
Reserves	(106,555)				(106,555)
Total Funding	**(106,555)**	**-**	**-**	**-**	**(106,555)**

The assumptions used to develop the HFRS pro-forma balance sheet are as follows:

1) The Fire specific assets identified by HCC in the asset register at 31st March 2018 assumed to be funded out of HCC total reserves as per their draft balance sheet as at 31st March 2018.

2) Specific HFRS current liabilities (employee, public liability, motor vehicle claims, and

23

outstanding invoices) have been identified by HCC to be transferred and assumed to be funded by cash or cash equivalents.

3) Initial working capital that would transfer has also been estimated at 1 month of net expenditure requirement for 2018/19 assumed to be funded by cash to be also transferred.

4) The amount of debt transfer has been estimated using the HFRS proportion of the Total HCC Net Revenue Budget for 2018/19 (4% estimate) amounting to £11.6m. £2.2m of reserves estimated as 6% of the Net expenditure budget for 2018/19 is estimated to be transferred as cash, and the net balance of £9.3m as non-specific assets.

4   Conclusion

The transference of the Fire and Rescue Authority (FRA) to the PCC under option 3 (governance model) presents the best service for Hertfordshire. It provides enhanced, transparent and effective governance under a directly elected Police, Fire and Crime Commissioner who can deliver significant and tangible benefits for the people of Hertfordshire.

The dedicated governance and joint co-location of Police and Fire emergency services enables the provision of expanded blue light services and opportunities for future enhancement of these services. Working collaboratively with better intelligence and information sharing will result in improved decision making and translate to increased public safety.

The updates provided by this addendum factoring in the latest information sourced from HCC continue to enforce the arguments within the Local Business Case and justify the critical success factors required to proceed with the transfer of governance according to the recommended Governance Model.

5   Appendices

5.1   Map of Police and Fire Sites

The map below shows the Police and Fire sites that have been identified as initial opportunities for partnership. Further feasibility analysis would be required to be performed to validate the rationalisation opportunities.
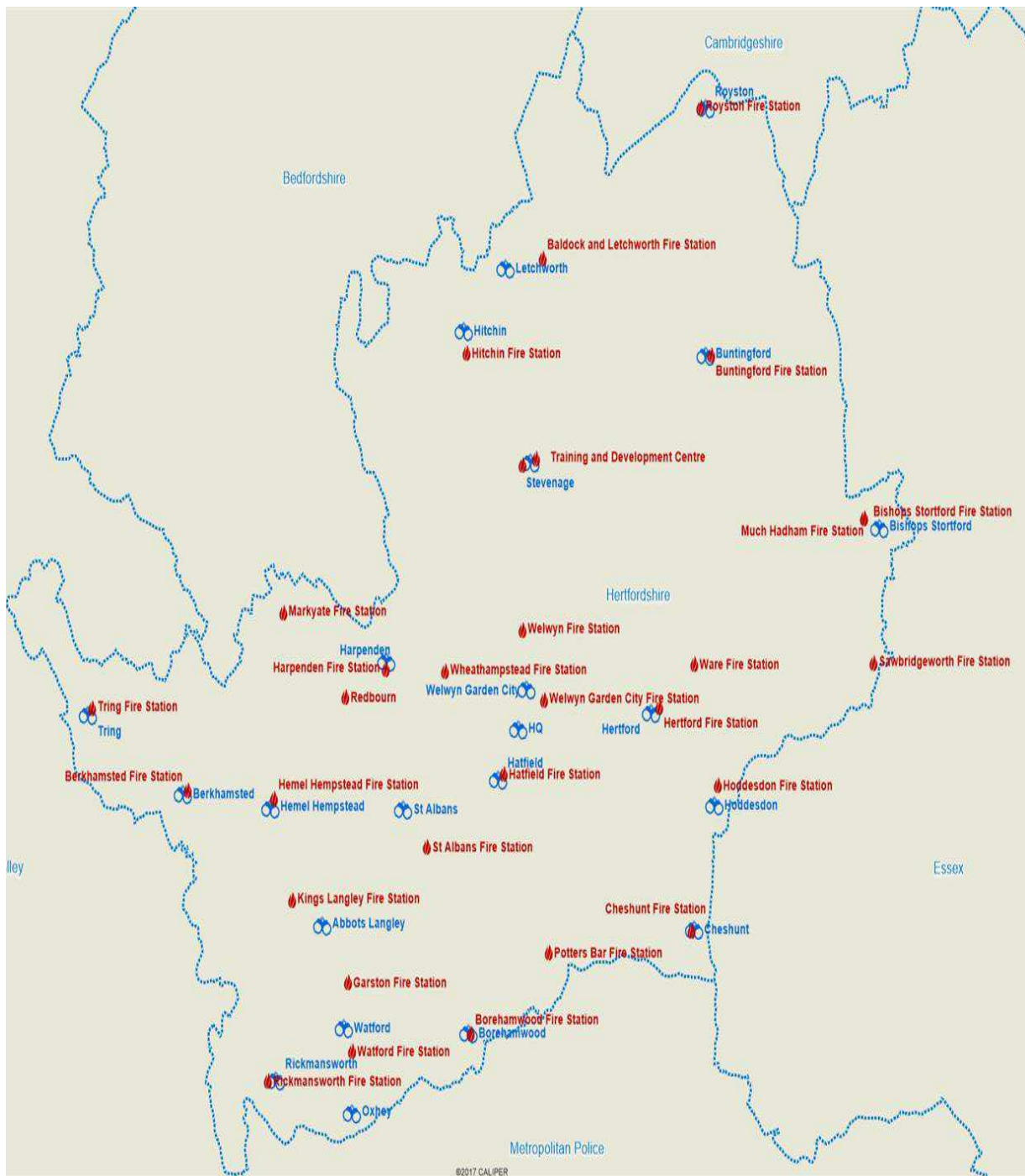
HERTFORDSHIRE COUNTY COUNCIL

CABINET
MONDAY, 18 JUNE 2018 AT 2.00PM

HERTS FULLSTOP – INVEST TO TRANSFORM BID

Report of the Director of Resources

Author:-   Glenn Facey, Head of Hertfordshire Business
                  Services
                  (Tel: 01707 292364)

Executive Member:-   Ralph Sangster, Resources and Performance

1.   Purpose of report

1.1   To seek Cabinet approval of an invest to transform bid for Herts
        FullStop (HFS) in support of its newly developed business plan.

2.   Summary

2.1   This report relates to the investment of £1.967m in the infrastructure of
        HFS. This investment will ensure the operational viability of HFS
        moving forward, and support delivery of the business plan, leading to
        increased returns for the County Council.

2.2   Cabinet are requested to agree to an investment of £1.967m in the
        infrastructure of HFS, with investment split as follows:

        • £1.585m ICT infrastructure (software/hardware
          platforms/implementation resource and project management)
        • £0.125m waste disposal infrastructure (confidential waste/recycling)
        • £0.257m contingency (15%)

2.3   By approving the investment, Members will be agreeing to support the
        delivery of the HFS business plan.

2.4   Cabinet should note that:
        • HFS is the collective name for the externally focused trading
          businesses within Hertfordshire Business Services (HBS), which
          is a department within the Resources directorate.
        • Surecare Supplies Limited is a company wholly owned by
          Hertfordshire County Council which sells services/products
          purchased from HFS to private sector companies.
        • The business plan is attached to the accompanying Part II report
          as supporting information. All key facts, recommendations and
          considerations in relation to this invest to transform bid are
          included in the body of the part I report.

- The business plan has been through a process of due diligence prior to being included with this paper.

2.5   The HFS business plan is focused on growing sustainable income in the near to medium term for the County Council with a managed risk exposure, while developing the foundations of the business to create an asset that can be favourably realised should the County Council wish to sell or merge the business in future.

2.6   Members should consider the appropriateness of the key strategic outcomes to be delivered through capital investment in ICT:

- A prioritised customer experience, offering the optimum customer journey
- Creation of an agile business better able to respond to market conditions
- Increased value of HFS as an asset
- An infrastructure that has resilience, which creates multiple support options
- Tangible productivity improvements to deliver a realistic Return On Investment (ROI)
- Mitigation on the need for large scale capital investment in ICT infrastructure in future.

3.   Recommendations

The Resources & Performance Cabinet Panel considered a report on this item of business at its meeting on 6 June 2018. The Panel recommended to Cabinet that Cabinet:

3.1   approves an Invest to Transform Allocation to enable investment of £1.967m in the infrastructure of Herts FullStop (HFS);

3.2   delegates to the Director of Resources authority to determine and carry out the required procurement processes in relation to any contract for services, goods or works required in accordance with the agreed HFS infrastructure investment, referred to in 3.1;

3.3   delegates to the Director of Resources authority to award any contract for services, goods or works required in accordance with the agreed HFS infrastructure investment, referred to in 3.1;

3.4   notes the continued use of Surecare Supplies Limited as the trading vehicle for HFS.

Note: This paper is not seeking the approval of Cabinet in respect to the business plan.

4. Business Background

4.1 Hertfordshire Business Services is part of the County Council (within Resources) that includes the following functions:

- Herts Full Stop (HFS - see 4.2 and 4.3 below)
- Reprographics unit
- Fleet Services (acting as a client lead between departments and the external provider)

  The ITT bid, and this report, focuses on HFS.

4.2 HFS is largely a traditional local authority stores business that has evolved out of Hertfordshire County Supplies with a trading history of over 60 years (founded in 1954); HFS is built on the premise of being a "supermarket" for educational establishments

4.3 HFS has returned significant trading surpluses of circa £1m per annum over the last 10 years through trading with other public sector bodies, under the Local Authorities (Goods and Services) Act 1970. These surpluses are used by County Council to help support the cost of front line services.

4.4 During this time HFS has made the second biggest return to a single local authority from a trading entity in the UK, based on County Council officer's knowledge of the wider trading carried out by public sector entities and public sector wholly owned companies across the UK (this includes all wholly owned companies (teckal and non-teckal), trading departments and joint committees).

4.5 HFS predominately operates in the Home Counties (including Hertfordshire), the bordering counties and the North London Boroughs. The services offered are in two main areas:

- HFS - Educational Resources currently trades with 2,770 (57.1%) educational establishments in its geographic catchment, which provide 73.3% of its revenue with an overall market share for the business of circa 9.8%.

- HFS - Facilities Management Services is a soft facilities management business focusing on Cleaning, Grounds and Tree works. The business is focused on the education sector in Hertfordshire where it derives 83.2% of its income through contractual work with 365 of the schools in Hertfordshire.

4.6 As part of the refocusing of marketing activities both businesses will be pulled under a single Herts FullStop banner and thus are referred to HFS - Educational Resources and HFS - Facilities Management Services individually in the paper and as HFS collectively.

4.7 While this report focuses on HFS, it should be recognised that the non-trading service areas within HBS are facing operational/financial challenges and are being reviewed.

4.8 Returns over the previous three financial years (although still healthy and now improving) have fallen below targeted expectations as spending across the education sector has come under pressure, and this has exposed some historical weaknesses in the HFS operation and levels of investment:

- HFS has seen little investment in infrastructure in the past 14 years
- The current ICT infrastructure has a fundamental lack of resilience with the associated risks
- The service levels able to be provided to customers (given this lack of investment) are below modern industry standards
- Operational productivity on these ageing platforms is 20-25% below industry standards across distribution, customer services and warehousing
- The warehouse is oversized by circa 30% for the business throughput and stock levels are too high compensating for lack of visibility of key decision making information
- Distribution mechanisms are struggling to meet the requirements of all customers
- Invoicing and payment mechanisms are outdated and no longer reflect the requirements of all customers

4.9 These weaknesses combine to mean the business is vulnerable to competitor activities and needs to act to ensure surpluses can be maintained.

4.10 A new business plan has been developed and is being implemented, with a number of elements already yielding benefits, Fig 4.1 shows the positive progress to date and the financial expectations set out in the business plan for future years:

(Fig 4.1)

	2016/17	2017/18	2018/19	2019/20	2020/21
Sales Revenue	£31,608,046	£33,647,888	£35,819,612	£37,423,302	£39,118,600
Increase		6.45%	6.45%	4.48%	4.53%
Trading Surplus	£898,907	£1,125,708	£1,499,605	£2,031,754	£2,268,076
Increase		25.23%	33.21%	35.49%	11.63%

4.11 The business plan itself is focused on delivering growing sustainable income in the near to medium term for the County Council with a managed risk exposure, while developing the foundations of the business to create an asset that can be favourably realised should the County Council wish to follow that path.

4.12 The business plan outcomes will be delivered through the strategic objectives outlined in Section 1.0/2.0 of the accompanying Part II report.

4.13 This is supported by the development and introduction into the business of a new vision, mission and values statement for HFS in support of HFS strategic objectives:

- *Our **vision** is to enable schools to deliver an education every child deserves*

- *Our **mission** is to continually satisfy our customers through delivering educational services and resources that teachers trust, that purchasers' value and that brings quality to life*

  *Our **core values** that we are building our business around are:*
  - *Customer Centred: Our customers at the centre of our thinking*
  - *Ownership: I can make the difference*
  - *Get it right: first time, every time*

4.14 The vision, mission and values support the overriding aim of transforming the culture within HFS and ultimately adding value to our customer base through our relationships.

4.15 HFS has been able to deliver the traded activity whilst remaining part of the County Council, as the bulk of that activity is with the public sector. Where trade steps outside these boundaries, HFS has used Surecare Supplies Limited as the trading vehicle for private sector relationships.

4.16 Surecare was established by the County Council in November 2011, originally with the purpose of providing living aids into the care sector, making a return to the County Council and as a vehicle to mitigate prices in that sector. That original requirement has not materialised as expected, and the County Council has taken the opportunity to use that existing company, rather than set up an entirely new company for the HFS activity.

4.17 Surecare Supplies Limited has three nominated directors, including two officers and an Executive Member.

4.18 During 2018 work will be undertaken to review the current organisational structure for HFS, and whether any alternatives, such as fully transferring to an arms length company, would be more suitable for the longer term.

5.   Proposed Investment

5.1   To support the business plan, address the weaknesses outlined
          previously and continue the positive progress already made we are
          now seeking a capital investment of £1.967m in improved infrastructure
          split as follows:

- £1.585m ICT infrastructure (software/hardware
  platforms/implementation resource and project management)
- £0.125m waste disposal infrastructure (confidential waste/recycling)
- £0.257m contingency (15%)

5.2   The investment in ICT buys new systems on a software as a service
          basis, technical expertise, programme management support, together
          with a separable managed hardware and software infrastructure,
          externally hosting modern commonly used "best of breed" solutions for
          the business to take advantage of as standard within the scope of the
          investment.

5.3   The new systems include warehouse management system, transport
          management solution, invoicing and payments as well as improved
          e-commerce capability, (Fig 5.1 provides a functionality overview). The
          investment also provides for voice and barcoding hardware to be
          introduced into the warehouse and for sign on glass (ePod) technology
          to be introduced within the transport function.

(Fig 5.1)

Customer Relationship Management and E-commerce

- Omni-channel integration
- Marketing Automation
- Sales Force Automation - Opportunity management
- File and Content Sharing
- Sales Forecasting
- Dashboard based analytics
- Contact Centre Automation
- Customer Centric Relationship Management
- Data warehouse technology
- Sales Order Entry – Omni-channel
- Internal communications alignment
- File and content alignment

Warehouse Management System

- Warehouse control system
- Planning of Activities
- Organizing - sequencing of work
- Staffing - assign staff to work functions/areas to minimize staging
- Directing - ensuring procedures are embedded and applied
- Controlling - providing milestones through the day and performance analysis
- Automated storage and retrieval system
- Data warehouse - including product information
- Document automation
- Inventory management
- Manufacturing resource planning
- Automation of pick and pack (voice/barcode)
- Goods in automation (barcode)
- Replenishment automation (voice/barcode)
- Shipping list

Transport Management Solution

- Planning – define the most efficient transport scheme
- Transportation Execution – execution of the transportation plan such as carrier rate acceptance carrier dispatching and EDI
- Transport follow-up – traceability of transport event by event, sending of transport alerts (delay/ accident) - (sign on glass)
- Measurement – logistics key performance indicator
- Management of carrier
- Real time transportation tracking (sign on glass)
- Service quality control in the form of KPIs
- Vehicle Load and Route optimization
- Transport costs and scheme simulation
- Shipment batching of orders
- Freight Audit

Finance Managment Platform

- Application Integration – Real Time Common Database
- Managerial /Financial Accounting
- Supply Chain Management - Inventory Control, Product Planning, etc
- Transactional Database
- Cash Management
- Management Portal
- Distribution Process Management
- Price Configuration

5.4 The platform provides robust business solutions that improve business efficiency and would be an asset for the business should the County Council wish to realise its investment in HFS in the future.

5.5 The County Council would also be buying into an infrastructure that would have the capability to be adopted by other trading companies in future.

5.6 Continuation of the business without this investment will limit HFS ability to address the challenges it faces and will see projected trading surpluses outlined in Fig 5.2 not being achieved. Indeed as customer

experience deteriorates in comparison with the wider market, it is likely that customers will shop elsewhere, leading to reducing returns to the County Council. A forecast of the potential impact of such customer churn is outlined below.

(Fig 5.2)

	2018/19	2019/20	2020/21
Forecast Trading Surplus with Investment	£ 1,499,605	£ 2,031,754	£ 2,268,076
Forecast Trading Surplus without Investment (-6%)	£ 1,409,629	£ 1,325,051	£ 1,245,548
Change	-£ 89,976	-£ 706,703	-£ 1,022,528

5.7　Doing nothing does not represent a prudent option; the challenges will remain, returns will decrease and while it may still be possible to sell the business any return will not be favourable.

5.8　On two occasions in the last seven years options to externalise the business through sale and mergers have been explored and on both occasions this has been unviable. This has been due to a range of factors, including the fact that HFS is an integral part of the County Council. Current market conditions indicate that potential sales proceeds would offer a lower return than the annual surpluses provide.

5.9　Closure is also not a prudent financial option as the one off cost would be significant and the loss of ongoing income would create further budget pressures across the County Council.

5.10　As such it is recommended that continuation of the positive work already undertaken underpinned with this proposed investment in infrastructure represents the best value solution for the County Council.

5.11　The Capital Investment in ICT will address the following challenges:

- ICT infrastructure that is no longer supported adequately within a modern environment
- Poor levels of resilience
- Systems data quality issues
- Outdated Warehouse Management System and the inefficiencies associated with that
- Increased support costs (premiums are paid on keeping outdated software supported)
- Restrictive hardware platform
- Low operational productivity, accountability and visibility
- Uncoordinated and slow customer response

- A high error rate
- Limited e-commerce functionality and lack of competitive opportunity that provides
- An infrastructure that is not distinct from the remainder of the County Council which therefore carries unnecessary overheads for this type of business as well as limiting externalisation opportunities

5.12 The solution provided through capital investment in ICT will seek to achieve:

- Mitigation on the need for large scale capital investment in ICT infrastructure in future; delivered by adopting a platform and solution that operates as a service and continues to be updated by the solution providers
- Creation of an agile business better able to respond to market conditions
- Increased value of HFS as an asset; delivered by an up to date, discreet, scalable ICT infrastructure
- An infrastructure that has resilience, which the market is familiar with, creating multiple and more efficient support options
- A prioritised customer experience, offering the optimum customer journey
- Tangible productivity improvements to deliver a realistic ROI

5.13 The ICT investment will support delivery of the business plan. In summary this will enable:

- Increased income through increased sales revenue
- Reduced cost through greater efficiency within the HFS operation

5.14 This was summarised in section 4.10 (Fig 4.1), and is detailed in the business plan.

5.15 The ROI period for the proposed programme of ICT investment is between 5.9 and 6.9 years (dependent on utilisation of the contingency fund), with the full benefit realisation starting from December 2019.

5.16 The capital investment proposed in waste infrastructure is focused on creating a point of difference with national competitors.

5.17 This service will support the green credentials of HFS and the County Council, through making productive use of the fleet of vehicles that return empty from deliveries and reducing the amount of waste going to landfill. In addition the investment will provide a new revenue stream for the business.

5.18   The initial investment in waste infrastructure is £125k (added to the capital investment bid) and will provide a ROI of between 5 and 7.2 years (dependent on utilisation of contingency fund).

5.19   Alongside HFS management's own work and internal scrutiny on these proposals we have also employed external challenge to the investment levels and type being put forward. As such Waterston's Limited have independently validated the proposed investment, its strategic objectives and ROI as valid, appropriate, and supportive of the key goals outlined in the business plan, with no material causes for concern being identified.

5.20   All procurements required will be carried out in compliance with the County Councils Constitution, and in particular, where applicable with the Public Contracts Regulations 2015, by the Director of Resources in accordance with recommendation 3.2 and 3.3 above.

6.   Financial Implications

6.1   This report outlines the ITT bid for HFS and associated benefits. Full detail is included in the business plan, which is included as part of the accompanying Part II report.

6.2   A risk register is in place to monitor the business plan, and the ICT implementation.

6.3   If Cabinet approval is given this will allocate funding to the project. It will enable associated tender exercises to be run (subject to agreement of 3.2) and allow award of associated contracts (subject to the agreement of 3.3).

6.4   A 15% contingency has been included. This is considered sensible as the Council has not undertaken an ICT programme for warehousing/transport ICT before.

7.   Equality impact assessment

7.1   When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equality implications of the decision that they are making.

7.2   Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EQIA) produced by officers.

7.3 The Equality Act 2010 requires the County Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

7.4 Overall impact for external stakeholders (customers) will be positive as a result of a more modern and streamlined customer experience supported by greater visibility of information and positive utilisation of touch points. The new solutions will be implemented to approved accessibility standards and Equality Impact Assessments will be carried out prior to implementation.

7.5 The impact of changes on internal stakeholders (staff) will be positive and see an increase in capability, visibility and accountability across the business.

7.6 The impact of this significant systems change is not underestimated, and engagement and training of staff are key lynch pins of the programme plan. This aspect is being managed alongside a new people strategy for the business.

7.7 Individual assessments will need to be carried out in respect to those staff with protected characteristics and HR is fully engaged in this respect.

8. Implications for the County Council's carbon footprint

8.1 The County Council's carbon footprint will be positively impacted by transport productivity improvements. Improved utilisation of vehicles will increase the number of deliveries per hour, reducing the carbon foot print per delivery.

8.2 Indirect carbon footprint benefits will be delivered through the collecting of confidential waste, paper/card and plastic film for shredding and recycling. This will support customers reducing their own carbon footprint and support the County Council in ensuring less recyclable waste goes to landfill.

9. Timeline

9.1   The target timeline if Cabinet approves the recommendations in section 3, will enable award of contracts in or around August 2018.

9.2   Subject to an award of contracts in or around August 2018, the system will be delivered for go live by March 2019; with a fall back date of August 2019, with full benefit realisation by December 2019.

9.3   Progress will be monitored on a quarterly basis by Senior Officers.

9.4   High level KPI's will be reported quarterly in respect to HFS's overall performance.

9.5   Alongside the high level KPI's a number of programme specific measures are to be monitored and reported on a quarterly basis to ensure benefits identified are realised in line with expectations.

Background Information
None