

Protecting front-line services (especially to the vulnerable) - Growth

Directorate: Children and Young People's Services

2012/13

1. Title of Option

Care Costs – Looked After Children. (LAC)

2. Brief Description

Care costs for Looked After Children relate to the cost of Foster Care (both Calderdale provided and externally provided) special guardianship, Calderdale's children's homes and externally provided children's homes. These various approaches to care cost between £31 per night rising to £358.

3. Rationale For This Option

Calderdale's LAC numbers have been rising continually for approximately 19 months. In June 2010 there were 289 LAC, this rose to 330 by the end of the 2010\11 financial year and at the end of 2011 were at 374. It is anticipated that the current level is the peak and that a range of strategies aimed at reducing the numbers of LAC while at the same time reducing the cost of the care for each individual Looked After Child will combine to reduce the overall cost by 2013\14, with a further reduction in 2014\15. In order to manage the demand over the period in question budgetary growth as detailed below will be required.

4. Implementation Strategy For This Option

The main implementation strategy for this growth item is the 'Calderdale Continuum of Need' awareness raising and implementation plan, effectively this will vigorously maintain and monitor the threshold beyond which children become 'Looked After'. This is supported by the Early Intervention Strategy to reduce the demand for LAC places. In addition the campaign to recruit additional internal Foster Carers is to be relaunched in Jan 2012 Internal carers of this type provide care at approximately £46 per night while externally provided Foster Care averages £118 per night.

5. Resource Implications

Financial Detail	2012/13 £	2013/14 £	2014/15 £
Staffing Costs	0	0	0
Running Costs	0	0	0
Other Costs	2,500,000	2,000,000	1,500,000
Increased Income	0	0	0
Less Redundancy (if any)	0	0	0
Less Other Costs	0	0	0
Total	2,500,000	2,000,000	1,500,000

Staffing	2012/13		2013/14		2014/15	
	No.	FTE	No.	FTE	No.	FTE
Vacant Posts	0.0	0.0	0.0	0.0	0.0	0.0
Possible Redundancy	0.0	0.0	0.0	0.0	0.0	0.0
Vacancy Management	0.0	0.0	0.0	0.0	0.0	0.0
TUPE Transfer	0	0.0	0	0.0	0	0.0
Total Posts	0.0	0.0	0.0	0.0	0.0	0.0

Initial Budget Equality Impact Assessment

2012/13

Title of Option

Care Costs – Looked After Children. (LAC)

1. What is being proposed?**a) Which service area or function does the proposed option relate to?**

Care costs relating to Looked After Children

b) What is the purpose, aim and known outcomes of this service or function?

Council's statutory duty to provide care for children for whom living with their natural parents of family carers is not possible.

c) Please provide details of the option that is being proposed.

Costs of care for approximately 100 additional children and young people.

2. Legal Implications**a) Will the proposed option affect the Council's statutory duties to:**

- promote race equality
- promote equality for disabled people
- promote gender equality
- eliminate discrimination
- provide equality of opportunity
- promote good relations

Yes/No:

YES

3. Identifying Impacts

Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?

3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below*)

<u>Protected Characteristic</u>	<u>Yes/No If a negative impact (yes) please state what this may be</u>
*Age	NO
Carers	NO
*Disability	NO
*Gender	NO
*Race	NO
*Religion or Belief	NO
Socio-economic (eg people on low income)	NO
*Gender Reassignment	NO
*Pregnancy and Maternity	NO
*Sexual Orientation	NO
Other	NO

3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below*)

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community

Protecting front-line services (especially to the vulnerable) - Growth

<u>Protected Characteristic</u>	<u>Yes/No If a negative impact (yes) please state what this may be</u>
*Age	NO
*Disability	NO
*Gender	NO
*Gender Reassignment	NO
*Pregnancy and Maternity	NO
*Marriage and Civil Partnership	NO
*Race	NO
*Religion or Belief	NO
*Sexual Orientation	NO

Justification - If no impact found

Growth in LAC numbers provides additional demand for carers, these carers are drawn from all sections of the community and those exhibiting the eight protected characteristics and carers from minority groups are actively encouraged.

4. Managing or mitigating the impact

If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?

- a) How will you do this?**
- b) Who will do it?**
- c) What are the resource implications?**

Better ways of working and targeting of services

Directorate: Children and Young People's Services

2012/13

1. Title of Option

Re-profile of Early Intervention Grant (EIG) former Children's Fund contracts and Service Level Agreements.

2. Brief Description

Funding from the former Children's Fund supports a number of VCS organizations and the Council's Participation Team to deliver early intervention, children's voice and representation work. It is proposed that these current contracts and the Service Level Agreement remain in place for a further year with a maximum 10% reduction for each on the following values:

Contracts/SLAs	Value	Service Provided
Calderdale Community Forum (VAC)	£48,000	Supporting VCS Central costs – engagement and representation
North Halifax Youth & Community Group	£18,330	Youth Workers/premises transition support yr6/7
Women Centre	£31,430 and £7,590	Support for children 5-13 years affected by domestic violence
Himmat (study support)	£22,770	Study Club BME young people aged 5-13, football/activities
Participation Team	£28,130	Children and young people voice activities
Action for Children	£36,780	Ending 31/12/2011
Halifax Excellence Cluster	£5,890	Ending 31/12/2011
TOTAL		£198,920

3. Rationale For This Option

An extension of the agreements will provide an opportunity to evaluate and assess the services provided in the context of the emerging strategy for Early Intervention and Young People's services through localities. This will enable CYPS to procure services in the future which ensure best value and use of resources.

Due to the ending of two contracts saving £42,670 for 2012/13 a reduction of 10% is proposed for the remainder of the contracts to ensure minimum disruption to services, given a 10% reduction.

4. Implementation Strategy For This Option

Obtain permission to:

Extend current contracts for a further twelve months; there is no option to extend under the current contract provisions.

Ensure compliance with COMPACT by advising provider organisations that their contracts will end on 31 March 2012. Inform them the Council is considering an extension to contracts with a 10% reduction.

Work has commenced to develop systems and processes which evaluate the outcomes being delivered through these contracts which need to be embedded during 2012/13. Given the above it would be pragmatic to continue for a further year to ensure that future services meet commissioning priorities identified for early intervention.

5. Resource Implications

Financial Detail	2012/13 £	2013/14 £	2014/15 £
Staffing Costs	0	0	0
Running Costs	0	0	0
Other Costs	-58,000	-58,000	-58,000
Increased Income	0	0	0
Less Redundancy (if any)	0	0	0
Less Other Costs	0	0	0
Total	-58,000	-58,000	-58,000

Better ways of working and targeting of services

Staffing	2012/13		2013/14		2014/15	
	No.	FTE	No.	FTE	No.	FTE
Vacant Posts	0.0	0.0	0.0	0.0	0.0	0.0
Possible Redundancy	0.0	0.0	0.0	0.0	0.0	0.0
Vacancy Management	0.0	0.0	0.0	0.0	0.0	0.0
TUPE Transfer	0	0.0	0	0.0	0	0.0
Total Posts	0.0	0.0	0.0	0.0	0.0	0.0

Initial Budget Equality Impact Assessment**2012/13****Title of Option**

Re-profile of Early Intervention Grant (EIG) former Children's Fund contracts and Service Level Agreements.

1. What is being proposed?**a) Which service area or function does the proposed option relate to?**

EIG, VCS organizations and in house participation team

b) What is the purpose, aim and known outcomes of this service or function?

Early intervention and prevention work with children and families delivering support to children affected by domestic violence, targeted support to BME children to support engagement with education, ensuring voice and influence work with VCS and children and young people

c) Please provide details of the option that is being proposed.

10% reduction in current contracts with agreement to extend contract for further year

2. Legal Implications**a) Will the proposed option affect the Council's statutory duties to:**

- promote race equality
- promote equality for disabled people
- promote gender equality
- eliminate discrimination
- provide equality of opportunity
- promote good relations

Yes/No:

3. Identifying Impacts

Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?

3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below*)

<u>Protected Characteristic</u>	<u>Yes/No</u>	<u>If a negative impact (yes) please state what this may be</u>
*Age	YES	Possible reduction in service to young people and children as whole and also people (5yrs to 13) who witness domestic violence.
Carers	NO	None
*Disability	NO	None
*Gender	YES	Women are more likely to suffer from domestic violence.
*Race	YES	Possible reduction in service to BME children (5-13)
*Religion or Belief	NO	Possible reduction in service
Socio-economic (eg people on low income)	YES	It could be argued that children and young people who live in low income families are more likely to be adversely affected
*Gender Reassignment	NO	None
*Pregnancy and Maternity	YES	National statistics indicate that women who are pregnant are more likely to suffer from domestic violence
*Sexual Orientation	NO	None
Other		No other group has been identified

3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below*)

Better ways of working and targeting of services

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community

Protected Characteristic	Yes/No If a negative impact (yes) please state what this may be
*Age	NO
*Disability	NO
*Gender	NO
*Gender Reassignment	NO
*Pregnancy and Maternity	NO
*Marriage and Civil Partnership	NO
*Race	NO
*Religion or Belief	NO
*Sexual Orientation	NO

Justification - If no impact found

Council staff not affected by these proposals

4. Managing or mitigating the impact

If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?

a) How will you do this?

The proposal that a 10% reduction across the service aims to ensure that impact on any one group is minimised. By ensuring open communication and compliance with COMPACT

b) Who will do it?

Children's Commissioning Team

c) What are the resource implications?

Officer time to reissue contracts and inform sector

Better ways of working and targeting of services

Directorate: Children and Young People's Services

2012/13

1. Title of Option

Early Intervention Grant projects delivered by Young People's Services (YPS and YOT)

2. Brief Description

Reduction in provision of projects relating to EIG, listed below.

Positive Activities for Young People	427,000
Youth Opportunities Fund (YOF)	50,000
YOT North Halifax	39,280
YOT Prevention	48,500
	564,780

The proposal is to review these projects and create a coherent prevention service for young people resulting in a 15% saving in the first year across the range of projects totalling £84,717.

These projects provide preventative work with young people, through one-to one work, group work and activities. They are targeted in areas of need, and towards young people at risk of negative outcomes (anti-social behavior, crime, substance use, pregnancy, NEET). The postholders delivering these projects are located in the Early Intervention and Support Service, which spans both Young People's Service and the Youth Offending Team.

The YOF provides projects which have been designed and applied for by young people

3. Rationale For This Option

This option allows for a complete review of all preventative work within the Young People's Service and the Youth Offending Team, with a focus on vulnerable young people aged 10-19

Delivery within a locality model will ensure coherence and avoid duplication

This proposal will effect a 15% saving in 2012-13. It will require a re-shaping of the Young People's Service in order to take a strategic approach to the delivery of co-ordinated provision.

4. Implementation Strategy For This Option

Current vacancies will be used to contribute to this budget saving option. Any staffing changes needed as a result of this review will be implemented in line with the Council's policy and processes.

5. Resource Implications

Financial Detail	2012/13 £	2013/14 £	2014/15 £
Staffing Costs	-20,000	-20,000	-20,000
Running Costs	0	0	0
Other Costs	-65,000	-65,000	-65,000
Increased Income	0	0	0
Less Redundancy (if any)	0	0	0
Less Other Costs	0	0	0
Total	-85,000	-85,000	-85,000

Staffing	2012/13		2013/14		2014/15	
	No.	FTE	No.	FTE	No.	FTE
Vacant Posts	1.0	1.0	0.0	0.0	0.0	0.0
Possible Redundancy	0.0	0.0	0.0	0.0	0.0	0.0
Vacancy Management	0.0	0.0	0.0	0.0	0.0	0.0
TUPE Transfer	0	0.0	0	0.0	0	0.0
Total Posts	1.0	1.0	0.0	0.0	0.0	0.0

Initial Budget Equality Impact Assessment**2012/13****Title of Option**

Early Intervention Grant projects delivered by Young People's Services (YPS and YOT)

1. What is being proposed?**a) Which service area or function does the proposed option relate to?**

Early Intervention Grant funded projects for young people (YPS and YOT)

b) What is the purpose, aim and known outcomes of this service or function?

Support for young people at risk of negative outcomes.

c) Please provide details of the option that is being proposed.

£84,717 2012/13

2. Legal Implications**a) Will the proposed option affect the Council's statutory duties to:**

- promote race equality
- promote equality for disabled people
- promote gender equality
- eliminate discrimination
- provide equality of opportunity
- promote good relations

Yes/No: **3. Identifying Impacts**

Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?

3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below*)

<u>Protected Characteristic</u>	<u>Yes/No</u>	<u>If a negative impact (yes) please state what this may be</u>
*Age	YES	There is a likely impact on children and young people
Carers	NO	No identified adverse impact has been identified
*Disability	NO	No adverse impact has been identified, further analysis may be undertaken.
*Gender	NO	No adverse impact has been identified.
*Race	NO	No adverse impact has been identified
*Religion or Belief	NO	No adverse impact has been identified
Socio-economic (eg people on low income)	YES	Children and young people from low income families may be more adversely affected than any other group
*Gender Reassignment	NO	No adverse impact has been identified
*Pregnancy and Maternity	YES	Young girls who are pregnant may be more adversely affected by these proposals.
*Sexual Orientation	NO	No adverse impact has been identified
Other	YES	Children and young people who are NEET may be adversely affected.

3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below*)

Better ways of working and targeting of services

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community

Protected Characteristic	Yes/No	If a negative impact (yes) please state what this may be
*Age	NO	As the post is a vacancy there is no direct or indirect impact on this group.
*Disability	NO	As the post is a vacancy there is no direct or indirect impact on this group.
*Gender	NO	As the post is a vacancy there is no direct or indirect impact on this group.
*Gender Reassignment	NO	As the post is a vacancy there is no direct or indirect impact on this group.
*Pregnancy and Maternity	NO	As the post is a vacancy there is no direct or indirect impact on this group.
*Marriage and Civil Partnership	NO	As the post is a vacancy there is no direct or indirect impact on this group.
*Race	NO	As the post is a vacancy there is no direct or indirect impact on this group.
*Religion or Belief	NO	As the post is a vacancy there is no direct or indirect impact on this group.
*Sexual Orientation	NO	As the post is a vacancy there is no direct or indirect impact on this group.

Justification - If no impact found

4. Managing or mitigating the impact

If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?

a) How will you do this?

This proposal will affect a 15% saving in 2012-13. It aims to ensure that the impact is minimised across all groups, It will require a re-shaping of the Young People's Service in order to take a strategic approach to the delivery of co-ordinated provision and reduce duplication.

b) Who will do it?

YPS & YOT

c) What are the resource implications?

There are no resource implications

Better ways of working and targeting of services

Directorate: Children and Young People's Services

2012/13

1. Title of Option

Re-profile of day-care Children's Centres/private provision.

2. Brief Description

The proposal is to cease to maintain day care in Children's Centre's where there is a combination of:

Sufficient childcare to meet the needs of families in private, voluntary and independent settings within close proximity to a Children's Centre.

Where children the Council provides care for are predominantly from outside of the top 30% most disadvantaged communities.

Where the children centre is undersubscribed and struggling to sustain the provision. Officers will undertake an analysis of all such provision in order to identify those centres that meet the above criteria in order to commence consultation. A key instrument to support this process will be the 2012 Childcare Sufficiency Analysis.

To create a ring fenced fund to support the most vulnerable families, particularly those at risk of statutory proceedings.

3. Rationale For This Option

Calderdale is subsidising daycare in areas where there are sufficient places with alternative providers in the private, voluntary and independent sector. This does not provide best value for council resources.

The subsidy per child ranges from £1,449 to £4,404; this subsidy is not offered to any other providers.

The day care in many Children's Centre's is being provided as a universal service and is not targeted towards children with the highest need.

Due to the high cost of salaries and associated on costs, daycare provided by CMBC cannot breakeven without charging above the market rate and if raised to a point of breakeven, some children's centre's day care will become unsustainable.

4. Implementation Strategy For This Option

Prior to implementation, the data used in compiling this report will be checked against other data sets. This includes the childcare sufficiency refresh that is being compiled in December 2011 and an assessment of future need will be undertaken; this assessment is particularly important with respect to the new duty to provide day care for 2 year olds, based on an eligibility criteria relating to free school meals, from September 2013. The 2 year old offer will be in statute from 2013, with the full offer to be available from 2015.

Closure of provision will be following consultation that is laid out in the statutory guidance for Sure Start Children's Centres. The earliest expected closure date would be March 2014.

5. Resource Implications

Financial Detail	2012/13 £	2013/14 £	2014/15 £
Staffing Costs	0	0	-1,080,000
Running Costs	0	0	0
Other Costs	0	0	-103,000
Increased Income	0	0	0
Less Redundancy (if any)	0	0	0
Less Other Costs	0	0	740,000
Total	0	0	-443,000

Better ways of working and targeting of services

Staffing	2012/13		2013/14		2014/15	
	No.	FTE	No.	FTE	No.	FTE
Vacant Posts	0.0	0.0	0.0	0.0	0.0	0.0
Possible Redundancy	0.0	0.0	0.0	0.0	63.0	48.3
Vacancy Management	0.0	0.0	0.0	0.0	0.0	0.0
TUPE Transfer	0	0.0	0	0.0	0	0.0
Total Posts	0.0	0.0	0.0	0.0	63.0	48.3

Initial Budget Equality Impact Assessment

2012/13

Title of Option

Re-profile of day-care Children's Centres/private provision.

1. What is being proposed?**a) Which service area or function does the proposed option relate to?**

Children's Centres within Family Services

b) What is the purpose, aim and known outcomes of this service or function?

Primarily to provide support services to the families in Calderdale that experience the highest disadvantage or exhibit the greatest need for support.

c) Please provide details of the option that is being proposed.

Closure of the day care provision in Children's Centres where there is over-provision contributing to surplus places and unnecessary council subsidy.

2. Legal Implications**a) Will the proposed option affect the Council's statutory duties to:**

- promote race equality
- promote equality for disabled people
- promote gender equality
- eliminate discrimination
- provide equality of opportunity
- promote good relations

Yes/No: **3. Identifying Impacts**

Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?

3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below*)

<u>Protected Characteristic</u>	<u>Yes/No</u>	<u>If a negative impact (yes) please state what this may be</u>
*Age	YES	This could be unsettling for young children who have to change day care providers.
Carers	NO	
*Disability	NO	
*Gender	YES	The vast majority of the workforce are female
*Race	NO	
*Religion or Belief	NO	
Socio-economic (eg people on low income)	NO	
*Gender Reassignment	NO	
*Pregnancy and Maternity	NO	
*Sexual Orientation	NO	
Other		

3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below*)

Better ways of working and targeting of services

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community

Protected Characteristic	Yes/No	If a negative impact (yes) please state what this may be
*Age	Yes	We will conduct a workforce EIA to establish which groups may or may not be adversely affected by the proposal.
*Disability	Yes	We will conduct a workforce EIA to establish which groups may or may not be adversely affected by the proposal.
*Gender	Yes	We know that more women may be more likely to be affected by the proposal and therefore we will conduct a workforce EIA to establish which groups may or may not be adversely affected by the proposal.
*Gender Reassignment	Yes	We will conduct a workforce EIA to establish which groups may or may not be adversely affected by the proposal.
*Pregnancy and Maternity	Yes	We will conduct a workforce EIA to establish which groups may or may not be adversely affected by the proposal.
*Marriage and Civil Partnership	Yes	We will conduct a workforce EIA to establish which groups may or may not be adversely affected by the proposal.
*Race	Yes	We will conduct a workforce EIA to establish which groups may or may not be adversely affected by the proposal.
*Religion or Belief	Yes	We will conduct a workforce EIA to establish which groups may or may not be adversely affected by the proposal.
*Sexual Orientation	Yes	We will conduct a workforce EIA to establish which groups may or may not be adversely affected by the proposal.

Justification - If no impact found

4. Managing or mitigating the impact

If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?

a) How will you do this?

Service Implications:

Families with young children will be directed to alternative services within the private, voluntary and independent sectors

Employment Implications

We will conduct a workforce EIA once we know which staff groups will be affected.

b) Who will do it?

This will be carried out by the Families information Service with the support of Children's Centre staff and the Childcare Quality and Development Team.

The Workforce EIA will be conducted by Human Resources

c) What are the resource implications?

None – time will be allocated from existing resources

Commission / involve others in service delivery

Directorate: Children and Young People's Services

2012/13

1. Title of Option

Re-modeling of school improvement (delivery) in Calderdale

2. Brief Description

It is proposed that Calderdale implements a school improvement delivery that reflects the sector - led school improvement model as highlighted within the Education White Paper, 'The Importance of Teaching 2010'.

This model envisages school collaboratives delivering school improvement strategy supported by National Leaders in Education (NLEs) and Local Leaders in Education (LLEs) as well as by the local authority.

The development of this model places the responsibility for school improvement within recognised school consortia and as such removes the need for the local authority to maintain a bespoke school improvement service.

The proposal sees school improvement delivery being managed solely by schools, retaining a school improvement service manager in the Council to oversee the progress of schools causing concern and to ensure statutory duties are met, one administration officer is included.

The savings would commence from September 2012/13 and achieve full year effect in 2013/14.

3. Rationale For This Option

Since budget planning for 2010/11 the Academies Act has passed through Parliament, this has impacted on Calderdale and as from December 1, 2011 there are now 16 Academies in Calderdale as opposed to the one Academy in December 2010. The local authority does not provide school improvement intervention to Academies and therefore reduction in service is appropriate. The increase in academies will also lead to a reduction in the Designated Schools Grant currently being used to fund a percentage of the school improvement service.

Since budget planning in 2010, the Education Act gained Royal Assent in November 2011, this confirms the strategy contained within the White Paper, 'The Importance of Teaching', which removed the duty on local authorities to appoint a School Improvement Partner for every school. The Act strengthens school accountability to drive school improvement and places responsibility on schools supporting schools.

4. Implementation Strategy For This Option

A move to a re-modeling of delivery would be shared with schools during the Spring term 2012 with the proposal that a sector led support system be introduced from 1 September 2012.

5. Resource Implications

Financial Detail	2012/13 £	2013/14 £	2014/15 £
Staffing Costs	-255,000	-755,000	-755,000
Running Costs	0	0	0
Other Costs	0	0	0
Increased Income	0	0	0
Less Redundancy (if any)	0	0	0
Less Other Costs	0	0	0
Total	-255,000	-755,000	-755,000

Staffing	2012/13		2013/14		2014/15	
	No.	FTE	No.	FTE	No.	FTE
Vacant Posts	2.0	2.0	0.0	0.0	0.0	0.0
Possible Redundancy	19.0	19.0	0.0	0.0	0.0	0.0
Vacancy Management	0.0	0.0	0.0	0.0	0.0	0.0
TUPE Transfer	0	0.0	0	0.0	0	0.0
Total Posts	21.0	21.0	0.0	0.0	0.0	0.0

Initial Budget Equality Impact Assessment

2012/13

Title of Option

Re-modeling of school improvement (delivery) in Calderdale

1. What is being proposed?**a) Which service area or function does the proposed option relate to?**

School Improvement Service

b) What is the purpose, aim and known outcomes of this service or function?

To monitor, support and challenge schools to improve attainment and the quality of provision for young people aged 3-19.

c) Please provide details of the option that is being proposed.

Reduction in staffing posts within Learning Services that contribute to school improvement.

2. Legal Implications**a) Will the proposed option affect the Council's statutory duties to:**

- promote race equality
- promote equality for disabled people
- promote gender equality
- eliminate discrimination
- provide equality of opportunity
- promote good relations

Yes/No: **3. Identifying Impacts**

Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?

3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below*)

<u>Protected Characteristic</u>	<u>Yes/No</u>	<u>If a negative impact (yes) please state what this may be</u>
*Age	NO	
Carers	NO	
*Disability	NO	
*Gender	NO	
*Race	YES	Performance and participation gap between ethnic minority groups and white British learners is a priority within 'narrowing the gap' interventions, risk would need to be mitigated
*Religion or Belief	NO	
Socio-economic (eg people on low income)	NO	
*Gender Reassignment	NO	
*Pregnancy and Maternity	NO	
*Sexual Orientation	NO	
Other	NO	

3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below*)

Commission / involve others in service delivery

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community

Protected Characteristic	Yes/No	If a negative impact (yes) please state what this may be
*Age	YES	Disproportionately higher number of older, experienced staff could be subject to redundancy. This will be assessed through a 'Staff Affected' EIA HR
*Disability	YES	There is a possibility that disabled staff members could be affected. This will be assessed through a 'Staff Affected' HR EIA.
*Gender	YES	There is a possibility that women or men could be adversely affected. This will be assessed through a 'Staff Affected' HR EIA.
*Gender Reassignment	YES	We are unaware whether trans groups could be adversely affected through a 'Staff Affected' HR EIA. This will be assessed through a 'Staff Affected' HR EIA
*Pregnancy and Maternity	YES	Women who are pregnant or on maternity could be adversely affected. This will be assessed through a 'Staff Affected' HR EIA
*Marriage and Civil Partnership	YES	We are unaware whether people who are married, in a civil partnership or single are affected. However, we will be conducting a HR 'staff affected' EIA.
*Race	YES	BME employees could be adversely affected by these proposals. However, a 'Staff Affected' HR EIA will be conducted to assess whether or not there is any adverse impact.
*Religion or Belief	YES	Staff members who have a religion or a belief could be affected by the proposals. We will therefore conduct a 'Staff Affected' HR EIA to ascertain whether there is any likely negative impact on this groups
*Sexual Orientation	YES	We are unaware whether LGBT groups could be adversely affected by these proposals. Staff Affected HR EIA to ascertain whether there is any likely negative impact on this groups.

Justification - If no impact found

N/A

4. Managing or mitigating the impact

If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?

a) How will you do this?

Commissioning of additional or alternative services (cost unknown)

Schools supporting schools

Conduct a Staff Affected HR EIA to ascertain whether or not any staff groups could be adversely affected.

b) Who will do it?

Procurement and Commissioning through senior management and Council-wide process

Collaborative and partnership approaches involving Calderdale schools

Commissioning provision and support from other local authorities

Human Resource

Commission / involve others in service delivery

c) What are the resource implications?

Impact on schools' budgets and decisions undertaken by Schools' Forum

Commission / involve others in service delivery

Directorate: Children and Young People's Services

2012/13

1. Title of Option

Careers Information Advice and Guidance (former Connexions grant)

2. Brief Description

Current grant spend on connexions services £1.6m with a range of small targeted projects (£445k) and a contract with C&K Careers for £1.17m.

Background:

The Education Bill received Royal Assent on 15th November 2011. The Education Act 2011 has a number of provisions including changes to the duty for Local Authorities to provide comprehensive careers information advice and guidance. The Act places a new duty on schools to make sure their pupils have access to independent, impartial careers guidance from September 2012 and the duty for Local Authorities to provide careers information will be repealed for September 2012.

In practice this means that schools will have a statutory duty to provide a core information advice and guidance service from September 2012 that was previously the responsibility of the Local Authority. The service schools provide must be independent and funded from Dedicated Schools Grant (DSG).

LAs will retain the statutory duty to enable, encourage and assist young people's participation in education and training. The LA duty is linked to Raising Participation Age to 17 years by 2013 and 18 years by 2015, reducing NEET, meeting the September Guarantee, producing an Area Wide Prospectus (AWP), undertaking assessments for learners with learning difficulties (139a Assessments), and data reporting (NCIS). This will be a more targeted service for vulnerable young people.

To support the changes the government announced in November 2010 the establishment of an All Age Careers Service (National Careers Service) with no face to face service for young people.

Savings Proposals:

The Local Authority remains responsible for and funds the comprehensive service until the end of August 2012.

As new duties on the Local Authority and Schools start mid way through the financial year full annual savings will not be realised until 2013/14. The cost of providing the new targeted service for a full financial year will fall from £1.6m to £700k. This will fund the LAs targeted service for vulnerable young people and meet statutory duties including services for reducing NEET, raising participation, collection and maintenance of data and reporting to DfE.

Responsibility for £800k of provision should be transferred to schools, as the value of the 'universal service' which includes information, advice and guidance (IAG) and preventative NEET work.

A locality based model for the delivery of the new targeted service will be developed with four hubs and a town centre presence.

To bring the 139a assessment process for post 16 learners with learning difficulties in house to align with other SEN processes.

Savings in 2012/13 financial year will be offset by the LA duty to fund the comprehensive service until September 2012 with full financial year saving in 13/14.

Due to the legislative changes taking place part way through the financial year it is proposed that:

From April 2012 to the end of August 2012 (5/12ths of the financial year)

Commission / involve others in service delivery

£600k funds the current contracts. This represents a 10% reduction on the cost for 5 months.

From September 2012 to the end of March 2013 (7/12ths of the financial year)

£410k funds the LAs new duties with a new integrated model commissioned through open and competitive tendering defined by outcomes for a targeted support service for vulnerable young people. To cover all statutory duties including NEET, RPA, AWP, CCIS etc. The full cost in 2013/14 will be £700k.

Schools new statutory duties require them to provide independent services for IAG. The value of this will be determined by the schools.

139a assessments brought in house.

3. Rationale For This Option

This proposal is in line with current government policy and the changes to statutory functions.

The LA will commission an integrated service for vulnerable young people that is coherent and an efficient use of resources.

4. Implementation Strategy For This Option

See timeline in 2 above.

5. Resource Implications

Financial Detail	2012/13 £	2013/14 £	2014/15 £
Staffing Costs	0	0	0
Running Costs	0	0	0
Other Costs	-590,000	-900,000	-900,000
Increased Income	0	0	0
Less Redundancy (if any)	0	0	0
Less Other Costs	40,000	55,000	30,000
Total	-550,000	-845,000	-870,000

Staffing	2012/13		2013/14		2014/15	
	No.	FTE	No.	FTE	No.	FTE
Vacant Posts	0.0	0.0	0.0	0.0	0.0	0.0
Possible Redundancy	8.0	8.0	0.0	0.0	0.0	0.0
Vacancy Management	0.0	0.0	0.0	0.0	0.0	0.0
TUPE Transfer	0	0.0	0	0.0	0	0.0
Total Posts	8.0	8.0	0.0	0.0	0.0	0.0

Commission / involve others in service delivery

Initial Budget Equality Impact Assessment

2012/13

Title of Option

Careers Information Advice and Guidance (former Connexions grant)

1. What is being proposed?**a) Which service area or function does the proposed option relate to?**

Information Advice and Guidance funded through the former Connexions grant.

b) What is the purpose, aim and known outcomes of this service or function?

To support young people in making choices aged 14-19 and up to age 25 LLDD

c) Please provide details of the option that is being proposed.

The savings proposed reflect the legislative changes made by the government in transferring responsibility for core information advice and guidance services to schools.

Total savings to the local authority over 3 years = £2.265m

2. Legal Implications**a) Will the proposed option affect the Council's statutory duties to:**

- | | |
|--|-----------------------------------|
| - promote race equality | - eliminate discrimination |
| - promote equality for disabled people | - provide equality of opportunity |
| - promote gender equality | - promote good relations |

Yes/No: **3. Identifying Impacts**

Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?

3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below*)

<u>Protected Characteristic</u>	<u>Yes/No If a negative impact (yes) please state what this may be</u>
*Age	NO
Carers	NO
*Disability	NO
*Gender	NO
*Race	NO
*Religion or Belief	NO
Socio-economic (eg people on low income)	NO
*Gender Reassignment	NO
*Pregnancy and Maternity	NO
*Sexual Orientation	NO
Other	NO

3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below*)

Commission / involve others in service delivery

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community

Protected Characteristic	Yes/No	If a negative impact (yes) please state what this may be
*Age	YES	There may be a possibility that older or younger employees could be adversely affected. We will therefore conduct a 'Staff Affected' HR EIA
*Disability	YES	There may be a possibility that disabled employees could be adversely affected. We will therefore conduct a 'Staff Affected' HR EIA
*Gender	YES	There may be a possibility that women or men could be adversely affected. We will therefore conduct a 'Staff Affected' HR EIA
*Gender Reassignment	YES	There may be a possibility that trans groups could be adversely affected. We will therefore conduct a 'Staff Affected' HR EIA
*Pregnancy and Maternity	YES	There may be a possibility that women or men employees could be adversely affected. We will therefore conduct a 'Staff Affected' HR EIA
*Marriage and Civil Partnership	YES	There may be a possibility that staff who are married, in civil partnership or are single employees could be adversely affected. We will therefore conduct a 'Staff Affected' HR EIA
*Race	YES	There may be a possibility that BME employees could be adversely affected. We will therefore conduct a 'Staff Affected' HR EIA
*Religion or Belief	YES	There may be a possibility that employees who have a religion/belief could be adversely affected. We will therefore conduct a 'Staff Affected' HR EIA
*Sexual Orientation	YES	There may be a possibility that LGB employees could be adversely affected. We will therefore conduct a 'Staff Affected' HR EIA

Justification - If no impact found

The local authority has a duty to make available to young people below the age of 19 and relevant young adults (i.e. those over 20 but under 25 with learning difficulties) support that will encourage, enable or assist them to participate in education or training. Schools will, from September 2012, be under a duty to secure access to independent and impartial careers guidance for their pupils. It is a local authority duty to support vulnerable young people to engage in education and training.

This proposal focuses services on vulnerable young people and will offer a coherent targeted service.

4. Managing or mitigating the impact

If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?

a) How will you do this?

Employment: We will conduct a 'Staff Affected' HR EIA which will aim to assess whether any employees could be adversely affected

b) Who will do it?

Human Resources

Commission / involve others in service delivery

c) What are the resource implications?

There are no direct resource implications that have not been accounted for.

Commission / involve others in service delivery

Directorate: Children and Young People's Services

2012/13

1. Title of Option

Move to a traded services model for the Education Welfare Service.

2. Brief Description

Education Welfare Officers, on behalf of the Local Authority, have a statutory responsibility for prosecuting parents of pupils with poor, irregular or non-attendance at school and work preventatively with parents/carers to minimize the need for prosecution.

In addition, the Education Welfare service has responsibility for Children Missing Education, Elective Home Education and Child Employment and Entertainment.

The proposal is to move to a traded services model for the Education Welfare Service by giving schools/clusters of schools the opportunity to enhance their in-house support for attendance and welfare through full-cost funding of an Education Welfare Officer.

The Local Authority will continue to provide one Education Welfare Officer for each of the 4 locality areas to cover the statutory functions and offer a core service to maintained primary and secondary schools within the locality. One centrally based administrator will provide the necessary administrative support.

This will reduce the number of Education Welfare Officers providing a core service on behalf of the Local Authority from 13 (12.1 fte) to 4 (4 fte) and to reduce the number of administrative support posts from 3 (2 fte) to one (1 fte).

The prime function of the Education Welfare Service is to ensure the attendance at school of children and young people of statutory school age.

3. Rationale For This Option

The rationale is based on the:

Requirement for Local Authorities to commission services rather than provide services;
Development of an early intervention locality based multi-agency model (Tiers 2 & 3)

4. Implementation Strategy For This Option

Implementation for September 2013 will be in line with the Council's policy and processes in relation to consultation and staffing reduction.

5. Resource Implications

Financial Detail	2012/13 £	2013/14 £	2014/15 £
Staffing Costs	0	-120,000	-240,000
Running Costs	0	0	0
Other Costs	0	0	0
Increased Income	0	0	0
Less Redundancy (if any)	0	0	0
Less Other Costs	0	0	0
Total	0	-120,000	-240,000

Staffing	2012/13		2013/14		2014/15	
	No.	FTE	No.	FTE	No.	FTE
Vacant Posts	0.0	0.0	0.0	0.0	0.0	0.0
Possible Redundancy	0.0	0.0	11.0	9.1	0.0	0.0
Vacancy Management	0.0	0.0	0.0	0.0	0.0	0.0
TUPE Transfer	0	0.0	0	0.0	0	0.0
Total Posts	0.0	0.0	11.0	9.1	0.0	0.0

Initial Budget Equality Impact Assessment

2012/13

Title of Option

Move to a traded services model for the Education Welfare Service.

1. What is being proposed?**a) Which service area or function does the proposed option relate to?**

Behaviour & Attendance Service – Education Welfare Team

b) What is the purpose, aim and known outcomes of this service or function?

To ensure the attendance of children and young people of statutory school age and to monitor Children Missing Education, Elective Home Education and Child Employment and Entertainment.

c) Please provide details of the option that is being proposed.

Savings would be achieved through moving to a traded services model for the Education Welfare Service. Schools/clusters of schools would be given the opportunity to enhance their in-house support for attendance and welfare through purchasing the services of an Education Welfare Officer.

The number of Education Welfare Officers paid for from the C&YPS Directorate budget would reduce from 13 (12.1 fte) to 4 (4 fte) and the number of administrative support posts would reduce from 3 (2 fte) to one (1 fte) providing savings

2. Legal Implications**a) Will the proposed option affect the Council's statutory duties to:**

- promote race equality
- promote equality for disabled people
- promote gender equality
- eliminate discrimination
- provide equality of opportunity
- promote good relations

Yes/No: **3. Identifying Impacts**

Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?

3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below*)

<u>Protected Characteristic</u>	<u>Yes/No</u>	<u>If a negative impact (yes) please state what this may be</u>
*Age	YES	
Carers	YES	Reduced support for parents/carers to fulfil their duties to ensure their child(ren)'s attendance at school.
*Disability	NO	
*Gender	NO	
*Race	YES	Communication with families from ethnic minority groups could be reduced
*Religion or Belief	NO	
Socio-economic (eg people on low income)	YES	Reduced support for vulnerable school age children and young people which could impact on attendance, access to education, attainment and risk of becoming NEET.
*Gender Reassignment	NO	
*Pregnancy and Maternity	NO	
*Sexual Orientation	NO	
Other	NO	

Commission / involve others in service delivery

3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below*

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community

<u>Protected Characteristic</u>	<u>Yes/No</u>	<u>If a negative impact (yes) please state what this may be</u>
*Age	YES	There is a possibility that older or younger staff members could be affected. This will be assessed through a 'Staff Affected' HR EIA
*Disability	YES	There is a possibility that disabled staff members could be affected. This will be assessed through a 'Staff Affected' HR EIA
*Gender	YES	There is a possibility that men or women staff members could be affected. This will be assessed through a 'Staff Affected' HR EIA
*Gender Reassignment	YES	There is a possibility that trans staff members could be affected. This will be assessed through a 'Staff Affected' HR EIA
*Pregnancy and Maternity	YES	There is a possibility that women who are pregnant or on maternity could be affected. This will be assessed through a 'Staff Affected' HR EIA
*Marriage and Civil Partnership	YES	There is a possibility that staff members who are married, in civil partnerships or single could be affected. This will be assessed through a 'Staff Affected' HR EIA
*Race	YES	There is a possibility that BME staff members could be affected. This will be assessed through a 'Staff Affected' HR EIA
*Religion or Belief	YES	There is a possibility that staff who have a religion or belief could be affected. This will be assessed through a 'Staff Affected' HR EIA
*Sexual Orientation	YES	There is a possibility that LGB staff members could be affected. This will be assessed through a 'Staff Affected' HR EIA

Justification - If no impact found

4. Managing or mitigating the impact

If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?

a) How will you do this?

The development of early intervention locality based teams will contribute to minimising the adverse impacts.

There will be one Education Welfare Officer in each of the 4 multi-agency locality teams who will work collaboratively to provide a focused service to vulnerable children, young people and their families.

The responsibility for monitoring Children Missing Education, Elective Home Education and Child Employment and Entertainment will be covered by the 4 EWOs.

Schools may take the opportunity to develop additional in-house support for attendance and pupil welfare to complement the Tiers 2&3 service provided by the locality teams.

Conduct a HR 'Staff Affected' EIA

b) Who will do it?

Commission / involve others in service delivery

Service Delivery implications: The Head of the Behaviour & Attendance Service

Employment implications: Human Resources will conduct a 'Staff Affected EIA'.

c) What are the resource implications?

There are no additional resource implications.