

NOTICE OF MEETING

Meeting	Cabinet
Date and Time	Monday, 6th January, 2020 at 2.00 pm
Place	Wellington Room, EII Court, The Castle, Winchester
Enquiries to	members.services@hants.gov.uk

John Coughlan CBE
Chief Executive
The Castle, Winchester SO23 8UJ

FILMING AND BROADCAST NOTIFICATION

This meeting may be recorded and broadcast live on the County Council's website. The meeting may also be recorded and broadcast by the press and members of the public – please see the Filming Protocol available on the County Council's website.

AGENDA

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

All Members who believe they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to Part 3 Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore all Members with a Personal Interest in a matter being considered at the meeting should consider, having regard to Part 5, Paragraph 4 of the Code, whether such interest should be declared, and having regard to Part 5, Paragraph 5 of the Code, consider whether it is appropriate to leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with the Code.

3. MINUTES OF PREVIOUS MEETING (Pages 5 - 16)

To confirm the minutes of the previous meeting.

4. DEPUTATIONS

To receive any deputations notified under Standing Order 12.

5. CHAIRMAN'S ANNOUNCEMENTS

To receive any announcements the Chairman may wish to make.

6. BUDGET SETTING AND PROVISIONAL CASH LIMITS 2020/21
(Pages 17 - 36)

To receive a report of the Director of Corporate Resources regarding budget setting and provisional cash limits for 2020/21.

7. TRANSFORMATION TO 2019: REPORT NO. 8 (Pages 37 - 58)

To receive a report of the Chief Executive regarding the Transformation to 2019 programme.

8. NHS LONG TERM STRATEGIC DELIVERY PLAN FOR HAMPSHIRE AND THE ISLE OF WIGHT (Pages 59 - 68)

To receive a report of the Director of Adults' Health and Care regarding the NHS Long Term Delivery Plan for Hampshire and the Isle of Wight.

9. INTERIM PROGRESS ON CLIMATE CHANGE STRATEGY AND ACTION PLAN (Pages 69 - 88)

To receive a report of the Director of Economy, Transport and Environment outlining progress of the development of the climate change strategy and action plan.

10. ANNUAL PREVENT REPORT (Pages 89 - 94)

To receive a report of the Director of Adult's Health and Care with the annual report on the County Council's PREVENT duties and responsibilities.

11. HAMPSHIRE COMMUNITY SAFETY STRATEGY GROUP (Pages 95 - 112)

To receive a report of the Director of Adults' Health and Care regarding the Hampshire County Strategy Group for Community Safety.

12. ANNUAL ADULT SAFEGUARDING REPORT (Pages 113 - 124)

To receive a report of the Director of Adults' Health and Care presenting the annual safeguarding report.

13. ANNUAL SAFEGUARDING REPORT - CHILDREN'S SERVICES 2018-19 (Pages 125 - 144)

To receive a report of the Director of Children's Services presenting the annual safeguarding report.

ABOUT THIS AGENDA:

On request, this agenda can be provided in alternative versions (such as large print, Braille or audio) and in alternative languages.

ABOUT THIS MEETING:

The press and public are welcome to attend the public sessions of the meeting. If you have any particular requirements, for example if you require wheelchair access, please contact members.services@hants.gov.uk for assistance.

County Councillors attending as appointed members of this Committee or by virtue of Standing Order 18.5; or with the concurrence of the Chairman in connection with their duties as members of the Council or as a local County Councillor qualify for travelling expenses.

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Public Document Pack Agenda Item 3

AT A MEETING of the Cabinet of HAMPSHIRE COUNTY COUNCIL held at the Castle, Winchester on Tuesday, 15th October, 2019

Chairman:

* Councillor Keith Mans

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|-------------------------------|--------------------------------|
| * Councillor Rob Humby | * Councillor Andrew Joy |
| * Councillor Roz Chadd | * Councillor Stephen Reid |
| * Councillor Liz Fairhurst | * Councillor Patricia Stallard |
| * Councillor Judith Grajewski | * Councillor Seán Woodward |
| * Councillor Edward Heron | |

Also present with the agreement of the Chairman: Councillor Bennison, Carter, Glen, House, Huxstep and Latham.

143. APOLOGIES FOR ABSENCE

All Members of Cabinet were present and no apologies were noted.

144. DECLARATIONS OF INTEREST

Members were mindful that where they believed they had a Disclosable Pecuniary Interest in any matter considered at the meeting they must declare that interest at the time of the relevant debate and, having regard to the circumstances described in Part 3, Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter was discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore Members were mindful that where they believed they had a Personal interest in a matter being considered at the meeting they considered whether such interest should be declared, and having regard to Part 5, Paragraph 5 of the Code, considered whether it was appropriate to leave the meeting whilst the matter was discussed, save for exercising any right to speak in accordance with the Code.

The following Councillors declared a personal interest in relation to the Medium Term Financial Strategy item in respect of their membership of another public body, namely a District or Borough Council within the area of the County Council.

- Councillor Grajewski (Member of Eastleigh Borough Council)
- Councillor Heron (Member of New Forest District Council)
- Councillor House (Member of Eastleigh Borough Council)
- Councillor Humby (Member of Winchester City Council)
- Councillor Woodward (Member of Fareham Borough Council)

The following Councillors declared a personal interest in relation to the Medium Term Financial Strategy item in respect of the membership of a close family relative of another public body, namely a District or Borough Council within the area of the County Council.

- Councillor Chadd (father a Member of Rushmoor Borough Council)

- Councillor Reid (wife a Member of Basingstoke and Dean Borough Council)

145. MINUTES OF PREVIOUS MEETING

The minutes of the last meeting were reviewed and agreed.

146. DEPUTATIONS

It was confirmed that no requests to make a deputation had been received.

147. CHAIRMAN'S ANNOUNCEMENTS

The Chairman of Cabinet highlighted a number of meetings relating to Brexit preparation and reported his increased confidence in the arrangements for freight traffic to pass through Portsmouth in the event of a no-deal exit from the European Union. He also noted that the local resilience forum, led by the Chief Fire Officer, was operating successfully.

148. MEDIUM TERM FINANCIAL STRATEGY UPDATE AND TRANSFORMATION TO 2021 SAVINGS PROPOSALS

Cabinet received a report of the Director of Corporate Resources regarding the Medium Term Financial Strategy and Transformation to 2021 Savings Proposals.

The report was introduced and it was explained that this report related to the overall financial strategy to 2021/22 and that the process of budget setting for 2020/21 would be via separate reports to Cabinet in December 2019 and February 2020. Key points in the report regarding cash limits and the assumptions upon which anticipated budget gaps were based on were set out. Particular departmental pressures were detailed, the position on schools funding was highlighted and the need to make an adjustment to funding for the coroner was explained. With reference to the appendices, changes to the pension fund with respect to treasury management were explained, as was the proposal to set aside a contingency for Brexit related activity. The "Serving Hampshire – Balancing the Budget" consultation process and outcomes were highlighted and Cabinet's attention was drawn to the Equality Impact Assessments in the appendices.

With regard to the savings proposals, an error in the report was noted and an addendum to the report circulated with the corrected text and a minor change to the recommendations at paragraphs 8 and 13 to acknowledge this. It was noted that the savings proposals would have a relatively low impact on staff and it was anticipated that staff reductions could largely be achieved through natural turnover. Proposals relating to economic development and investment were drawn out, as were reserves strategies and in particular the approach to the grant equalisation reserve. The strategy beyond 2021/22 was highlighted and it was noted that current estimates suggested a minimum of £40 million further savings would be required to meet a future Transformation to 2023. A possible mitigating factor in this was identified as the (initially one off) benefit derived from

a re-valuation of the pension fund; a further revaluation would be needed to establish whether this could be regarded as a recurring benefit.

The report and presentation by the Director were welcomed by Cabinet, who noted the approach of re-distributing resources to the most vulnerable. Recognising the difficulty in setting achievable savings targets, it was felt that any objections to the proposals should be accompanied by viable alternative suggestions.

With the agreement of the Chairman, Councillor House addressed Cabinet, making a number of points about the impact of national fiscal policy and of Brexit on local funding pressures. He also addressed the approach of demand reduction to achieve savings and the potential impact on both residents and on partners such as District Councils and the NHS.

With the agreement of the Chairman, Councillor Glen addressed Cabinet in relation to the proposed spend on a safe route to access Robert Mays school, calling for more consideration to be given to the final solution.

Cabinet members discussed the content of the report, acknowledging the scale of the challenge and recognising the achievements with initiatives such as the supported living strategy, public health strategies and the investment in IT. It was noted that the current County Council subsidy for recycling gave no incentive to District Councils to improve and for that reason a review of project integra was required. It was felt that the £600k proposed spend on Robert Mays school should be agreed and the Executive Lead Member for Children's Services and Young People indicated a willingness to consider alternative solutions.

An additional recommendation was proposed that:

Cabinet re-affirms the County Council's offer to work collaboratively with our council partners, through Project Integra or other mechanisms, to boost recycling performance and improve waste collection and management arrangements and ensure that waste and recycling in Hampshire are environmentally and economically sustainable for all partners for the future, whilst also delivering the necessary financial savings for the County Council by 1st April 2021.

With the additional recommendation above and the amendments to the recommendations at paragraph 8 and 13 detailed in the addendum to the report, the recommendations in the report were agreed. A decision record is attached to these minutes.

149. **ADULTS' HEALTH AND CARE STRATEGY - ONE YEAR ON PROGRESS REPORT**

Cabinet considered a report of the Director of Adults' Health and Care regarding progress against the Department Vision and 5 Year Strategy.

The background and context of the strategy were introduced and it was confirmed that the department was working well with partners and at the forefront of innovation in the sector. Recognition was given to all those who were working towards achieving the targets set out in the strategy.

Cabinet welcomed the report and the positive progress against the strategy, recognising that demand remained high, but that the department was travelling in the right direction.

The recommendations in the report were proposed and agreed. A decision record is attached to these minutes.

150. **PUBLIC HEALTH ANNUAL REPORT**

Cabinet considered a report of the Director of Public Health, presenting his annual report.

This annual report was centred around the theme of violence, with four areas of specific focus. With reference to the report, the actions being taken by the department to prevent violence were highlighted. The success of partnership working was also highlighted, specifically in the contribution of the Deputy Chief Constable.

Cabinet welcomed the report and the recommendations within it were proposed and agreed. A decision record is attached to these minutes.

Chairman,

HAMPSHIRE COUNTY COUNCIL

Executive Decision Record

Decision Maker:	Cabinet
Date:	15 October 2019
Title:	Medium Term Financial Strategy Update and Transformation to 2021 Savings Proposals
Report From:	Deputy Chief Executive and Director of Corporate Resources

Contact name: Carolyn Williamson

Tel: 01962 847400

Email: Carolyn.Williamson@hants.gov.uk

1. The decision:

1.1. That Cabinet:

- a) Notes the latest position in respect of the financial resilience monitoring for the current financial year.
- b) Notes the potential financial impact of Brexit and the proposed response to the risks identified.
- c) Confirms that the current planning assumption that council tax will increase by the maximum permissible without a referendum, in line with government policy, will continue.
- d) Approves the recommended approach to dealing with the anticipated £80m budget deficit, as set out in paragraphs 181 to 183.
- e) Approves, subject to further consultation and executive decision making where necessary, the savings proposals in Appendix 4, including proposal WD4 as amended; after taking due regard of the consultation feedback and Equality Impact Assessments.
- f) Approves further service specific consultations, where necessary, on the savings proposals set out in Appendix 4, prior to final decisions being made by Executive Members.
- g) Restates and reinforces the requirement that should any savings proposal be rejected that alternative options to the same value will need to be developed by the appropriate department.
- h) Approves a one-off amount of £4.6m in 2019/20 to fund the impact of further growth in the cost of Child Looked After, to be met from the savings in non-departmental budgets in the current year; as identified in Section F.
- i) Notes the change to the Coroner's Service in 2019/20, the financial consequences of which have been incorporated into the budget for 2020/21, with any in year impact managed through the use of contingencies.

- j) Re-affirms the County Council's offer to work collaboratively with our council partners, through Project Integra or other mechanisms, to boost recycling performance and improve waste collection and management arrangements and ensure that waste and recycling in Hampshire are environmentally and economically sustainable for all partners for the future, whilst also delivering the necessary financial savings for the County Council by 1st April 2021.
- k) **Recommends to County Council that:**
- i. The mid-year report on treasury management activity at Appendix 2 be approved.
 - ii. Delegated authority be given to the Deputy Chief Executive and Director of Corporate Resources to make pre-payments of employer contributions to the Pension Fund (including any residual deficit) if it is considered financially favourable to do so.
 - iii. The savings proposals in Appendix 4 be approved, including proposal WD4 as amended, subject to further consultation and executive decision making where necessary.
 - iv. Recurring funding of £10m for Adult's Health and Care is approved in response to a step change in costs, along with an additional £3.5m per annum to cover ongoing growth driven by complexity and demography.
 - v. Up to £4m of one off funding for Adult's Health and Care is approved to provide potential cash flow support that may be required given the current pressure on care packages.
 - vi. A sum of £6.8m for the forecast growth in the cost of Children Looked After in 2020/21 is approved, with further increases of £1.9m in 2021/22 and £1.2m per annum thereafter, along with up to £1m for growth in associated legal costs.
 - vii. Funding of up to £555,000 is ring-fenced within existing contingencies to provide resources to respond to the potential direct impact of Brexit on the County Council as set out in more detail in Appendix 3, with approval delegated to the Deputy Chief Executive and Director of Corporate Resources, in the event that additional government funding is not provided.
 - viii. Recurring funding of up to £300,000 be approved from 2020/21 to provide additional resources and capacity for the Highways Service following a review of the existing operational processes, policies and of the management and delivery of the frontline service.
 - ix. Strategic land purchase up to £10m to be funded from prudential borrowing with approval delegated to the Deputy Chief Executive and Director of Corporate Resources, in consultation with the Chief Executive and the Leader be approved.
 - x. Investment of £70m in Older Persons and Younger Adults Extra Care be approved to continue to provide high quality living environments at the same time as reducing the long term costs of care, to be funded from prudential borrowing, that can be approved by the Executive Member for Policy and Resources subject to a satisfactory business case being produced for each scheme.

- xi. A sum of £590,000 is added to the Capital Programme for fire precaution works in Ell South and approval to spend in 2019/20 is granted, to be funded from Policy and Resources repairs and maintenance budget.
- xii. A sum of £600,000 is added to the Capital Programme for safe route to school works for Robert Mays School and approval to spend is granted, to be funded from Children's Services cost of change reserve.
- xiii. A strategy of contributing savings arising from the favourable 2019 valuation to the Budget Bridging Reserve (previously the Grant Equalisation Reserve) for the next three years is approved.

2. Reasons for the decision:

- 2.1. The decisions taken are in line with the County Council's deliberate strategy of planning ahead of time and making savings in advance of need, in order to allow time for delivery of the savings, including the requirement to undertake a second stage of consultations where this is necessary and also reflect the County Council's ability to continue to provide resources to invest in specific priorities, in line with the County Council's focus on service improvement, and to generate revenue benefits in future financial years.

3. Other options considered and rejected:

- 3.1. The County Council's early action in tackling its forecast budget deficit through previous phases of Transformation and providing funding in anticipation of the tougher times to come, has placed it in a very strong financial position and the decisions taken, which have been informed by the results of the Serving Hampshire – Balancing the Budget public consultation carried out over the summer, are in line with that strategy.

4. Conflicts of interest:

- 4.1. Conflicts of interest declared by the decision-maker:

The following Cabinet Members declared a personal interest in relation to the item in respect of their membership of another public body, namely a District or Borough Council within the area of the County Council.

- Councillor Grajewski (Member of Eastleigh Borough Council)
- Councillor Heron (Member of New Forest District Council)
- Councillor Humby (Member of Winchester City Council)
- Councillor Woodward (Member of Fareham Borough Council)

The following Cabinet Members declared a personal interest in relation to the item in respect of the membership of a close family relative of another public body, namely a District or Borough Council within the area of the County Council.

- Councillor Chadd (father a Member of Rushmoor Borough Council)

- Councillor Reid (wife a Member of Basingstoke and Dean Borough Council)

4.2. Conflicts of interest declared by other Executive Members consulted: N/A

5. **Dispensation granted by the Conduct Advisory Panel:** None

6. **Reason(s) for the matter being dealt with if urgent:** Not applicable

7. **Statement from the decision maker:**

Approved by:	Date:
-----	15 October 2019
Chairman of Cabinet Councillor Keith Mans	

HAMPSHIRE COUNTY COUNCIL

Executive Decision Record

Decision Maker:	Cabinet
Date:	15 October 2019
Title:	Adults' Health and Care – Year 1 Strategy Progress
Report From:	Director of Adults' Health and Care

Contact name: Graham Allen

Tel: 01962 847200

Email: Graham.allen@hants.gov.uk

1. The decision:

1.1. That Cabinet:

- a) Note and endorse the positive progress made by Adults' Health and Care in 2018/19 against the Vision and 5 Year Strategy.
- b) Acknowledge the key achievement examples included in the 2018/2019 progress section of the report.
- c) Note the key work that is planned for 2019/20 as outlined in the report, including, but not limited to the Director-led review of HCC Care.

2. Reasons for the decision:

- 2.1. To provide Cabinet with an update on the positive progress made by Adults' Health and Care over the past year (2018/19) in relation to the Department Vision and 5 Year Strategy that was approved by Cabinet in April 2018.

3. Other options considered and rejected:

- 3.1. None

4. Conflicts of interest:

- 4.1. Conflicts of interest declared by the decision-maker: None
- 4.2. Conflicts of interest declared by other Executive Members consulted: None

5. Dispensation granted by the Conduct Advisory Panel: None

6. Reason(s) for the matter being dealt with if urgent: Not applicable

7. Statement from the decision maker:

Approved by:

Date:

15 October 2019

Chairman of Cabinet
Councillor Keith Mans

HAMPSHIRE COUNTY COUNCIL

Executive Decision Record

Decision Maker:	Cabinet
Date:	15 October 2019
Title:	Annual Report of the Director of Public Health
Report From:	Interim Director of Public Health

Contact name: Simon Bryant, Interim Director of Public Health

Tel: 02380 383326

Email: Simon.bryant@hants.gov.uk

1. The decision:

1.1. That Cabinet:

- a) notes the 2018-2019 annual report of the Director of Public Health and
- b) approves publication of the report.

2. Reasons for the decision:

2.1. To present the latest Director of Public Health's Annual Report to Cabinet, ahead of publication. The Director of Public Health's annual report is one of the ways in which specific issues to improve the health and wellbeing of the people of Hampshire can be highlighted.

3. Other options considered and rejected:

3.1. None

4. Conflicts of interest:

4.1. Conflicts of interest declared by the decision-maker: None

4.2. Conflicts of interest declared by other Executive Members consulted: None

5. Dispensation granted by the Conduct Advisory Panel: None

6. Reason(s) for the matter being dealt with if urgent: Not applicable

7. Statement from the decision maker:

Approved by:

Date:

15 October 2019

Chairman of Cabinet
Councillor Keith Mans

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	6 January 2020
Title:	Budget Setting and Provisional Cash Limits 2020/21
Report From:	Deputy Chief Executive and Director of Corporate Resources

Contact name: Rob Carr – Head of Finance

Tel: 01962 847508

Email: Rob.Carr@hants.gov.uk

Section A: Purpose of this Report

1. The purpose of this report is to update Cabinet on the financial position in respect of the current financial year and set out the process and framework for the setting of the 2020/21 budget.
2. The report also takes advantage of the opportunity to seek approval for additional investment in the Health & Safety function.

Section B: Recommendation(s)

It is recommended that Cabinet:

3. Approves recurring funding of £210,000 from 2020/21 to provide additional resources to deliver the Health & Safety function, with any in year impact in 2019/20 managed through the use of contingencies.
4. Approves the provisional cash limits for 2020/21 set out in Appendix 1.
5. Approves the capital guideline amounts for the next three years set out in paragraph 86.

Section C: Executive Summary

6. The deliberate strategy that the County Council has followed to date for dealing with grant reductions and the removal of funding that was historically provided to cover inflation, coupled with continued demand pressures over the last decade, is well documented. It involves planning ahead of time, through a two yearly cycle, releasing carefully targeted resources in advance of need and using those resources to help fund transformational change.

7. This strategy has served the County Council, and more particularly its services and community well, as it has delivered transformation programmes on time and on budget with maximum planning and minimum disruption. Put simply, it is an approach that has ensured Hampshire County Council has continued to avoid the worst effects of funding reductions that have started to adversely affect other local authorities and enabled us to sustain some of the strongest public services in the country.
8. In line with this strategy there will be no new savings proposals presented as part of the 2020/21 budget setting process. Savings targets for 2021/22 were approved as part of the Medium Term Financial Strategy (MTFS) in July 2018 and detailed savings proposals have been developed through the Transformation to 2021 (Tt2021) Programme which were agreed by Cabinet and County Council during October and November this year.
9. The Tt2021 Programme will look to deliver further savings of £80m, bringing the cumulative total of savings to £560m since the first reductions to government grants were applied in 2010/11. An update on the progress being made by departments is provided in the transformation report presented elsewhere on this Agenda
10. On 4 September a one year Spending Round (SR2019) was announced by the Government for 2020/21 which has provided additional resources to local government. Whilst the settlement was positive in terms of the continuation of temporary funding and the allocation of additional funding for social care growth and Special Educational Needs (SEN) provision, in line with extensive lobbying, it is only for one year at this stage. The SR2019 also set out core council tax of 2% and the continuation of a further 2% to fund growth in adult social care costs.
11. The cost pressures we face, particularly in adults' and children's social care services are significantly outstripping the forecasts that were included in the original Tt2021 planning figures. The County Council is not alone in facing these pressures which are a national issue and are driven by increasing costs and demand. Without the additional injection of funding, the County Council would have faced a revised deficit position well in excess of £100m by 2021/22. The net impact of the settlement after taking account of loss of council tax income and increased pressures in social care services is broadly neutral and therefore still requires the County Council to meet a budget deficit of £80m.
12. The updated MTFS referenced clearly the challenges associated with the Tt2021 Programme, including the complexity added through the dual running of this work alongside the Transformation to 2019 (Tt2019) Programme. Delivery of the Tt2021 Programme will also extend beyond two years to ensure safe delivery and the cash flow requirement is estimated to be £32m. This amount has been built into our planning. In addition, enabling investment identified by departments can be met from the anticipated early delivery of Tt2021 savings.
13. The County Council's ability to continue to provide resources to allow time to safely implement change is a testament to the strong financial management

and rigorous approach to planning and delivering savings that has been applied; and to the benefits that can be achieved from working at scale.

14. The County Council's approach to making savings has always been to minimise the impact on services, by making efficiencies wherever possible and maximising opportunities for investment alongside the generation of income and expansion of its traded services with other organisations. This remains the case for the new savings programme.
15. The updated MTFS approved by the County Council in November 2019 included the working assumption that council tax will increase by the maximum permissible without a referendum in line with government policy. In addition, it set out that a significant draw from the Budget Bridging Reserve (BBR) is anticipated to balance the budget, recognising the scale of the transformation and the lead in times for achieving the savings themselves, in order to give the time and capacity to achieve the savings targets set for 2021/22.
16. The report includes further approvals in respect of investment in additional capacity within the Health & Safety function. It also sets the framework for developing the detailed revenue budgets and the Capital Programme that will be presented to Executive Members, Cabinet and County Council during January and February.

Section D: Contextual Information

17. Historically, financial updates around this time of the year have been heavily influenced by the timetable of release of information from the Government, either around Comprehensive Spending Review (CSR) figures or specific grant figures for the next financial year.
18. Members will be aware that 2019/20 represented the final year of the current CSR period and although a further multi-year CSR had originally been planned for the summer of this year, this was impacted by Brexit and the national political situation.
19. The Spending Round 2019 (SR2019) announcement took place on 4 September and the content of the proposed settlement and the issues it addressed were pleasing to see as they mirrored the key issues that we have been consistently raising for some time directly with the Government and through our local MPs.
20. In overall terms, there is a net resource gain to the County Council, albeit that is only for one year at this stage. However, the cost pressures we face, particularly in adults' and children's social care services are significantly outstripping the forecasts that were included in the original Transformation to 2021 (Tt2021) planning figures.
21. Without the additional injection of funding, the County Council would have faced a revised deficit position of nearly £106m by 2021/22, but the additional resources bring us back to a broadly neutral position. It is worth highlighting

that the additional grant from the £1bn plus the 2% adult social care precept generates additional resources of around £29m for the County Council, but this must be measured against growth pressures and inflation across adults' and children's social care services which total nearly £57m for 2020/21 alone.

22. Based on a technical consultation released by the Government in October, the County Council would only receive £16.8m of additional grant from the £1bn announced nationally. This is £3m less than we would normally receive if the funding was distributed based on the Adults Relative Needs Formula (as with previous social care grant funding). At this stage however, this is not an immediate issue for the setting of the budget in 2020/21 and once further details are available about the potential settlement for 2021/22 and beyond the overall impact on the Tt2021 Programme can be better assessed.
23. The Autumn Budget which was planned for 6 November was cancelled and it now looks unlikely that there will be a Budget before Spring 2020. However, any changes contained in the provisional Local Government Settlement, which at the time of writing this report is expected to be announced in the second half of December at the earliest, will be taken into account when setting the budget in February and will be reported to Cabinet and County Council.
24. The Tt2021 savings targets set for departments were based on forecasts produced early in 2018 and included a wide range of variable assumptions to arrive at the total predicted gap of £80m. The impact of the SR2019 does not materially change the predicted gap and so these targets remain appropriate. However, it must be emphasised that this forecast continues to represent a realistic view as opposed to the worst case scenario. It includes assumptions that are marginally less prudent than previous forecasts in order to try to mitigate the impact on services, but this must be balanced against the greater risk that these assumptions build into our medium term financial planning.
25. Savings proposals for 2021/22 have already been agreed and an update on the progress being made is provided in the transformation report presented elsewhere on this Agenda. Given this position, the main focus in setting the budget for 2020/21 is the production of the detailed revenue and capital budgets and this report sets out the framework for the detailed budget preparation process for next year

Section E: 2019/20 Financial Monitoring

26. The forecast revenue monitoring position for 2019/20 as at the end of August (Month 5) was presented to Cabinet in October.
27. The financial landscape in the year is complicated by a range of one-off impacts arising from transformation activity, planned late delivery of savings, use of cost of change and corporate cash flow support. However, the forecast indicated that overall in year there was good delivery of savings and management within the budget and that where there were issues, these could be accommodated on a one-off basis from a combination of departmental cost

of change reserves, corporate contingencies and an additional £4.6m of corporate funding for Children's Services as recommended in the Medium Term Financial Strategy (MTFS) and subsequently approved.

28. The position has not changed fundamentally, and at the end of October (Month 7) it is anticipated that all departments will be able to manage the large scale investment required to deliver their planned transformation activity and meet service pressures through the use of cost of change (and other) reserves, along with agreed corporate funding.
29. The overall position across the social care departments will continue to be reviewed throughout the remainder of the year and will remain a focus of the ongoing monthly meetings between the Deputy Chief Executive and Director of Corporate Resources and the Directors of both Adults' Health & Care and Children's Services. As the year progresses action plans in place to address any remaining pressure will be reviewed and closely monitored at these meetings.
30. The financial pressures facing schools have been highlighted for some time, driven in large part by an increasing requirement for pupils with Special Educational Needs (SEN), which exceeds the available funding and is mirrored nationally. Pressures have mainly arisen due to significant increases in the number of pupils with additional needs and as a result of the extension of support to young people with high needs up to the age of 25. There are also increases in the amount of funding required due to increasing complexity of need resulting in a pressure on the top-up budgets for mainstream schools, resourced provisions and Post 16 colleges. There is also significant pressure due to more pupils requiring placements in independent and non-maintained schools.
31. In 2019/20 the current forecast is for a further over spend of approaching £14.7m which will bring the cumulative deficit to more than £28.4m. Whilst this sum sits as 'negative reserve' on the County Council's balance sheet it in effect represents an overdraft for schools which they (and the Government) need to address over the longer term.
32. Following extensive lobbying of the Minister for Education and local MPs, the announcement as part of the SR2019 of additional funding for schools, which includes extra funding for SEN of £700m nationally (£18.1m for Hampshire schools) is welcomed. However, as highlighted in the MTFS, while this will help to address the future growth in this area, the demand continues to accelerate meaning future pressures are likely and it does not provide a solution to the cumulative deficit position the Schools Budget will face at the end of 2019/20.
33. As we move further through the financial year we will have a clearer picture of the likely outturn position for 2019/20 across all areas and each year we prepare a revised budget that is presented to Cabinet in January which reflects the latest monitoring information available. In addition, corporately a more detailed review of non-departmental budgets (including contingencies) and

reserves will be undertaken and considered in the 2019/20 revised budget position.

Section F: Pension Fund – Triennial Valuation

34. At the time of publishing the MTFS, the initial results of the triennial valuation of the Pension Fund had not been released to individual scheduled bodies in the Fund (Hampshire, Southampton, Portsmouth and the 11 Hampshire districts). Whilst no specific figures were available for Hampshire at that time, we had sight of the initial overall results which were reported as positive. The results of the valuation have now been released.
35. In 2016 the fund was around 80% funded, meaning that we had a deficit that needed to be recovered from employers over an extended period. The results for the 2019 are that the Pension Fund is now fully funded following the improvement in investment returns over the period. This means that all of the scheduled bodies detailed above will make significant savings on their past deficit contributions from 2020/21 onwards.
36. The favourable change to the funding position also provided the opportunity to review the 'grouping mechanism' that was a unique feature of the Hampshire Pension Fund. All scheduled body employers paid the same group rate irrespective of their past liabilities and employee age profile. Whilst this was an effective mechanism during times of relative stability, complications around outsourcing and changing employee and risk profiles meant that it was no longer fit for purpose going forward.
37. Following consultation, the Pension Fund Panel and Board agreed to de-group the Fund and as a result all employers now get their own future service rate based on their own specific employee and risk profile.
38. In terms of the financial impact of this, the future service rate for the County Council has been set at 18.4% which is higher than the allowances made within the current MTFS. However, the eradication of the deficit has removed the need for the past service payments that we are currently making and assumed would be needed in the future. Allowing for these changes there is a net saving for the County Council of £15m per annum which is at the top end of the range set out in the MTFS presented to Cabinet in October and County Council in November.
39. Whilst this is very positive, it must be set against the potential risk that with the uncertainty of Brexit and the wider impact on the national economic climate, the Fund could fall back to previous levels by the next triennial valuation in 2022. If the County Council were to take this revenue saving into its baseline funding now, and the Fund were to decline over the period it would mean finding extra recurring revenue money at that stage (on top of any Tt2021 successor programme) to plug a potential deficit position.

- 40. With this in mind and considering the need to fund a £40.2m gap for the 2022/23 interim year, it was approved that savings arising from the favourable 2019 Pension Fund valuation would be used to top up the Budget Bridging Reserve (BBR) in the intervening period. If by the 2022 valuation the returns have been maintained and stabilised (by which time we should also have more certainty about the financial outlook for the County Council) the additional revenue can be factored into the MTFS at that point in time.
- 41. The MTFS set out that the anticipated balance in the BBR at the end of the Tt2021 Programme, prior to further additions, was £0.4m. It was highlighted that if the County Council continued the approach of delivering savings on a two year cycle, the extension of the planning horizon to 2022/23 resulted in an overall shortfall in the BBR of approaching £39.8m to bridge the gap in what will be an interim year.
- 42. The following table summarises the updated forecast position for the BBR taking into account the approved additions arising from the savings resulting from the favourable outcome of the valuation:

	£'000
Forecast Unallocated Balance (*)	412
Additions from valuation saving:	
2020/21	15,000
2021/22	15,000
2022/23	15,000
Planned Use:	
Interim Year 2022/23	(40,200)
Updated Unallocated Balance	5,212

(* As per MTFS approved by County Council in November 2019)

- 43. There will be sufficient funding in the BBR to cover the anticipated gap in the interim year. However, looking at the wider MTFS, whilst we have greater certainty for the coming financial year, following the announcement of the SR2019, there remains a lack of detail around the Government’s intentions beyond 2020/21. In view of this where possible, the County Council must continue to direct spare one-off funding into the reserve as part of its overall longer term risk mitigation strategy.

Section G: 2020/21 Budget Setting

- 44. The deliberate strategy that the County Council has followed to date for dealing with grant reductions and unfunded demand and inflationary pressures is well documented. It involves planning ahead of time, in order to give departments the maximum time and capacity for implementation, making savings in advance of need and then using those savings to help fund transformational change to generate the next round of savings.

45. In line with this strategy, the Tt2021 Programme has been in place for some time to develop the £80m of savings required to balance the budget for 2021/22. Detailed savings proposals for each department were approved by the County Council in November 2019, in order to allow more time for delivery of the savings; including the requirement to undertake a second stage of service specific consultations where necessary. Subject to further consultation where required, the programme has now moved to formal implementation.
46. Since the transformation programme is already in place and the financial strategy that the County Council operates is on the basis of a two year cycle of delivering departmental savings, there are no new savings proposals to be considered as part of the 2020/21 budget setting process. However, it is still necessary for the County Council to go through the normal 'technical' process of setting provisional cash limits for departments, asking them to prepare detailed budgets within those cash limits and then securing approval through Executive Members, Cabinet and finally County Council.
47. The next section of this report sets out the details of provisional cash limits for departments for 2020/21, which take into account any base budget changes and the impact of inflation.
48. The MTFs approved by the County Council in November 2019 including the working assumption that council tax will increase by the maximum permissible without a referendum in line with government policy. This will mean a council tax increase of 3.99%, of which 2% will contribute towards the increased costs of adults' social care, in line with the government's amended approach which is built into their settlement calculations.
49. In addition, the financial strategy assumes a significant draw from the BBR in 2020/21 to balance the budget, recognising the scale of the transformation and the lead in times for achieving the savings themselves, in order to give the time and capacity to achieve the savings targets set for 2021/22.
50. Final details of the settlement for next year, plus information from district councils on collection fund surpluses and estimates of retained business rates is not available at the time of writing this report and will therefore be taken into account in setting the final budget in February.

Section H: Provisional Cash Limits 2020/21

51. Provisional cash limits are set to enable departments to prepare their detailed budgets for the next financial year. These take account of changes in the base budget, for example as a result of grant changes or transfers between departments, approved growth and inflation for the year.
52. Inflation allowances are given each year for pay and price increases and the provisional cash limits detailed in this report include allowances for price inflation. At this stage they do not include an allowance for a pay award as this

is in the early stages of negotiation and the outcome is uncertain. An amount will be retained centrally in contingencies until any awards are agreed.

53. Historically no allowance was given for step progression and departments have been expected to manage this within their bottom line, securing efficiencies if necessary. In view of the ongoing requirement to find savings to meet targets set to balance the budget, finding further efficiencies to absorb step progression is becoming increasingly challenging.
54. As a consequence, in recent years a contribution has been made towards meeting the cost of step progression as part of the allocation of corporate inflation to cash limited budgets. This has continued in 2020/21 with a general allowance of 1.5% applied to relevant employee budgets (directly employed staff) – the difference between most steps is 3% but some staff will be at the top of the grade and so progression will not apply.
55. The calculation of the provisional cash limits is shown in detail in Appendix 1. The figure for Schools will be updated once the provisional settlement is known, but for now, the 2019/20 position has been updated taking into account forecast changes, such as increases in respect of the pupil premium and other grant related changes.
56. The MTFs approved by County Council in November 2019 also highlighted a number of additional pressures in social care departments totalling nearly £57m that would impact on the budget for 2020/21. These items have been allocated and are reflected in the provisional cash limits, with the exception of a sum of up to £1m for external legal costs associated with the increase in the number of CLA which has been retained in contingencies and will be allocated in year once further analysis has been completed.
57. Chief Officers, with Executive Members have been developing their detailed budgets within these provisional guidelines, subject to their approval, so that the Leader and Cabinet can make the final budget recommendations for 2020/21 at the meeting in February 2020.

Section I: Transformation to 2021

58. One of the key features of the County Council's well documented financial strategy and previous savings programmes has been the ability to plan well in advance, take decisions early and provide the time and capacity to properly implement savings so that the full year impact is derived in the financial year it is needed.
59. This approach has also meant that savings have often been implemented in advance of need and this has provided resources, both corporately and to individual departments, to fund investment in capital assets and to fund further change and transformation programmes to deliver the next wave of savings.
60. Whilst this has been a key feature of previous cost reduction programmes it was recognised without doubt that the Tt2021 Programme, the fifth major cost

reduction exercise for the County Council since 2010, will be even more challenging than any previous transformation and efficiency programme as it will run alongside Transformation to 2019 (Tt2019) and against the backdrop of a generally more challenging financial environment and burgeoning service demands.

61. Cabinet has previously noted that each successive transformation programme over the past decade has been harder than the previous one as the scope for early and easier savings is further diminished. In addition, it has always been acknowledged that the implementation of some proposals will be more challenging than others and may be subject to separate consultation exercises to fully understand the impacts of the proposals. Taking the time to get this right is very important for service users and the County Council
62. The MTFS referenced clearly the challenges associated with the Tt2021 Programme and made clear that delivery would extend beyond two years. In the most part the cash flow support required to manage the extended delivery timetable will be met from departmental cost of change reserves, which will be boosted by some early delivery in 2020/21. However, as we progress through and beyond 2020/21, the pressure on departmental Cost of Change reserves is predicted to increase.
63. Given this fact, cash flow support of £32m has been provided for in the MTFS and will be held corporately to cover any remaining shortfall to ensure that where savings take more time to implement safely this has been allowed for in our longer term planning to enable this managed approach to be taken.
64. The latest forecast cash flow position of savings is shown in the table overleaf, with full delivery anticipated by the start of 2023/24:

	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000
Adults' Health & Care	119	10,083	24,035	36,921
Children's – Non-Schools	8,403	9,763	17,202	17,202
Economy, Transport & Environment (ETE)		850	11,748	11,748
Policy & Resources (P&R)	1,763	3,452	7,950	7,950
Departmental Total	10,285	24,148	60,935	73,821
Early Achievement / (Shortfall)	10,285	24,148	(19,065)	(6,179)

65. The later delivery of certain projects is consistent with previous updates on Tt2021, with Adults' Health and Care requiring more than £25m of cash flow support – which is perhaps not surprising given the fact that the savings they need to deliver account for more than half of the total and also the complex nature of different savings areas.

66. In line with previous major cost reduction exercises Tt2021 progress will continue to be closely monitored and will be subject to monthly review by CMT and regular reporting to Cabinet throughout 2020 and beyond. This will ensure that issues, concerns and risks are dynamically responded to and dealt with. It will also mean that benefits realisation and the timely delivery of savings is consistently in focus, which for this programme is even more important since it will run alongside delivery of the remainder of the Tt2019 Programme.
67. A separate report updating the Cabinet on the progress of the Tt2019 and Tt2021 Programmes is presented elsewhere on this Agenda and highlights positive progress on the achievement of savings against the targets set.
68. Whilst Tt2021 represents an immense challenge, the County Council does have significant capacity, capability and experience to tackle the task, highlighted by its track record to date. As tough as the forward agenda is, we know that the County Council is as well placed as any other local authority to deliver on the continuing financial challenges that apply in the sector and crucially to make the necessary investment required, some of which is discussed further below.

Section J: Accommodation Strategy

69. As part of the Tt2019 Programme savings of £1.3m were planned from the corporate office accommodation budget managed by Culture, Communities and Business Services (CCBS).
70. The strategy and approach to achieve this proposed that costs reduction could be achieved by:
 - Consolidating HCC employed staff within a smaller footprint with the resulting increased utilisation further facilitated through the roll out of the Enabling Productivity Programme (EPP).
 - Releasing surplus space either through disposal of whole buildings or by leasing surplus space to partners or third-party tenants.
71. The approach recognised office accommodation as a corporate facility that required collective ownership and management. Consequently, a new Corporate Office Accommodation Board was formed in March 2019 to give cross departmental focus on driving the strategy and importantly bringing rigour and challenge to the varying demands on the corporate estate. Since its implementation the Board has established processes that provide a structured approach to accommodation requests, balancing the need to move quickly with specific projects whilst requiring proper consideration and business cases for more complex requests.
72. Through the Board, departments now have visibility of the demand and requests across Hampshire County Council, allowing dependencies to be identified and managed appropriately. This has led to Property Services working much more closely with each department to help them shape their

asset strategies to meet the developing service needs, as well as responding to emerging new ways of working with technology.

73. Even with the current drive it is clear that growth (much of which is positive for example as a result of the expansion of Shared Services) and the need for flexibility is running counter to the ability to reduce and let surplus space. As a result, the delivery of the Tt2019 saving has been impacted.
74. For the time being, cash flow funding is being provided to help support the Tt2019 Programme as further options for accommodation savings are being explored alongside the need to respond to demand pressures for accommodation across the estate, but particularly within Winchester. There are still a range of opportunities that can be pursued, and we also await the results of a further utilisation survey to inform the future potential for achieving the savings, which will be reported to Cabinet in due course.
75. Whilst the work of the Board is undoubtedly bringing challenge to requests, it is becoming increasingly difficult to realise the space and cost savings where there is a clear business imperative for the growth. Therefore, moving forward the office accommodation costs associated with future growth proposals will be identified in the relevant business case for growth and considered corporately and / or topped up by departments. In addition, principles have been agreed regarding funding of moves or changes within the corporate office portfolio to provide clarity.
76. As part of the recognition of office accommodation as a corporate facility it is proposed that the budgets will be moved from CCBS to P&R Other in order to realign the financial drivers with corporate objectives rather than the delivery of any financial savings target for Property Services. This change has been reflected in the cash limits set out in Appendix 1 for approval.
77. The changes to the budget also take into account the movement of an annual allocation of £408,000 that is currently contained in the Capital Programme that is used for minor works and office moves that would sit better as a revenue allocation.

Section K: Revenue Investment Priorities

78. In past years it has been possible to add significant schemes to the Capital Programme using surplus revenue funding generated by the early achievement of savings. As the financial strategy has evolved and savings have been required to meet successive budget deficits, there is less ability to do this above and beyond the use of specific capital resources that come from government or developers. However, the County Council's continues to provide resources to invest in specific priorities in line with the County Council's focus on continuous service improvement and to generate revenue or capital benefits in future financial years,

79. The council must also continually review the key risks that it faces and put mitigating actions in place where appropriate. A number of items were included in the latest MTFs approved by the County Council in November to enable the County Council to continue to effectively manage risk, and further investment is proposed below.

Health & Safety


80. It is fundamental that the Health & Safety culture comes ‘top down’ in the organisation and as part of ongoing improvement activity work has been undertaken to centralise the Health & Safety function under a single Head of Profession model.
81. Since the centralisation of the Health & Safety team, improved working is taking place between the different arms of the now centralised team, all service departments have pro-active improvement plans, and monitoring arrangements are in place to review and ensure delivery of these. These developments will further ensure that the organisation has additional capacity to assist collective application of learning from the Lymington case of 2015 which has recently concluded.
82. The centralised structure of Corporate and Department Health & Safety Teams, under a single Head of Profession – Health & Safety, was initially completed on a ‘lift and shift’ basis with the intention of subsequently undertaking a review to consider permanent structure proposals. This review has now been completed and proposals have been developed for a revised centralised structure which will further strengthen the Health & Safety function going forward.
83. The proposed new structure will provide additional resources at a cost of £210,000 per annum, which subject to approval will be incorporated into the budget for 2020/21. Any part year impact in 2019/20 will be met from within existing contingencies.
84. The investment will deliver a range of benefits providing even greater assurance and enabling the central team to provide additional Health & Safety functions such as core training across the organisation which was not originally catered for thus presenting unnecessary risks for the County Council.

Section L: Capital Investment

85. The County Council’s Capital Programme continues to be maintained and expanded, ensuring that we invest wisely in sustaining our existing assets and delivering a programme of new ones.
86. The timeframe for capital planning moves on each year and for the 2020/21 budget process, the programme will be extended into 2022/23. The table below shows the provisional capital guidelines that are being allocated to each department:

	2020/21	2021/22	2022/23
	£'000	£'000	£'000
Adults' Health & Care	481	481	481
Children's Services	100	100	100
ETE	11,929	11,929	11,929
P&R	4,159	4,159	4,159
Total	16,669	16,669	16,669

87. The capital guideline for ETE reflects the additional funding of £10m per annum for Operation Resilience (from 2017/18 for four years) that was added to the programme as part of the MTFs approved by the County Council in July 2016. The forecasts prepared for the latest MTFs also assumed that a recurring amount of £10m would be added to the budget as a revenue contribution to capital to ensure the continuation of Operation Resilience which was due to end in 2020/21. It should be noted that this is not additional funding, rather it ensures the continuation of the £10m that has been part of the programme for many years and provides a sustainable funding source going forward. This has been added to the capital guideline for ETE for planning purposes at this stage but is subject to the amount being agreed as part of future revenue budget and council tax setting.
88. The guideline for P&R reflects the decision made earlier in 2019 by the Executive Member for Recreation and Heritage to amalgamate the Community Buildings Capital Fund (£125,000 per annum) into the new Recreation and Heritage Community Fund within the revenue budget. As outlined in paragraph 77, the guidelines for P&R also take account of the transfer of accommodation funding of £408,000 to revenue, to better reflect the actual spend pattern of the funding. The revised Capital Programme for 2019/20 includes the carry forward from previous years (£408,000 and £278,000 from 2018/19 and 2017/18 respectively) and this will also be transferred to the revenue budget for office accommodation.
89. Cabinet is requested to approve these provisional guidelines to allow departments to prepare their detailed capital programmes for approval as part of the budget setting process in January and February.
90. The figures in the table above represent the 'locally resourced' allocations to the Capital Programme, which supplement other capital resources that fund the overall programme, such as developers' contributions, capital receipts, Government grant and borrowing. The total programme approved last February is shown in the table overleaf and this will be updated as part of the budget setting process for 2020/21:

	Revised				Total
	2018/19	2019/20	2020/21	2021/22	£000
	£000	£000	£000	£000	£000
Adult's Health & Care	43,241	13,422	481	481	57,625
Children's Services	48,633	105,385	29,251	81,980	265,249
ETE	197,285	129,034	51,765	44,917	423,001
P&R	40,414	22,656	21,956	21,956	106,982
Total	329,573	270,497	103,453	149,334	852,857
					

91. Whilst the Programme looks front loaded and there can sometimes be slippage in the phasing of schemes and the County Council has, in recent years, consistently spent cash of around £200m per annum on capital investment projects.
92. Given the link with revenue, as part of the Tt2019 Programme a review of the Capital Programme (and associated funding) explored any avenues that would result in a positive impact on the revenue position and where any net benefit could be applied as a justified and logical way to reduce the remaining savings required from departments. It was considered important that there was a good corporate understanding of the key capital investment priorities to aid future planning in this area and departments were asked to identify their potential requirements over the medium term.
93. As set out in the updated MTFS this exercise will be repeated over the next six months and information will be gathered on potential areas for capital investment that will be reported in the next iteration of the MTFS later in 2020.
94. The County Council's ability to continue to provide significant resources to invest wisely in specific priorities (such as the significant Secondary School Places programme and investment in Older Persons and Younger Adults Extra Care) in line with the County Council's focus on service improvement and to generate revenue benefits in future financial years, even in financial challenging circumstances, is a testament to the strong financial management and rigorous approach to planning and delivering savings that has been applied; and to the benefits that can be achieved from working at scale.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	Yes / No
People in Hampshire live safe, healthy and independent lives:	Yes / No
People in Hampshire enjoy a rich and diverse environment:	Yes / No
People in Hampshire enjoy being part of strong, inclusive communities:	Yes / No

Other Significant Links

Links to previous Member decisions:	
<u>Title</u> Medium Term Financial Strategy Update and Transformation to 2021 Savings Proposals http://democracy.hants.gov.uk/ielssueDetails.aspx?Ild=22267&PlanId=0&Opt=3#AI22852	<u>Date</u> Cabinet – 15 October 2019 County Council – 7 November 2019
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>
Section 100 D - Local Government Act 1972 - background documents	
<p>The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)</p>	
<u>Document</u>	<u>Location</u>
None	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

Equality objectives are not considered to be adversely impacted by the proposals in this report but the County Council's budget and the services that it provides are delivered in a way that ensures that any impact on equalities issues are fully taken into account.

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PROVISIONAL CASH LIMITS – 2020/21

	2019/20 Cash Limit £'000	Base Changes £'000	Inflation & Growth £'000	2020/21 Cash Limit £'000
Adults' Health and Care	385,455	(1,269)	37,150	421,336
Children's – Schools	828,086	28,877		856,963
Children's – Non Schools	158,761	1,983	47,869	208,613
Economy, Transport & Environment	102,856	150	6,547	109,553
Policy & Resources	88,163	751	8,800	97,714
Total	1,563,321	30,492	100,366	1,694,179

Notes:

Base Changes

- Largely relate to changes in grants (notably the new Teachers Pension Grant of £22.2m within Children's Services – Schools), movements between services and additions to / draws from reserves.

Inflation & Growth

- In addition to general price inflation (much of which relates to care provision in Adult's Health and Care) this includes a general allowance of 1.5% of relevant employee budgets (directly employed staff) for step progression and provision for the agreed increase in the employer pension contribution rate.
- Includes the allocation of funding for growth (within the amounts set out in the MTFs) for both Adults' Health and Care and Children's Services in relation to demography and complexity.
- Reflects inflation for the waste contract and also includes an agreed allowance for growth in volumes.
- Reflects the allocation of approved funding for the ongoing revenue impact of IT enabling programmes, including Digital.

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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	6 January 2020
Title:	Transformation to 2019: Report No. 8
Report From:	Chief Executive

Contact name: John Coughlan

Tel: 01962 846400

Email: john.coughlan@hants.gov.uk

1. Recommendations

1.1 It is recommended that Cabinet:

- a) Notes the latest Tt2019 programme risk assessment, including the early securing of £107m of savings - section 5.
- b) Notes the update on the outcome of the further work in relation to the future of Orchard Close Learning Disabilities Respite Care Centre and the agreement of the Executive Member for Adult Social Care and Health for a further service user and public consultation on proposed changes to the service - section 5.
- c) Notes the continued progress and strong contributions being made by the three enabling projects to the programme; Digital, Productivity and Procurement – section 6.
- d) Notes that programme progress will continue to be monitored closely with quarterly updates to be provided to Cabinet during 2020 – section 5 and 8.
- e) Notes the update on the implementation of the successor £80m Tt2021 programme, including the early achievement of £15m of savings and the likelihood of 7 service specific public consultations being required – section 7.
- f) Agrees to continue to work closely with sub-regional strategic forums and Hampshire MPs to make the case for changes to funding formulas and/or new charging powers aimed specifically at improving grant funding levels or raising income that will be used to protect important services into the future e.g. the Schools high needs block, Home to School Transport, the ability to charge for Household Waste Recycling Centres.

2. Executive Summary

- 2.1 This is the eighth dedicated Transformation to 2019 (Tt2019) report to Cabinet setting out the latest programme position. In November 2017 Full Council approved a set of savings proposals put forward to enable a predicted budget gap of £140m by April 2019 to be closed against a then overall cash limited budget provision (excluding schools) approaching £767m.
- 2.2 Full Council approval of the savings proposals and the budget envelope for 2019 followed a summer 2017 public consultation exercise that provided an opportunity for residents and stakeholders to express their views on how best the County Council should go about the challenge of balancing a forecast £140m future budget gap. Further to the public consultation process and informed by it, Departments took their specific savings proposals to Select Committee meetings and Executive Member Decision Days in September 2017. In the October, Cabinet approved a Medium-Term Financial Strategy and Transformation to 2019 Savings Proposals report, which included the outcome of the public consultation exercise.
- 2.3 The October 2017 Cabinet report referenced clearly the challenges associated with the Tt2019 programme and made clear that delivery would extend beyond two years but that this would be supported financially by cost of change reserves held by Departments with the exception of Children's Services who would require central support. The report confirmed that due to the scale of the overall challenge and the increased risk to the timely delivery of the savings, CMT would be carrying out a peer review over the early autumn of 2017 of the higher risk elements of the programme and would advise accordingly on any changes to the financial support requirements for Tt2019.
- 2.4 The peer review exercise was duly completed and as reported in December. Cabinet were updated on work to explore all viable options to refine the October 2017 proposals with particular regard to service continuity in areas such as school crossing patrols, community transport, bus subsidies and household waste and recycling centres. These savings options accounted for some £5.3m of the overall programme proposals. The culmination of this work and the development of £2.1m of alternative savings proposals combined with Government allowing local authorities to increase Council Tax by a further 1% (valued at £5.7m of which £3.2m is being used to allow the universal service savings to be withdrawn in full) were reported to Cabinet in early February and paved the way for Full Council to approve changes to the Tt2019 programme at their meeting later in the same month.
- 2.5 It was also reported that further one-off cash flow support would also be required to enable the safe delivery of the Adults element of the programme. This brought the overall Tt2019 cash flow requirement to £40m to support the savings programmes in Adults and Children's which was able to be accommodated from the Council's strong reserves position that has resulted from year on year strong and effective financial management. The Adults and Children's programmes, subject to the careful management of some key

risks, are still forecast to take four years to deliver. Given the on-going demand and delivery challenges in the two social care Departments, it is anticipated that the £40m cash-flow support will be required in full.

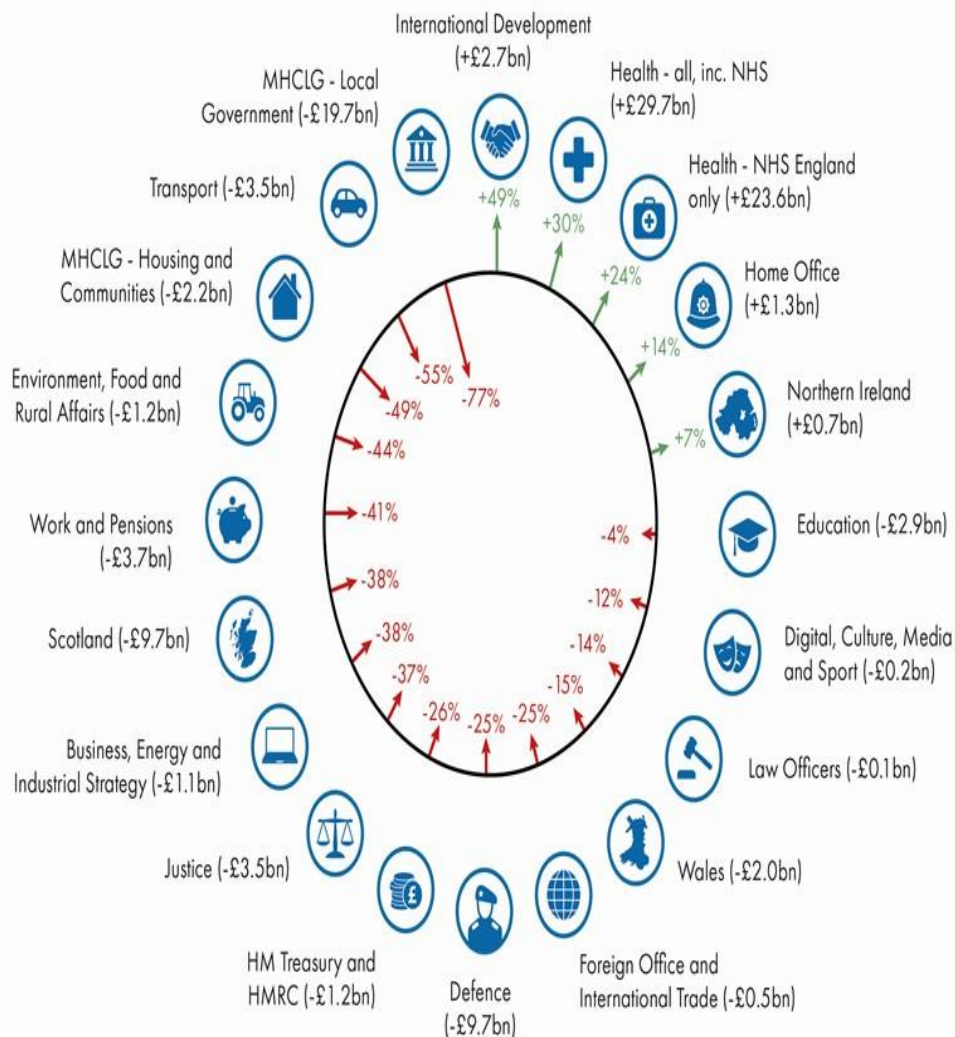
- 2.6 Members will be aware of the current focus, nationally and locally, on Children's social care pressures. These are described in more detail in Section 5 of this report but particularly include the continuing market challenges in relation to children in care placement costs. This is a national issue. To put this in context, the base budget for Children Looked After (CLA) in 2018/19 was £85m but after taking account of all the forecast increases in numbers and prices, it will be around £112m by 2021/22. Additionally, Members are also aware from the latest Medium-Term Financial Strategy report (October 2019) of the extent of re-emerging financial challenges in Adult Social Care linked to demand, complexity and price pressures.
- 2.7 Accordingly, upper tier authorities are having to re-calibrate their budgets, with the resultant negative impact upon other services of the County Council to meet the increasing demand and price pressures across Social Care. This is in advance of any potential recurrent national funding that it is hoped will be confirmed in late 2020 as an outcome of the now overdue Spending Review to ease some of the pressure. Delivery in the other Departments has been largely contained to two years or, where it has stretched beyond, most notably in ETE, the individual Departments are managing the later savings achievement through their own cost of change reserves.
- 2.8 The programme focus for the subsequent two years has been orientated to implementation and delivery with £107m of the £140m target secured to the end of September 2019. This includes the full achievement of the £23m of investment and borrowing savings (and a small element of additional council Tax Income) alongside £84m of delivery across the different Department programmes. Where appropriate, the implementation has included service specific public consultations where proposals and options for service change have been debated with service users and key stakeholders. All six stage-two public consultations have duly been completed with the last of these in respect of Learning Disabilities Respite Services concluding just prior to Christmas 2018. Further to consideration by HASC in early February 2019, the Executive Member for Adult Social Care and Health deferred the decision to close the Orchard Close service at her 27 February 2019 Decision Day and asked for further work to be progressed and to be overseen by a HASC working group. This work has duly been completed and is described in paragraph 5.6.
- 2.9 Resources for the programme remain in place and are focused on a number of the more significant programmes of work. This includes deployment of the in-house Transformation team to support Adults and Children's projects as well as specialist I.T input to drive forward the business critical Digital 2 work, which, as previously reported, is a key enabler for Tt2019. Strong progress continues to be made with other important enabling projects including 'Enabling Productivity' and 'Strategic Procurement'. These important contributors to Tt2019 are covered later in this paper.

2.10 In line with previous major cost reduction exercises, Tt2019 progress is being closely monitored and is subject to monthly review by CMT. This ensures that issues, concerns and risks are dynamically responded to and dealt with and also means that benefits realisation and the timely delivery of savings is consistently in focus, which for this programme, given its later cash flow support demands, is ever more important. Further, it is certain that there will be continued and additional demographic driven service demand pressures, particularly in the Social Care Departments into the next decade. This puts an added premium on Tt2019 being delivered in full, and in the timeliest manner to put the Council in the best position possible to push ahead and successfully implement the successor Tt2021 programme that Full Council approved at its recent November 2019 meeting. An update on Tt2021 process is included in section 7 of this report.

3. Financial Context

- 3.1 Cabinet has previously noted that each successive programme of 'transformation' in itself is harder than the previous one as the scope for early and easier removal of spending lessens each time. To this end, Tt2019 is testing the Council like no other programme has up to this point.
- 3.2 Throughout the period since 2010 the Council's financial performance has been very strong. This is evidenced in each and every annual performance report and independently by the external auditor through the annual best value judgement on the Council's financial resilience. Council tax in Hampshire is amongst the lowest in the Country whilst performance across a number of key service areas is strong as evidenced in the performance report that was presented to Cabinet at the end of last calendar year.
- 3.3 In February this year, Full Council approved the budget for 2019/20 and as part of this were updated on the continuing strong financial position the County Council is in despite operating in a near decade of austerity and relentless service demand challenges. The budget for 2019/20 includes the full removal of the £140m Tt2019 savings meaning that some £480m has now been removed from budgets since 2010 across the consecutive cost reduction programmes. Whilst technically all savings have been removed from the budget for 2019/20, where further Executive Member decisions are still required, including post possible further service specific consultations, funding has been set aside within Departmental cost of change reserves or corporate contingencies to continue to fund the service pending the results of any further consultations and final Executive Member decision(s).
- 3.4 The scale and extent of the cost reduction efforts over the past decade is clearly very significant. During the austerity period, Local Government has consistently fared worse than all other parts of Government as the diagram over the page demonstrates. What is also very evident is the disparity in treatment between funding support for the NHS and Local Government which undoubtedly makes it more difficult for our external partners, Acute hospitals, CCG's and NHS provider organisations to understand the very clear challenges we uniquely face in terms of balancing increasing service demands against the backdrop of real reductions in spending ability.

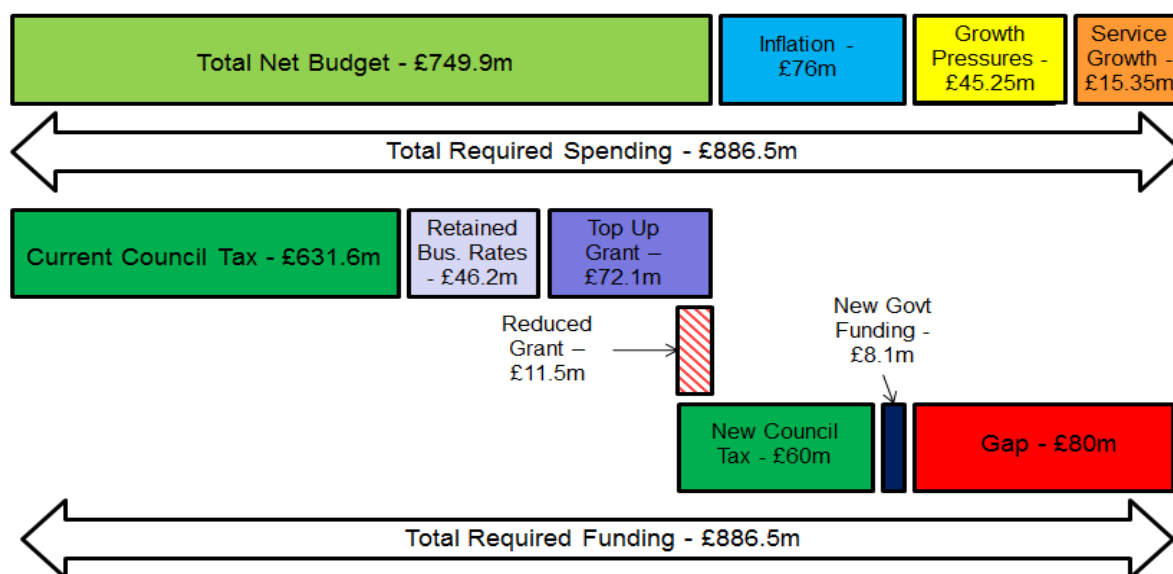
Percentage change in Government Departmental revenue budget – 2009/10 to 2019/20



3.5 The achievement of early savings, the careful use of one-off monies and the additional recurring provisions to support social care demand and complexity have allowed for targeted re-investment back into services over the same period e.g. more social workers, operation resilience, Digital platforms etc. This has helped Departments to manage their resources, provide further for one off investment to support the on-going transformation (cost reduction) challenge and at the same time maintain and even improve service outcomes and performance. The chart in paragraph 3.6 highlights that growth pressures and service growth account for over £60m of the additions to the budget over the two-year period. Up to and including 2021/22 there has been total growth of £250m in the social care services alone.

3.6 The allocation of recurring provisions for growth alongside resources provided to Departments for the cost of pay and price inflation has been a key feature of the County Council's financial planning for many years. On top of this the County Council has also received less grant funding from the Government, to the point that Revenue Support Grant is reduced to nothing by 2019/20. The MTFs approved by Full Council at their September 2018 meeting, highlighted a further two year budget gap by 2021 of some £80m and after accounting for further Social Care service growth pressures and the outcome of the September 2019 Spending Round, the latest MTFs considered by Cabinet in October 2019 has reaffirmed this position. Whilst grant reductions represent only a small proportion of this overall gap in resources, the County Council must still find ways of meeting cost pressures in the form of inflation (on gross spend of c£1bn – averaging 3.6% p.a.), growth and new initiatives, which hitherto were also supported by increases in government grant.

3.7 Whilst some money is therefore added into Departmental budgets before the gap is met, this still requires a total reduction in net spend of £80m that must be delivered either by reducing activity, reducing the cost of the activity that is provided or generating additional income. This can be represented diagrammatically as follows for the two-year period 2020/21 to 2021/22:



Notes:

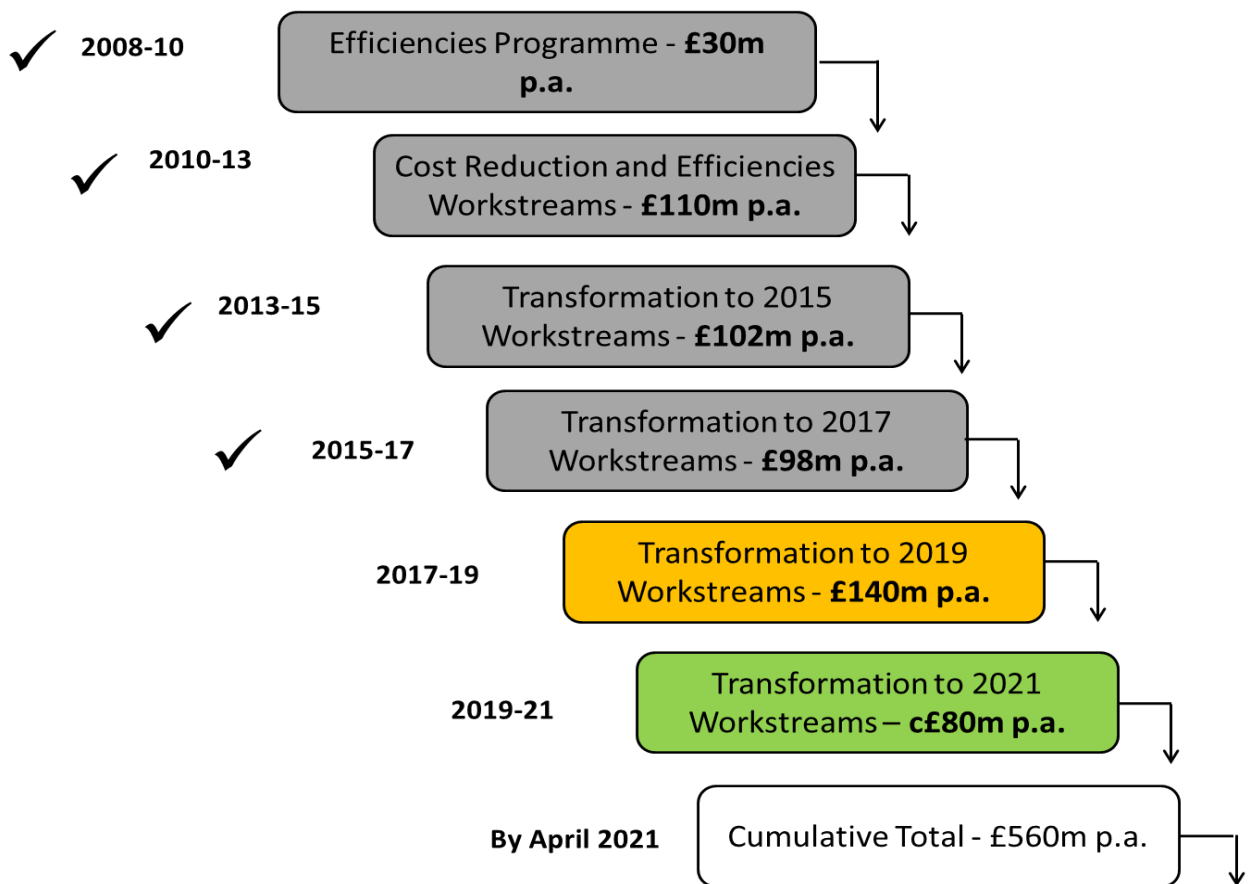
Blocks are not to scale. Inflation estimate covers a 2 year period. Growth pressures relate mainly to Adult and Children's Services demographics. Service growth includes new targeted investment e.g. into I.T.

3.8 Whilst performance has been sustained to date, the cumulative impact of numerous savings programmes together with sustained pressure on all Departments, but in particular Social Care spending, show a different and more challenging developing picture. As outlined to Cabinet in the latest MTFs report, additional recurring provision has been allowed for both Adults and Children's Services to better enable the Departments to accommodate the full range of service and price pressures being faced. Further, Children's

Services have exhausted their cost of change reserves and Adults are set to do likewise in the next year or so.

3.9 The latest MTFS confirms again the need for the Council to remain focused on fully closing the forecast budget gaps including the full delivery of Tt2019 and then Tt2021 over the coming three years from a cash limited overall budget (excluding schools) of some £767m, even after allowing for planned Council Tax rises. The inclusion of the Tt2021 Programme of £80m within successive savings programmes since 2008, takes the total requirement to £560m as outlined in Figure 1 below:

Figure 1. Cost Reduction Exercises including the Tt2021 Programme Requirement



Note: The cumulative figure is made up of inflation, demand and reduced grant

3.10 Alongside the necessary delivery of Tt2019 and the successor Tt2021 programme, officers and Members of the Council continue to work with sub-regional strategic forums, local MP's and the government direct to influence changes in funding arrangements, secure greater flexibility and freedoms regarding the use of resources and to press for new charging powers all of which can help to improve the overall financial position and better protect service areas. In the recent past input to Special Educational Needs and Disability work has led to positive changes in funding support levels and activity continues in other areas e.g. School's high needs block, Home to

School Transport and possible future charging for Home to School transport and Concessionary Fares.

4 Tt2019 – Targets and Timeframe

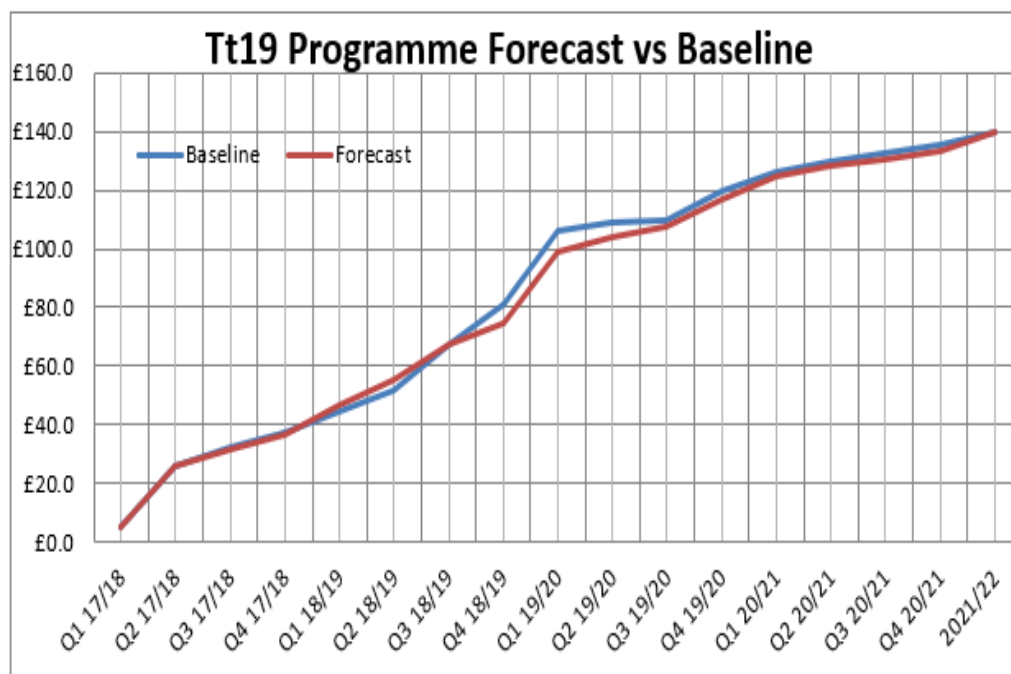
- 4.1 Cabinet approved the overall programme target of £140m and the breakdown of the programme, including Department targets when considering the MTFS report of the Director of Corporate Resources in June 2016.
- 4.2 It was agreed that £120m of the overall programme would be met by Departments, equating to a further cash limit reduction of some 19% against an overall Department budget provision approaching £767m. The cumulative Tt2019 challenge for the Departments being one third again, the size of what was asked of them for Tt2017. Per the approval of Full Council in February 2018 to remove savings proposals in respect of universal services, the £120m Departmental reduction was subsequently reduced to £117m.
- 4.3 The remaining £23m has been secured from increased investment and Council tax income and reduced borrowing costs. In the main this has resulted in a revision to the accounting practice in respect of the minimum revenue provisions (MRP) for depreciation, but this also covers management of debt and reserves and also includes part of the extra 1% increase for Council Tax in 2018/19. Positively, these savings have been delivered in full providing a very solid foundation for the programme overall. The programme breakdown and individual Department targets updated to take account of the February 2018 changes approved by Full Council are shown in Appendix 1.
- 4.4 At their June 2016 meeting, Cabinet also approved the headline programme timetable including an earlier budget setting process that commenced in early Autumn 2017. This has allowed the maximum possible time to plan, work on and implement the range of service changes required to enable the programme to be delivered. As outlined in paragraph 2.4, it is predicted that the entire programme will take up to four years for it to be delivered safely and with minimum disruption and impact to service users and communities.

5. Tt2019 Programme Overview and Progress to Date

- 5.1 Departments continue to work hard to ensure that their various projects and overall programmes are continually reviewed and appropriately resourced in order to provide the right conditions for the continued transformation of services and realisation of savings. This work includes regular updating of risk assessments for each of the remaining projects still to be delivered.
- 5.2 Further, CMT completed in early November 2017 (paragraph 2.4) a peer review of the higher risk projects and scrutinised the savings delivery profiles for each Department so that the corporate cash flow requirements for the programme overall could be updated and planned for. Further to regular on-going reviews of programme delivery since this time the latest programme (risk apportionment) position for the end of October 2019 is summarised in the table over page, and described in the following paragraphs.

Blue/Green	£107m
Amber	£ 15m
Red	£ 18m
Total	£140m

5.3 Pleasingly, the Blue and Green classifications continue to grow and now account for a healthy £107m, or over 76% of the overall programme requirement. The £107m includes the full £23m of the investment and borrowing component being secured with the remaining £84m covering the delivery of projects in each of the different Departments with savings ranging from £42.1m in Adults (includes the previously announced £18.9m additional 'Better Care Fund') to £5.4m in CCBS. The secured savings figure continues to track closely to the forecast savings profile developed by each of the Departments at the outset of the programme as demonstrated in the graph below.



5.4 As expected for what remains a very challenging overall programme, £33m or 24% of the savings still to be achieved over the final 18 months of the planned four year delivery, sits in the Amber and Red classifications. Given the complexity of any number of the savings areas, the reported position is not an unexpected one. Almost £30m of the cumulative Red and Amber totals relate to Adults and Children's. This equates to 35% of their combined programmes.

5.5 The risks for each of the aforementioned Departments are well rehearsed but numerous. The two social care Departments continue to experience growth in demand. Transforming these key front-line services is difficult and requires extra time for the changes to be safely implemented without significant disruption to service users and their families. For Adults the demand challenges are in different forms including higher numbers of younger adults with complex care needs, an increasing amount of people experiencing mental health problems and an ageing population that is set to

result in an increase of 10,600 in the 85 year plus population from 43,900 in 2017 to 54,500 in 2024. An added dimension of complexity, impacting on social isolation levels and service delivery, is the sheer scale and rurality of a County such as Hampshire, which is one of the largest in the Country with an urban/rural split in the order 20:80. Demand for Older Adults services has been rising faster than in previous years. Greater complexity is a challenge as is price pressures in the form of higher unit costs for care packages and residential and nursing care placements. Additional focus is being applied to these service areas, aided by improved, almost real-time management information. Taken together with the additional recurring financial support that was confirmed in the latest MTFs, every effort is being made to ensure service costs are contained within the available budget provision.

- 5.6 In the area of Learning Disabilities, the public consultation in respect of Respite Care services concluded in December 2018 and following analysis and evaluation of the consultation responses and scrutiny of the proposed service changes by the Health and Social Care (HASC) select committee, the Executive Member for Adult Social Care and Health deferred a decision to close the Orchard Close service at her 27 February Decision Day pending further work to be completed by the autumn of this calendar year. This outcome of this work was considered by HASC last month and earlier in December the Executive Member agreed recommendations to further consult service users and the public on proposals that included, but were not limited to, keeping Orchard Close open but with a reduction in bed numbers from 13 to 10. The consultation is set to run from 16th December 2019 to 9th February 2020 with a final report to the Executive Member in March 2020.
- 5.7 Alongside the demand and service challenges, the Department is working jointly with Health in response to the CQC led whole system review that focussed on hospital discharge performance. The review outputs were presented and debated at a summit meeting held in June 2018 and since then progress has generally been positive with improved performance over the past year. Delivery and achievements against the CQC action plan were presented to the recent Health and Wellbeing Board meeting and at their December meeting, the Board will hear jointly from system leaders and the Director of Adult Social Care regarding winter pressure planning and discharge performance over the recent very challenging period. Other integration work with the NHS is also in train and making good progress including in the areas of Integrated Intermediate Care, Mental Health and Learning Disabilities.
- 5.8 For Children's Services, corporate financial support has already been factored in, both in-year and continuing into 2019/20, to accommodate existing cost pressures in Home to School Transport and Children Looked After. The February 2019 Cabinet budget report provided more detail in terms of the current financial pressures impacting on the Department. Focused further work has been undertaken to better understand the demand pressures in Children Looked After and the higher unit costs being experienced, which is a national issue affecting all upper tier authorities.
- 5.9 Current forecasts are based on the growth in numbers and costs experienced from 2016/17 to 2017/18 but the trend for 2018/19 was above

this. This was partly due to the fact that many of the new placements were at the more expensive end of provision, because of the conditions of the external market where demand continues to out-strip supply. Price increases in some areas compared to a year or two ago are in the order of 15% or more.

5.10 The key factors driving the increased number of placements were reported previously to Cabinet. They centre around:

- A much better awareness and identification of child abuse and neglect from a range of partners.
- The better application of consistent thresholds to receive help as a result of government statutory guidance ('Working Together to Safeguard Children').
- A growing professional awareness of risk from partners driven by national child care scandals.
- The better identification of forms of abuse such as child sexual exploitation, child criminal exploitation and online abuse.
- The creation of a number of new policy initiatives such as 'staying put' which allow teenagers to stay in their foster care placements.
- Children remanded in custody being treated by law as children in care.
- A range of new legal processes such as the 'public law outline' which drive local authorities to put far more case decisions before the family courts.
- A drive by the courts for all application cases to conclude within 26 weeks.
- Policy drivers such as the national redistribution of Unaccompanied Asylum-Seeking Children (UASC) arriving from France.

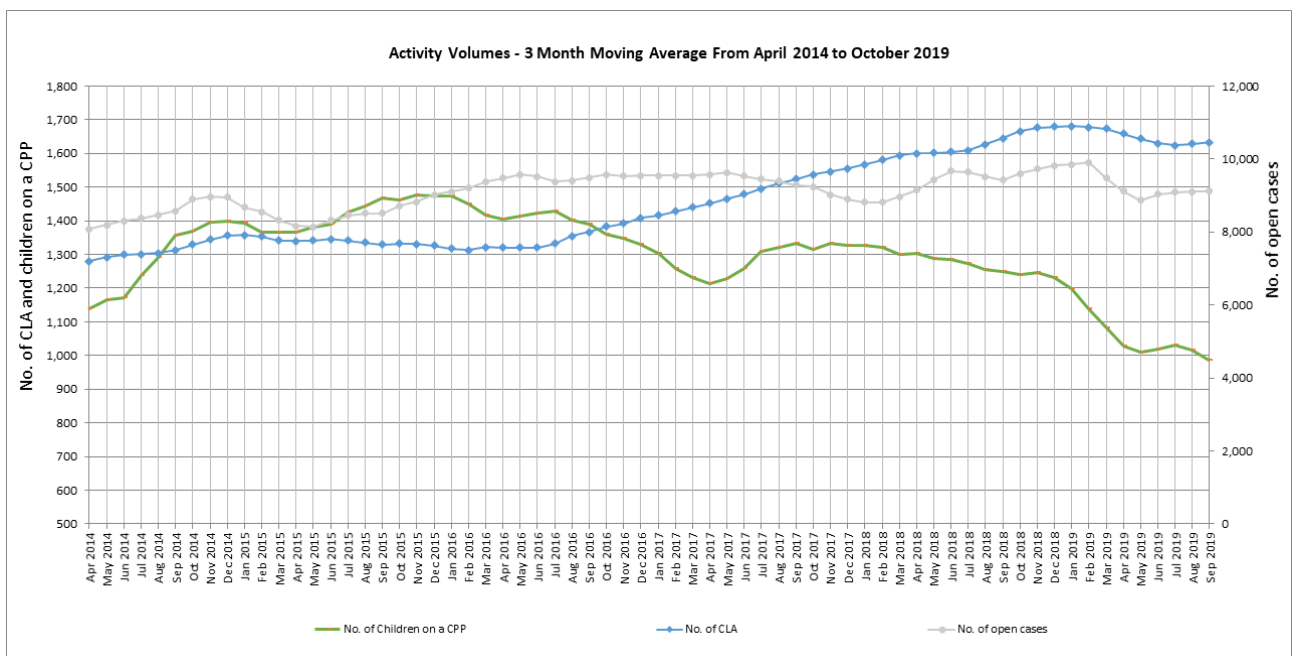
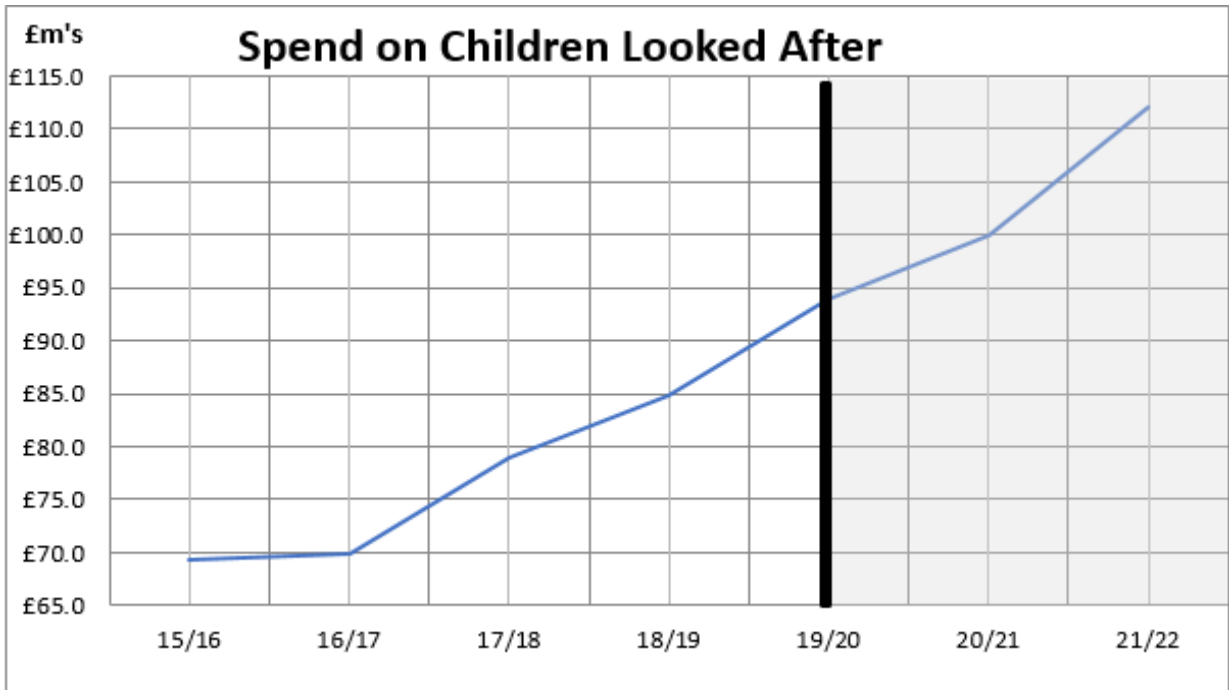
5.11 The increasing number and complexity of children needing to be placed in care is having an impact on the market for placements. Once capacity within in-house placements is full there is no choice but to look to independent fostering agencies and non-county placements, which are higher cost in any event and the increased national demand is forcing up prices even further.

5.12 Projecting the increase in numbers and costs forward based on the growth between 2016/17 and 2017/18, it is predicted that a further ongoing base budget increase of £13.5m on top of the £9.7m that had already been allowed for in the forward forecasts will be required and this will be followed by further annual increases of £11.6m in 2020/21 and £13.3m in 2021/22. The base budget for CLA in 2018/19 was £85m but after taking account of all the forecast increases in numbers and prices, it will be around £112m by 2021/22 (see the graph on the next page).

5.13 This additional corporate support was included in the MTFs update that was agreed by Cabinet in June 2018 and approved by Full Council in September 2018, but still represents the highest risk area in the budget at the current time. It is also inescapable that this necessary and planned strategy limits the scope for additional support to other areas of County Council services,

such as highway maintenance, which are also statutory responsibilities but where the risks to the vulnerable are less immediate and severe.

Children Looked After Spend 2015/16 to 2021/22



5.14 For Home to School Transport, an eight-week public consultation exercise finished in March 2018 around proposed service changes. The consultation results were subsequently analysed and reported to the Executive Member in May 2018. The Executive Member agreed to a number of policy changes

that are being introduced over an 18 month period and will deliver some £1.5m of savings per annum for the Department when completed.

- 5.15 Containing and then reducing demand and thus cost in these two key areas is especially difficult. The work programmes being undertaken in this regard include attracting and maintaining higher number of Social Workers (an overall resource increase of 120 is on target to be achieved over the next 2 years). This ambition is being assisted by the new Agency arrangements that the County Council successfully entered into this April. In addition, the service made two key changes earlier this year to reduce demand; multi-disciplinary working (MDW) and the 'Hampshire Approach', the latter being a family centred, resilience focused approach to social work that together with MDW will keep more children safely at home.
- 5.16 Pleasingly, early signs from the changes and new approaches described above are positive with a growing sense that Children Looked After Numbers have (for the time being at least) stabilised and that the programmes of work are having a real impact. This view has been endorsed and confirmed by Ofsted who earlier this year completed a full inspection of Children's Services and awarded an 'Outstanding' judgement in all areas. Furthermore, the Inspectors provided specific feedback on the positive impact the Transforming Social Care Programme is having on Children and Families citing the deployment of Intensive Support Workers as a model of best practice. Such an overall inspection result is all but unprecedented with only North Yorkshire and more recently, the bi-borough arrangement of Kensington and Chelsea and Westminster achieving the same outcome.
- 5.17 Notwithstanding, nationally there is growing recognition that Children's Services are facing financial difficulties that now go beyond the very challenging environment in which Adult Services have been and are operating in. Further, and remaining appropriately cautious even with the excellent Ofsted outcome, safely removing the remaining £18m of the overall £30m Department target, from the service, even over an extended four-year programme period, remains the biggest challenge for the successful completion of the Tt2019 cost reduction exercise.
- 5.18 Alongside demand challenges, the Department will also need to manage or work with partners through a range of other key risks including Continuing Health Care funding with the NHS, the increasing budget challenges being faced by Schools', and the transition to a new I.T Care Management system for which the procurement process has recently been concluded.
- 5.19 Returning to the Ofsted judgement once more, it should be noted that Hampshire Children's Services continues to work effectively and successfully with other local authorities in support of their services and their improvement requirements, in line with the Department's long established and now reaffirmed exceptional status as a high performing service. That includes: the partnership with Isle of Wight now moving to an open-ended arrangement and the role as improvement partner with Torbay, now moving to its final stages as the formal partnership with Plymouth City Council has been brokered and established; the role as improvement partner with Buckinghamshire County Council now fully established under Secretary of

State Direction; and a range of smaller scale regional support initiatives under the DfE Partners in Practice programme. All of these arrangements generate helpful income to the Department but also offer invaluable learning to senior managers and extend the capacity and the reputation of the local authority.

- 5.20 For the other Departments, ETE, CCBS and Corporate Services, the Tt2019 programme has largely been completed. For ETE £3m remains to be delivered in respect of waste related savings for which options are being reviewed with collection authority partners aimed at improving recycling performance across the Hampshire waste partnership. Capital provision was approved by Full Council in February 2019 for future infrastructure investment to enable the recycling improvements to be realised and a business case is now being developed for consideration by the Executive Member later in the financial year. For CCBS the remaining focus centres around reducing (and at the same time modernising) the corporate office estate as part of the overall efforts to improve the Council's efficiency and reduce its business operating costs. For Corporate Services, changes and modernisation of the Council's HantsDirect call centre are still on track to be implemented in the coming year.
- 5.21 Positively, we are now one year in to the very successful on-boarding of the three London Boroughs (Westminster City Council, London Borough of Hammersmith and Fulham, and Royal Borough of Kensington and Chelsea) to the high performing shared service arrangements that the Council has successfully implemented and built upon over the past 6 years. The new service incorporates the delivery of core HR, Payroll and Finance systems. Operational performance over the past year has gone exceptionally well with the three London Boroughs content and pleased with the quality of the service they are benefitting from. As reported previously, this expansion, which is line with a deliberate strategy to grow the shared services platform in a carefully managed way, brings further resilience to our shared Corporate Services arrangements with partners and welcome recurring income to the Council. Further expansion opportunities are now being developed.
- 5.22 In April, the Council entered in an agency staff joint venture with Kent County Council. The new arrangement, known as 'Connect2Hampshire' is responsible for the recruitment of temporary agency staff across roles within the County Council, from specialist I.T staff to general administrative roles. It has a particular focus on recruiting into social care, where significant demand for additional staff to plug gaps on a temporary basis is most evident. Connect2Hampshire has established itself well over the past six months. It is delivering against the needs of the different business interests of the Council and has aided permanent recruitment in key service areas. The agency initiative will not only provide more control over recruitment activity, but it will also lower costs of employment for Departments.
- 5.23 As we move into 2020, Tt2019 performance will continue to be closely monitored with further monthly reports to CMT and a next update being provided to Cabinet in March 2020. As we continue forward, we know that the remaining savings areas will be the most difficult to secure and given the challenges described earlier for the two Social Care Departments there is

clearly no room for complacency especially as implementation and delivery of Tt2021 will now very visibly run alongside the Tt2019 programme from this point.

6. Tt2019 Enabling Projects

- 6.1 Key to the success of previous cost reduction programmes, and Tt2019 is no different, is the contribution that is made from cross cutting enabling projects. The Council's achievements in terms of introducing and exploiting digital technology are well trailed and the previous Tt2017 programme significantly benefited from the multi-layered, multi-faceted Digital programme that ran alongside and has resulted in the Council, its staff and residents working from and accessing modern business platforms.
- 6.2 Three cross-cutting enabling projects are, and will, continue to make a telling contribution to the success of Tt2019 with the benefits extending to Tt2021 and beyond and together with the digital programme underpin recurring savings in the order of £62m. These include a successor (and bigger) Digital programme of work known as Digital 2, an 'Enabling' Productivity' project which has been focused on creating the optimum conditions for all staff, managers and the front line, to improve individual productivity levels and lastly a Council wide Strategic Procurement programme of work that is enabling Departments to maintain and/or improve service outcomes whilst reducing the overall external spend which currently exceeds £600m.
- 6.3 As the Tt2019 programme has developed, Cabinet and Council Members have been regularly updated on the progress and achievements of the individual work programmes. At the end of June 2018, Members took part in a very successful Digital 2 seminar type event and a report was presented to Cabinet at their September 2018 meeting outlining the achievements and return on investment of the Digital 2 and the Enabling Productivity programmes. Each of the three main cross-cutting work areas are significantly contributing and bringing pace to the Council's modernisation agenda towards high class, efficient back office functions and high quality, customer-orientated front-line services.
- 6.4 In the past year further strong progress has been made within the Digital 2 programme especially in terms of Robotics Processing Automation (RPA). A number of projects have completed. Further, the Web Programme is supporting numerous Tt2019 IT Projects; including HR, Libraries, Children's Partners in Practice and Adults Social Care Manual. Earlier this year the Council's document management system was successfully fully migrated to SharePoint which represented another key milestone for the overall Transformation Programme and was made possible by some significant work across all five Council Departments. All of the Digital 2 areas of work are resulting in business processes that are more efficient, more modern and more effective.
- 6.5 In the Enabling Productivity programme, the deployment of some 6,000 mobile devices has been completed with staff from different parts of the business now benefitting from the latest technology that is enabling them to work more productively (smarter not harder) and increase levels of customer contact and interaction. Feedback from the roll-out of the new devices

remains consistently upbeat and positive and usage of the new equipment is being closely monitored so that optimal benefits for staff and for service users are secured.

- 6.6 In both our Digital 2 and EPP work, a more commercial approach to procurement has been an important enabler in the progress that has been made. This more robust procurement approach is extending to all parts of the Council business and to our partnership work with Hampshire Constabulary and Hampshire Fire and Rescue Service. Positively other Hampshire based partners are now looking to work closer with the Council in this area including the Clinical Commissioning Groups and at least one District Council. Beyond Hampshire, the service is working with a neighbouring upper tier authority on a major highways procurement exercise. Increasingly, the work is resulting in stronger tender processes and improved service outcomes combining both quality and cost. The outputs and additional service capacity resulting from the Adults Care at Home contracts that were awarded last year are testament to this.

7 Tt2021 – Approval and Early Implementation

- 7.1 Over the past few months, Executive Members, Cabinet and then Full Council (November 2019) have agreed and approved the full set of Tt2021 savings proposals that will enable the forecast future budget gap of £80m to be closed. The approvals follow extensive work undertaken by all Departments and a summer public consultation exercise that attracted more than 5,000 responses.
- 7.2 Attention has now very much turned to implementation and delivery and pleasingly £15m of the £80m programme has already been achieved. This provides an excellent and welcome foundation on which to build upon over the next few years. Just over £12m of the savings secured came from the September Spending Round announcement by Government in which grant funding for Children's Services (£8.1m) and for Adults Services (4.2m) was confirmed. In addition to the secured Government funding, other smaller savings achievements have been declared by Corporate Services and by CCBS.
- 7.3 As we move into 2020, normal Tt2021 savings delivery is expected to steadily increase with circa £46m of the overall programme forecast to be secured by the end of 2020/21. That said, the next 15 months or so is set to be especially testing as we will be double-running transformation programmes to a scale not seen before within the Council. Indeed, when taking into account that £33m of the hardest savings areas is still to be derived from the Tt2019 programme and a further £31m is forecast from the successor Tt2021 programme, Cabinet will note that a cumulative £64m of savings has to be secured before the end of the forthcoming financial year.
- 7.4 Further to the generic summer public consultation on the £80m savings challenge, and consistent with previous programmes, Departments have been reviewing their individual saving proposals and concluding on which areas will require service specific public consultations ahead of consideration of any service changes by Select Committees and Executive

Members. This work is still being finalised but at this stage it is envisaged that 7 service specific consultations will be required starting with a consultation on the future operation of the Library Service in January 2020.

8 Conclusion

- 8.1 Following impressively strong and consistent financial performance over many years and further to last year's finance settlement for Local Government, the County Council is now deep into the process of closing a budget gap of some £140m by 2019/20 with some £107m secured to this point. This is after safely removing £340m of savings over the past seven years and within that, delivering in full on the latest Tt2017 programme.
- 8.2 Following a public consultation exercise that sought views from the public and key stakeholders on a range of different options for closing the budget gap, Full Council approved the Tt2019 savings proposals in November 2017 further to Select Committees and Executive Members consideration in September and a consolidated report to Cabinet in October.
- 8.3 In December 2017 Cabinet were updated on the work of officers to explore all viable options to revise or refine the universal service proposals where possible which culminated in the development of £2.1m of alternative savings proposals. Taken together with Government allowing local authorities to increase Council Tax by a further 1% (valued at £5.7m of which £3.2m is being used to withdraw savings) in February 2018 Cabinet agreed to recommend to Full Council the removal of £5.3m of universal savings, recommending also that Full Council agree to raise Council Tax in 2018/19 by the extra 1%. Full Council approved the Cabinet recommendations at their February 2018 meeting. Cabinet were also updated on the review of the savings profile by project to ensure that the corporate cash flow requirements to support later delivery were clear and could be planned for. As reported, the cash-flow support requirement for the programme was estimated at £40m and it is expected that this will be required in full.
- 8.4 Tt2019 progress is being closely monitored and is subject to monthly review by CMT. This ensures that issues, concerns and risks are dynamically responded to and dealt with and also means that benefits realisation and the timely delivery of savings is consistently in focus. Given the cash-flow demands of the Tt2019 programme and the imperative of it being delivered in full and thus no leaving no legacy as we move into full implementation of the successor £80m programme (see paragraph 8.6), the importance of continuing to closely monitor the Tt2019 programme performance can not be over stated.
- 8.5 Progress with Tt2019 continues to track closely to the forecast plan with £107m of savings secured to the end of April. Of this figure, £23m relates to the full achievement of investment and borrowing savings, together with an element of increased council tax income. The remaining £84m flows from delivery in the different Departments. Pleasingly, the three Tt2019 enabling programmes; Digital 2, Enabling Productivity and Strategic Procurement are all progressing well and the contributions from these will continue to evolve

and be more influential as the programme develops. CMT are monitoring the programme on a monthly basis and a further progress reports will be presented to Cabinet at least quarterly throughout 2020 and beyond.

- 8.6 Turning to Tt2021, In November 2019, Full Council approved the full set of savings proposals developed by Departments to close a forecast budget gap of £80m by April 2021. Like Tt2019, this programme is set to be very challenging and is likely to take 4 years to secure in full, with cash-flow support requirements of £32m previously being agreed by Cabinet. The focus is very much now on implementation and pleasingly £15m of the £80m target has already been secured, mainly as a result of confirmed grant support funding arising from the Government Spending Round announcement in September.
- 8.7 With Tt2021 now in full flow and with £33m still to secure from Tt2019 the Council is now very visibly into double-running of major transformation programmes. This will present a new set of challenges but delivery, including further cumulative savings of some £64m to the end of 2020/21 (next 15 months) remains absolutely fundamental to the on-going success of the organisation. Achievement of the full set of Tt2021 savings proposals will require a number of service specific consultations to be undertaken prior to consideration of any proposed service changes. At this point in time, up to 7 such public consultations may be required with options for the future of the Library service set to be debated from January 2020.

CORPORATE OR LEGAL INFORMATION:**Links to the Corporate Strategy**

Hampshire safer and more secure for all:	No
Corporate Improvement plan link number (if appropriate):	
Maximising well-being:	No
Corporate Improvement plan link number (if appropriate):	
Enhancing our quality of place:	No
Corporate Improvement plan link number (if appropriate):	

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Transformation to 2019 – Report No. 1	27 October 2014
Medium Term Financial Strategy Update and Transformation to 2019 Savings Proposals	16 October 2017
Budget Setting and Provisional Cash Limits 2018/19	11 December 2017
Transformation to 2019 – Report No 2	11 December 2017
Revenue Budget and Precepts 2018/19	5 February 2018
Transformation to 2019 – Report No 3	16 April 2019
Medium Term Financial Strategy	18 June 2018
Transformation to 2019 – Report No 4	17 September 2018
Budget Setting and Provisional Cash Limits 2019/20	10 December 2018
Transformation to 2019 - Report No 5	10 December 2018
Revenue Budget and Precept 2019/20	1 February 2019
Transformation to 2019 – Report No 6	11 March 2019
Transformation to 2019 – Report No 7	17 June 2019
Medium Term Financial Strategy and Transformation to 2021 Savings Proposals	15 October 2019
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>
Section 100 D - Local Government Act 1972 - background documents	
<p>The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)</p>	
<u>Document</u>	<u>Location</u>
None	

IMPACT ASSESSMENTS:

1. Equality Duty

1.1. The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- c) Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

1.2. Equalities Impact Assessment:

It is to be expected that each theme/workstream will have an impact on staff and communities. To ensure that the Council meets its statutory equality duties, each theme/workstream will be asked to consider potential differential impacts on people and communities. Detailed Equality Impact Assessments will be carried out on the implementation plans as appropriate.

2. Impact on Crime and Disorder:

2.1.

3. Climate Change:

3.1. How does what is being proposed impact on our carbon footprint / energy consumption?

- a) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts

Appendix 1

T19 – Latest Programme Financial Targets Updated to Reflect Changes Approved (February 2018) By Cabinet and Full Council

Programme Financial Targets – (figures representative of a c19% budget reduction for each Department)

Department	£m's
Adults	55.9
Children's	30.1
ETE	15.8
CCBS	6.3
Corporate Services	7.9
P&R Other	0.8
Programme Sub Total	116.8
Investment and Borrowing	23.2
T19 Overall Programme Total	140.0

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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker	Cabinet
Date:	6 January 2020
Title:	NHS Long Term Strategic Delivery Plan for Hampshire and the Isle of Wight
Report From:	Director of Adults' Health and Care

Contact name: Graham Allen

Tel: 01962 847200

Email: Graham.allen@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to update Cabinet on the role of Hampshire County Council in supporting a response to the NHS Long Term Strategic Delivery Plan, as part of the development of the HIOW Sustainability and Transformation Partnership (HIOW STP). The report also sets out the future, continuing relationship with the development of the HIOW STP.

Recommendations

2. That Cabinet are asked to:
 - a) Note the contents of this report.
 - b) Endorse continued managerial and operational engagement with NHS partners in providing support to our population across a range of existing joint activity.
 - c) Note that the Health and Wellbeing Board is the primary strategic and political interface with the HIOW STP.
 - d) Support the development of greater coherence across NHS organisations, through the NHS Long Term Plan, recognising that the plan is primarily a health service document.
 - e) Endorse the approach of the County Council in ensuring that the Hampshire health and care system, in all of its forms, maintains a core focus upon improving outcomes for our population.

Executive Summary

3. HIOW STP was created in early 2016 in response to a national initiative from NHS England to develop coherent and collaborative plans to support the health and wellbeing of the population of England. Across England some 43 STP footprints were established, some with large geographies and

populations, and some much smaller in scale. Hampshire and Isle of Wight STP, covering a population of over 2 million people across four upper tier local authority boundaries, is one of the larger footprints. A small but significant section of the Hampshire population, in the north of the county, is covered by the Frimley STP. That is a smaller and less complex footprint. While the County Council works closely and successfully with that arrangement, it tends not to be main focus of attention in light of the complexities and challenges of the HIOW STP. It is the latter, which is the primary focus of this report, while some of the more general principles described in this report apply to both arrangements.

4. Over the last 3 ½ years the HIOW STP has undergone a number of iterations, but essentially includes all NHS provider and commissioning organisations across Hampshire and Isle of Wight, with representation from all four upper tier local authorities as well as NHS England and representative clinical and professional bodies for NHS provision. That includes: eight clinical commissioning groups (Clinical Commissioning Groups or their equivalents); three hospital trusts; two community health trusts.
5. Engagement has been undertaken with a variety of locally accountable political bodies, such as Select / Scrutiny Committees, with representatives of the district / borough councils, Health and Wellbeing Boards, community / voluntary sector organisations and individuals.
6. There is a significant negotiating and decision-making structure and an array of groups convened to oversee multiple elements within the HIOW STP and it has established a central HIOW STP team. The HIOW STP is chaired by a Non-Executive NHS Chair, Lena Samuel from South Central Ambulance Service (SCAS), and has a Senior Responsible Officer, Richard Samuel. There are further recommendations being developed with regards to structure, purpose and governance of the STP and the structures that sit beneath it. These proposals remain in development at the time of writing this report.
7. However, beneath the overall HIOW STP is a complex series of inter-related layers of different strategic, tactical and operational arrangements. These were described in greater detail in the most recent report of the STP to Cabinet in February 2019. The principal of these arrangements include: local care systems (LCS), which are essentially the geographic footprints of the four upper tier Local Authorities and their Health and Wellbeing Boards focussed upon place-based outcomes driven by the respective social care services of those authorities; Local Care Partnerships (LCPs) which are configured around acute hospital footprints; and newly establishing Primary Care Networks (PCN's) which are clusters of some 47 local arrangements of primary care (there are 42 as part of the HIOW STP, with a further 5 Hampshire PCN's within the Frimley Integrated Care System).
8. Each of these layers has governance determined by statute (local authority / Health and Wellbeing Board requirements, for example) or guidance issued by NHS England. All organisations retain their own prevailing decision-making responsibilities. Although these arrangements seem overly complex,

in fairness they simply reflect what is an inevitably complicated position determined by the need for a strong capacity to deliver strategic decisions and the array of statutorily established governance organisations that sit within that capacity. That said, it remains the view of Hampshire County Council officers that more can be done over time to simplify the decision making processes that govern the STP without disestablishing the statutory membership bodies or their respective accountabilities.

9. It is important to recognise that STPs are not constituted in law. The prevailing NHS Constitution continues to apply, but the development of proposals and plans are based upon collaboration between NHS Commissioners and Providers, and others including local authorities with social care responsibilities.
10. The NHS Long-Term Plan has been introduced over the past year and is a crucial planning document as it is the vehicle which will deliver on the Government's substantial new investment in the NHS over the next five to ten years. Any health organisation and system must be in compliance with the Plan in order to maximise access to the new investment. For good or ill, most commentators would accept that the Plan is in essence specifically a health service document aimed at the NHS itself, rather than a health and care plan that embraces local government care services and systems with clinical health services. In some sections of the Plan local government is referred to as a stakeholder rather than the key partner in any meaningful health and care system. Also, the targets upon which the delivery of the Plan will be judged over time are virtually entirely clinical or health based. While on the one hand this may appear disappointing to any observer hoping for the Plan to be a catalyst to integrated, health and care service development, on the other hand, if the Plan helps to secure better coherence and efficiency in an increasingly strained and complicated health system, that would be to the ultimate benefit of patients and citizens dependent on NHS services. It would also facilitate continued improvements in joint and integrated working over time.
11. The NHS England ambition is that each STP proceeds to becoming an Integrated Care System (ICS) over the coming period. This is intended to convey a greater degree of autonomy over integrated care systems, in due course. There are a small number of areas in England with ICS's already in place – as trail-blazers, and Hampshire County Council are part of the Frimley ICS. It is safe to say that whilst the journey within the Frimley ICS is simpler in many ways, given that the number of organisations directly involved and the population being served is much smaller (750,000) than it is for HIOW STP many of the governance and permissions available are still under development, with many of the conditions required to enable the national and local ambitions still to be conferred by NHS England and the Secretary of State for Health and Social Care.
12. Since the beginning of 2019 when the NHS Long-Term Plan was published, following announcements made in the summer of 2018 by the then Prime Minister, relating to the future direction and funding for the NHS, much focus has been given to developing a response which meets the requirement of

the NHS Long-Term Plan (LTP) and achievement of measures to bring additional funding.

13. Central to the ambitions of the NHS Long-Term Plan is an explicit objective to see greater coherence and delivery of support and services within local communities, both through the development of Primary Care Networks (coalitions of primary care practices and associated professionals / organisations supporting populations of up to 50,000) and also community provider organisations. This alongside a move to increased focus upon preventative approaches, drawing upon a rich tapestry of existing networks and local connections within local place based services, is an area which local government is able to best support NHS partners in order to achieve the best outcomes for our population. Hampshire County Council services enjoy generally very positive relations with their NHS partners and are well placed to support this developing ambition.
14. Across the HIOW STP there are some 42 Primary Care Networks and we and partners are supporting the development of these arrangements alongside the delivery mechanisms of our own services to ensure the relationship between these is developed to offer maximum benefit to our population. Funding into these Primary Care Networks and associated delivery structures locally will need to further evolve over time in order to reduce pressures and spend continuing to focus upon acute hospitals.
15. This report provides an overview of the HIOW STP development in line with the national expectations from NHS England and a view on the involvement of Hampshire County Council as plans proceed forward.

Contextual information

16. The NHS Long Term Plan (LTP) is the national strategy for the local NHS over the coming five years. The responsibility for the local health and care system is to plan for the delivery of 496 commitments contained within the Long Term Plan. There is some discretion as to the prioritisation and phasing of some of these commitments to reflect the needs of local communities. For the majority of commitments, however, the timing of delivery is either prescribed or linked to the availability of investment resource.
17. The requirement to develop a Hampshire and Isle of Wight response to the NHS Long Term Plan was set out in the NHS Long Term Plan Implementation Framework (LTPIF) published in June 2019. The LTPIF set out the approach STPs / ICSs are asked to take to create their five-year strategic plans by November 2019 covering the period 2019/20 to 2023/24. These plans need to be based on realistic workforce assumptions and deliver all the commitments within the Long-Term Plan. Again, for clarity the requirements are based upon NHS projections of clinical, medical and other NHS workforce and wider forecasts upon demands upon its services. Numerous subsequent requirements have been issued by NHS England relating to the timetable by which LTP ambitions need to be delivered.

18. The NHS Oversight Framework 2019/20 published in September 2019 sets out the 65 metrics all systems will be measured against, falling into the categories set out in the Long Term Plan Implementation Framework. With relatively few exceptions these metrics are based upon clinical and associated targets that sit with NHS organisations.

Hampshire and Isle of Wight ambition and delivery arrangements;

19. The HIOW STP has set out the following objectives as a key element of its LTP submission:
- To be clear about the vision, mission and major priorities of HIOW STP;
 - To ensure the views of people shape our proposals;
 - To use these to determine the priorities for the delivery of the LTP;
 - To work together over the next five years to deliver the LTP, improving outcomes for people in Hampshire and the Isle of Wight;
 - To develop local outcome measures to track improvement;
 - To develop a plan that delivers improved outcomes for local people and supports long term sustainability;
20. Work has also been undertaken to develop a potential governance structure for the future HIOW STP / ICS. Such a structure is extremely complicated and would need to reflect a wide range of elements including the clinical, political, senior officer and operational leadership and stakeholder engagement that a broad-based health and care partnership would require. This work is on-going and currently could not replace the existing governance arrangements in place for Hampshire County Council.
21. It is therefore proposed that the Hampshire Health and Wellbeing Board be the primary strategic political body through which Hampshire County Council engages with the HIOW STP, through its Chair, the Executive Lead Member for Adult Social Care and Health, as it further develops. This provides a clear political involvement with the HIOW STP and ensures that a Hampshire Care System focus is maintained, based upon a clear principle of democratic accountability and subsidiarity.

Progress to date

22. Whilst much work has been undertaken to date by NHS partners, much further work is required to reflect the necessary elements of a collaboration across a complex and large geography and organisational landscape to meet the ambition of an ICS across the Hampshire and Isle of Wight footprint.
23. The focus and contribution from Hampshire County Council includes;
- Leadership of the Prevention and Population Health elements of the STP – through the Director of Public Health.

- Development of a refreshed Health and Wellbeing strategy which builds upon existing strengths and sets clear ambitions for future service delivery and configurations.
 - Development of Hampshire Care System operational arrangements with Clinical Commissioning Groups and NHS provider colleagues; through the Improvement and Transformation Board – Chaired by Graham Allen, Director of Adults’ Health and Care, and the Integrated Commissioning Board - Chaired by Paul Archer, Deputy Director Adults’ Health and Care.
 - Improving capacity and system aligned working across acute footprints to increase the timeliness of support to Hampshire residents.
 - Development of proposed integrated service delivery with Southern Health NHS Foundation Trust for intermediate care services, i.e. services designed to reduce the need for a hospital admission and support timely discharge from hospital.
 - Multiple examples of joint commissioning of some key service functions, particularly in supporting younger adults.
24. Alongside this Hampshire County Council, from an officer perspective, is working closely with our local government partners to elicit greater clarity from the HIOW STP as to the ask of local government and also to be clear on the offer that local government can make to the development of greater coherence in supporting our respective populations.

Conclusion

25. The development of the HIOW STP and the response to the NHS Long Term Plan is a complex and complicated task. A great deal of time and effort has been expended to develop proposals and more importantly to ensure services are delivered to our population. It is important that Hampshire County Council continues to work with NHS and other partners in developing and delivering services and responses that meet our populations needs. However, the NHS LTP needs to be seen as an NHS plan and support as such
26. The system architecture designed thus far around the HIOW STP has, in many ways, made the task of delivering high quality and appropriate responses between and through local health and social care system more complicated as the focus has inevitably needed to be set upon NHS England expectations in regard to the NHS LTP.
27. The focus for Hampshire County Council, principally through our children’s and adult social care and Public Health functions, must continue to be on developing and maintaining excellent service responses for the Hampshire Care Systems’ population, whilst working closely with all our partners across the wider Hampshire and Isle of Wight landscape. That focus is committed to the improvement of joint working in the interest of improving outcomes and the quality of care for Hampshire citizens. That will include constructively but firmly assuring that the local authority’s accountabilities for social care services remain to the fore.
28. As we move forward it will be important to remain engaged in HIOW STP and in due course Integrated Care System strategic development. There is

further work to be undertaken to identify the way in which NHS partners will cohere their services across the HIOW footprint to enable better connectivity with local government and wider stakeholders. In the meantime, we should continue to be supportive of the approach being undertaken, whilst not at the expense of our responsibilities toward the Hampshire population through the wide range of services which are our duty to provide.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	Yes
People in Hampshire live safe, healthy and independent lives:	Yes
People in Hampshire enjoy a rich and diverse environment:	Yes
People in Hampshire enjoy being part of strong, inclusive communities:	Yes

Other Significant Links

Links to previous Member decisions:	
<u>Title</u> Hampshire and Isle of Wight Sustainability and Transformation Partnership – System Reform proposals	<u>Date</u> 1 February 2019
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
None	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

This is an update report so no Equality Impact Assessment has been undertaken.

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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	6 January 2020
Title:	Interim Progress on Climate Change Strategy and Action Plan
Report From:	Director of Economy, Transport and Environment

Contact name: Chitra Nadarajah

Tel: 01962 846771

Email: chitra.nadarajah@hants.gov.uk

Purpose of this Report

1. To provide an update interim progress report on the development of a climate change strategy and action plan following the declaration of a climate emergency on 18 July 2019 and the endorsement of the Hampshire 2050 Commissioners Summary report on 23 September 2019.
2. To gain approval for the proposed climate mitigation and resilience targets for the strategy.
3. To highlight some early activity and outcomes including putting forward some proposals for quick wins.

Recommendations

4. That Cabinet approves the target of carbon neutrality by 2050 for the wider Hampshire area which aligns with national government target.
5. That Cabinet notes the existing target for carbon neutrality by 2050 for the County Council's own estate and approve the inclusion of some wider indirect emissions (see paragraphs 33 &34).
6. That Cabinet approves the target for resilience to plan for impacts of a two-degree Celsius rise in temperature (see paragraphs 40-43).
7. That Cabinet notes that any emerging opportunities to progress delivery against the proposed targets will be expedited and maximised where feasible and affordable.
8. That Cabinet endorses the approach set out in the report for the development of the strategy, action plan and reporting.
9. That Cabinet approves the resource and governance structures set out in the report.
10. That Cabinet approves the proposal to establish a Salix De-carbonisation Fund of £1million to fund a range of energy saving initiatives on the County Council's corporate built estate. The fund will comprise a £500,000 allocation from the remaining £1.1million of County Council funding identified for energy saving

initiatives with match funding of £500,000 from Salix. The £1million to be added to the Policy and Resources Capital Programme.

11. That Cabinet approves a programme of tree and wildflower planting on highways amenity land, which will be funded by ringfencing 100% of capital receipts from the sale of surplus highways land.
12. That Cabinet approves the revocation of the 2013 Executive Member for Policy and Resources Wind Policy prohibiting large wind turbines and wind farm developments on county land as this does not support the principles of the climate change strategy. Any decisions on changes to County Council land use will be subject to the normal approval processes and will be assessed on their own merits.
13. That Cabinet approves the review of all County Council policies and strategies over the next five years, prioritising areas of high impact within the first two years, to take into account the impacts of climate change and to actively contribute to climate change mitigation and resilience.
14. That Cabinet approves the requirement for all decision papers to include an impact assessment on climate change mitigation and resilience (as is currently the case for equalities).

Executive Summary

15. This paper seeks to provide an interim progress report on the development of a climate change strategy and action plan for the County Council, following the climate emergency declaration on 18 July 2019 and the final recommendations of the Hampshire 2050 Commission of Inquiry.
16. This paper provides an overview of the proposed strategy, what it will cover and the key principles it will seek to deliver. An overview of the action plan is also set out including an outline of the activity and how these will be measured, monitored and reported.
17. The report will also highlight some initial activity that has taken place since July 2019 and some proposed early actions for approval.

Contextual information

18. The County Council declared a climate emergency on 18 July 2019 committing “to develop an action plan to provide a meaningful and effective set of measures to ensure that Hampshire moves towards carbon neutrality and greater resilience to the effects of climate change”.
19. On 23 September 2019 the final report of the Hampshire 2050 Commission of Inquiry was presented to the County Council. Whilst agreeing and delivering the potential actions are a matter for a wide range of partners and other organisations across the County and wider region, the County Council is committed to supporting the overall programme, not least in the area of climate change.
20. To meet the net zero carbon by 2050 target set by government in 2019, and fully respond to the declaration of a Climate Emergency and the recommendations of the Hampshire 2050 Commission, the County Council will

need to ensure that reducing greenhouse gas emissions (mitigation) and increasing climate resilience of both our own assets and the wider Hampshire area is central to the work of the organisation and embedded within the delivery of key objectives in all departments. To support this a climate change strategy and action plan are being developed.

Previous Achievements

21. The County Council has been engaged with climate change issues for many years, beginning with the Climate Change Commission of Inquiry in 2007, and has been taking active steps to respond, both in terms of making Hampshire more resilient to the known impacts and mitigating future climate change through reducing carbon emissions. The County Council was an early signatory to the Nottingham Declaration and the Aalborg Commitments as well as the Local Government Association's Climate Local initiative.
22. Hampshire County Council has taken an innovative and long-term approach to reducing carbon emissions from its estate and assets since Cabinet approved a Strategic Plan in July 2010. The original targets set for the Council's buildings, street lighting and business travel at that stage were:
 - a. Phase 1 20% reduction by 2015.
 - b. Phase 2 40% by 2025.
 - c. Carbon Neutral by 2050.
23. Over the last 9 years, a significant reduction of over 43% has been achieved. The first phase target was exceeded, and the second phase target achieved early in 2018 – 7 years early. Members have approved a new stretching target of 50% by 2025. Progress to date would indicate confidence that that can be achieved.
24. Carbon emission reductions of 21,800 tonnes of carbon have been delivered to date – equivalent to planting a forest of trees covering 8,700 acres or 4,300 football pitches.
25. Phase 1 of the Plan achieved energy savings of around £30million including reductions in the school estate. Phase 2 has achieved a further £1.96million in the County Council's corporate estate and street lighting. In addition, a total of nearly £400,000 in Carbon Tax savings has been achieved.
26. The Carbon Reduction programmes have delivered other wider benefits in addition to cost savings including reduced reliance on grid energy and cleaner air quality in the County. Further details can be found in Appendix 1.
27. The Property Services Energy Team has regular engagement with Government departments, the Carbon Trust and the industry advising on best practice and Hampshire is seen as a leading Council in this field. The Team continues to expand its offer to include Partners like Fire and Police as well as Academy Trusts and other local Councils like Southampton City Council.
28. Community schemes such as Insulate Hampshire in 2011/12 and Switch Hampshire 2013/14 engaged with Hampshire residents offering free loft and cavity wall insulation and a collective switching service respectively.
29. The County Council continues to embed climate change adaptation measures and considerations throughout the policies, processes and daily work of the

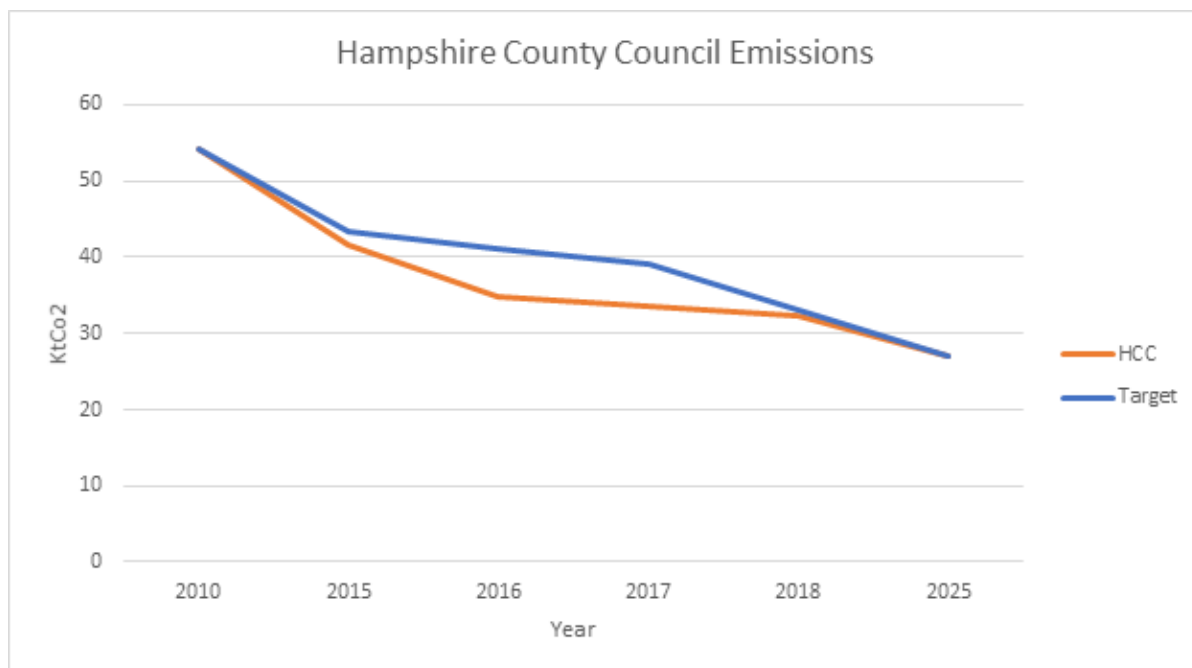
County Council, to ensure that the County Council and its services are resilient to the impacts of a changing climate.

30. Achievements to date include key policies and documents which now include adaptation. Examples include the Strategic Asset Management Plan and Corporate Decision-Making Report templates. The County Council has also made adaptation tools available to residents and organisations through its webpages. These include an interactive resilient buildings WebApp, Climate Change Risk Assessment tool and the Performance Acceleration Climate Tool (PACT) which helps assess and improve organisations' capacity to respond to climate change. The County Council also sits on the DEFRA-led Local Adaptation Advisory Panel which, amongst other actions, helped to develop the National Adaptation Programme for the UK.
31. A further £1.1million of investment in Solar PV, EV Infrastructure and battery technology was recommended for approval by the Executive Member Policy and Resources and Cabinet this Autumn. This will ensure the momentum in delivery of work programmes is maintained and includes a proposal to establish a Salix De-Carbonisation Fund of £1million to invest in energy efficiency and carbon reduction initiatives across the County Council's corporate built estate.
32. The work above has largely been undertaken by the CCBS Property Services and Energy Teams and the Strategic Environmental Team in ETE. There are other examples across the County Council of climate change activity, however a step change is required. Mitigating climate change and responding to future impacts cuts across all the County Council departments and services and the emerging strategy and action plan will need to reflect the breadth of response required.

Mitigation and Climate Resilience Targets

33. The climate emergency declaration set the intention for the County Council to become carbon neutral and resilient to the impacts of climate change. The County Council already has a target to achieve carbon neutrality by 2050 – this covers only the County Council's own assets, which represents less than 1% of the total Hampshire emissions (e.g. energy use, buildings, fleet and streetlighting - see Figure 1 for how this has progress since 2010) and not the emissions generated from delivering our services such as household waste disposal or highways maintenance. There are currently no other targets for mitigation or resilience.

Figure 1

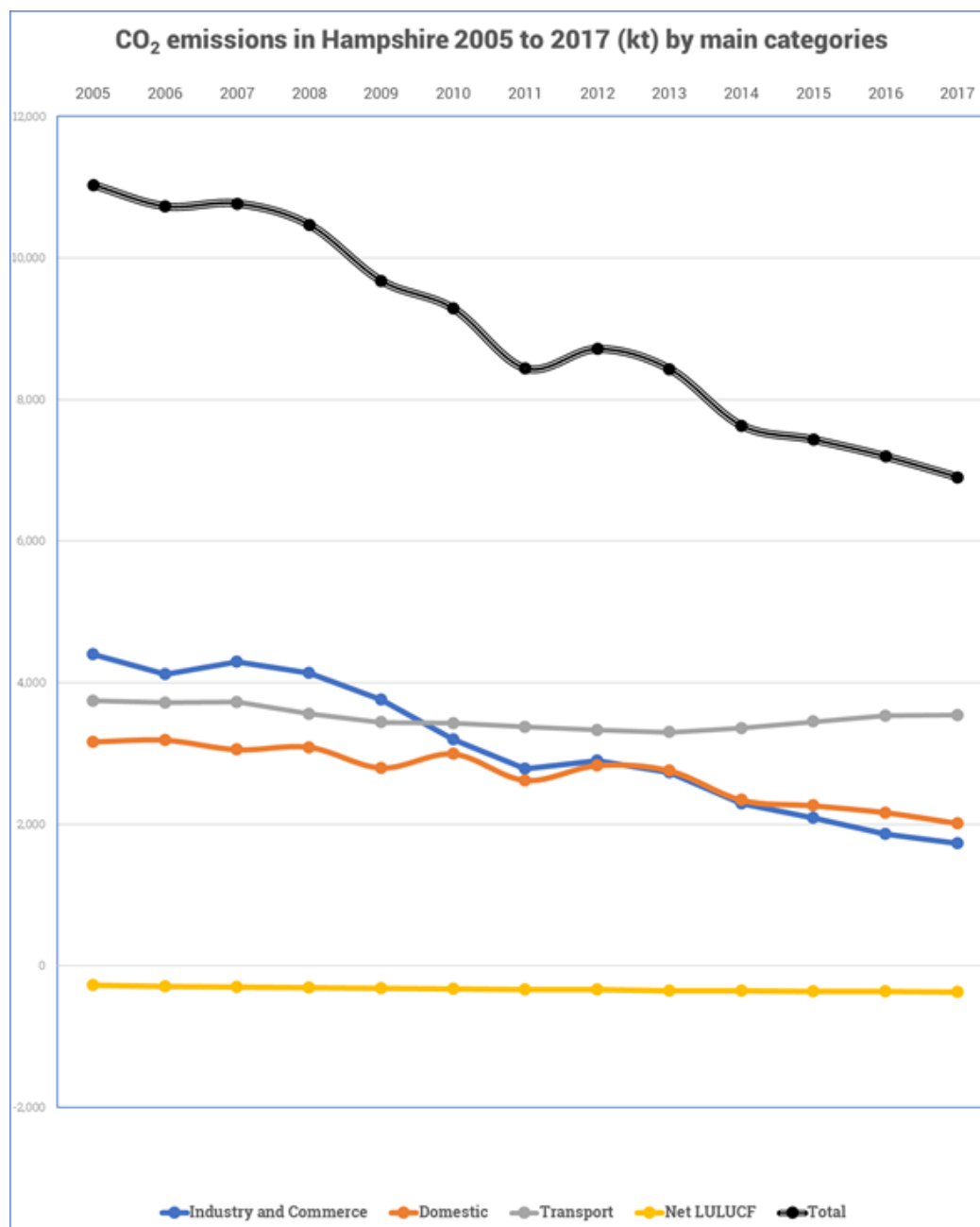


34. It is therefore proposed that the strategy sets a target for the County Council to be carbon neutral by 2050 which will cover all direct and indirect emissions from the activities of the organisation (e.g. fuel combustion on site such as gas boilers, fleet vehicles, electricity purchased and used by the organisation, business travel, procurement, waste and water).
35. As the climate emergency declaration also pertains to the wider Hampshire area, a complimentary target of carbon neutrality by 2050 is proposed to cover this and which aligns with the national government target.
36. On 12 June 2019 the UK government committed to a UK net zero emissions target by 2050. This target will deliver on the commitment the UK made by signing the Paris Climate Agreement and cover all sectors of the UK. Several policies and pathways are and will continue to be updated to support this target. For example, the Ministry of Housing, Communities & Local Government (MHCLG) are currently consulting on proposed options to increase the energy efficiency requirements for new homes. The Future Homes Standard will require new build homes to be future-proofed with low carbon heating and world-leading levels of energy efficiency by 2025. The Industrial Strategy has set a target, as one of their 'Grand Challenges' for the future, to at least half the energy use of new buildings by 2030. The Environment Bill, which was introduced to Parliament in October 2019, will enable a step-change in environmental protection and recovery. Through the Bill the role of local leaders on tackling environmental issues is bolstered by providing additional powers and flexibilities to deliver action.
37. Aligning with the governments' target is therefore the most effective approach as Hampshire will be able to take advantage of changes in national policies and new initiatives, such as those set out above, that will enable the County Council to take action in areas where it has influence but limited direct control. Overall emissions in Hampshire have been declining slowly for a number of years, mainly due to the phasing out of coal and the closure of key major industrial

installations (for example the closure of the Ford Southampton plant in 2013). It is unlikely however that the recent reductions will continue at the same rate without major further intervention, especially on transport emissions which are now by far the major category of emissions in Hampshire (see Figure 2)

- 38. It is therefore proposed that any emerging opportunities to progress delivery against the proposed targets will be expedited and maximised where feasible and affordable.

Figure 2



Source Department for Business, Energy & Industrial Strategy (N.B. Land use, land-use change, and forestry (LULUCF))

- 39. As a community leader it is also important for the County Council to set this target to unify the ambition for Hampshire and create a nexus around which public and private sector partners and residents can engage and deliver action.

40. Building resilience is the second key component of the County Council's response to climate change. Mitigation and resilience go hand in hand - there's no point building an energy efficient house that could be washed away in a flood. The Environment Agency, for example, is preparing for 4C of warming in planning the UK's flood defences¹. Though the Paris agreement aims to limit warming to no more than 2C above pre-industrial levels, even in the lowest-emission scenario presented by the UK Climate Projections report (2018), average annual temperatures are expected to be up to 2.3C higher by the end of the century.
41. The impacts of this rise in temperature includes heatwaves, floods, wildfires, increased storminess, rising seas, shifting crop patterns, the spread of disease - all of which will affect Hampshire residents and the ability to effectively deliver the County's services. The economic and social costs of dealing with the aftermath of these events are also substantial. For example, the 2013/14 floods in the Buckskin area of Basingstoke resulted in at least 88 properties being flooded; 80 households were evacuated, leading to displacement, lack of access, and loss of property and valuables, all of which caused residents significant distress. Therefore, it is vital for the future economic and social sustainability of Hampshire that action is taken to build resilience to these impacts in tandem with mitigating them through carbon reduction.
42. To ensure that Hampshire is sufficiently resilient to the impacts of climate change, a target for this is also proposed. Based on the above information it is proposed that a target of preparing for a two degree rise in temperature is set for Hampshire. This will provide a robust level of resilience for residents and services.

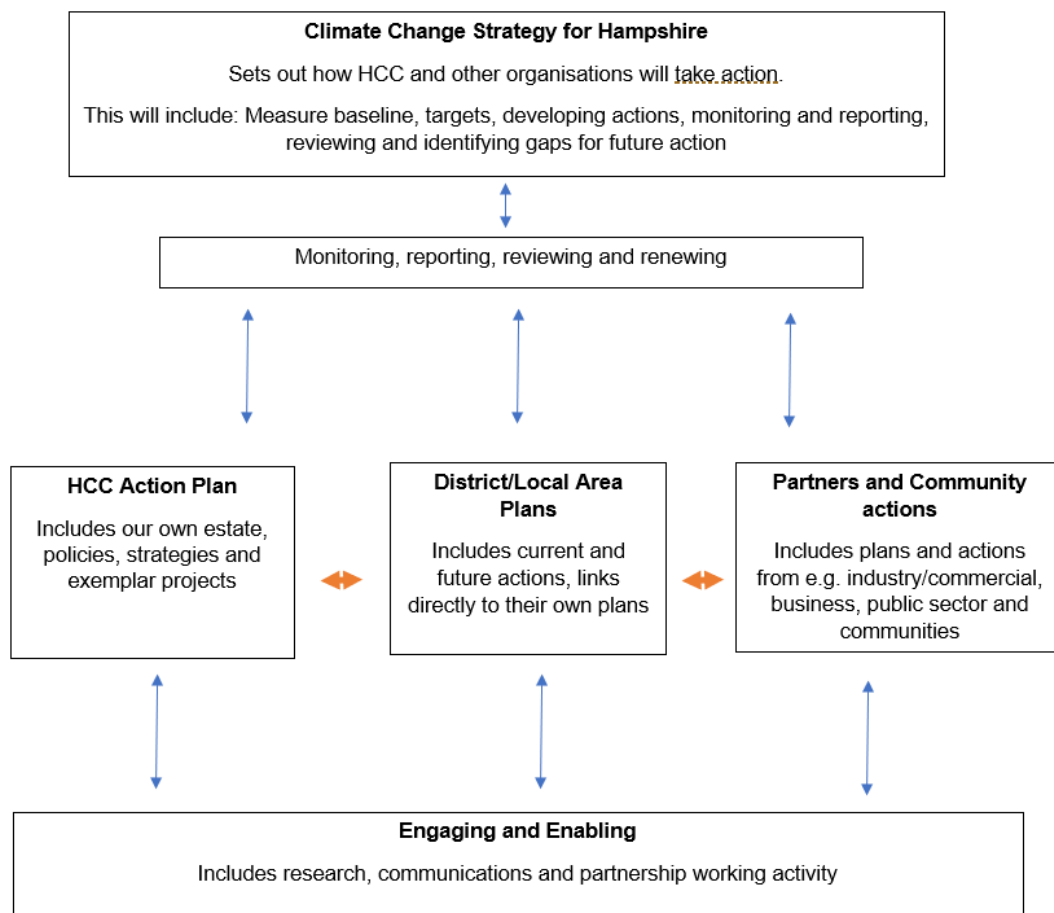
Strategy and Action Plan

43. The strategy will need to be cross-cutting to be effective and it should therefore be developed through cross-departmental engagement, which is already underway.
44. It is also critical that key partners externally including the wider public sector and community groups are also engaged in the development of the strategy and in particular the action plan as they will have direct responsibility for some the actions. This process has also begun.
45. The proposed structure for the strategy will cover both mitigation and resilience, for both the County Council's own assets and operations and the wider Hampshire area (see Figure 3).
46. The strategy will cover all the services within the County Council, placing climate mitigation and resilience as key considerations in all strategies, policies and decision-making. To meet the targets proposed, services will need to consider how they will actively contribute to reducing emissions (including carbon sequestration) and building resilience. It will be essential to ensure that activity is embedded into business as usual and that self-funding/sustainable models are used as much as possible.

¹ <https://www.gov.uk/government/publications/national-flood-and-coastal-erosion-risk-management-strategy-for-england>

47. Emissions and resilience across the wider Hampshire area will likely be structured by key themes including for example: built environment; energy; waste management; transport; industry; agriculture, and green spaces. A further section on behaviour and lifestyle changes will also be required.
48. Engagement with external partners and experts will form a critical component of the strategy along with engagement of residents and community groups which has already begun. As the County Council has limited control over a significant proportion of the emissions (see Figure 2) and resilience activity that will be required to meet the targets, responsibility for aspects of the strategy will reside with residents and other bodies such as the wider public sector, industry and businesses.
49. Residents in particular have a key role to play in reducing emissions from their own homes and through lifestyle choices, or as communities taking local action. There are many examples of successful community energy projects demonstrating the ability of communities to take direct action.
50. Ensuring the strategy considers all these elements will require careful engagement during the development of the strategy and action plan and continued partnership working and management during implementation. To provide an opportunity for meaningful engagement a multi-agency governance model is also being developed. This would be made up of relevant professionals, academics and community representatives from a range of organisations across Hampshire and would support and enable climate change action in Hampshire.
51. A dedicated communications strategy will form an integral part of the overall strategy which will cover both internal staff and external partners and communities. The County Council is also interested in the potential to influence and encourage people to make small, easy changes to their everyday behaviours which, cumulatively, have the potential to achieve large scale change across communities. As such, the Climate Change Strategy and Action plan will include the development of measures to influence specific behaviours of residents, staff and organisations. This could include targeted communications and campaign activities, as well as wider interventions. The approach taken will apply tested behaviour change methodologies based on principles of audience profiling and segmentation, behavioural insight, co-design and evidence-based interventions.
52. Opportunities to work with the University of Winchester and their journalism department will also be explored to support the communications work.

Figure 3 is a simple representation of the strategy and action plan.



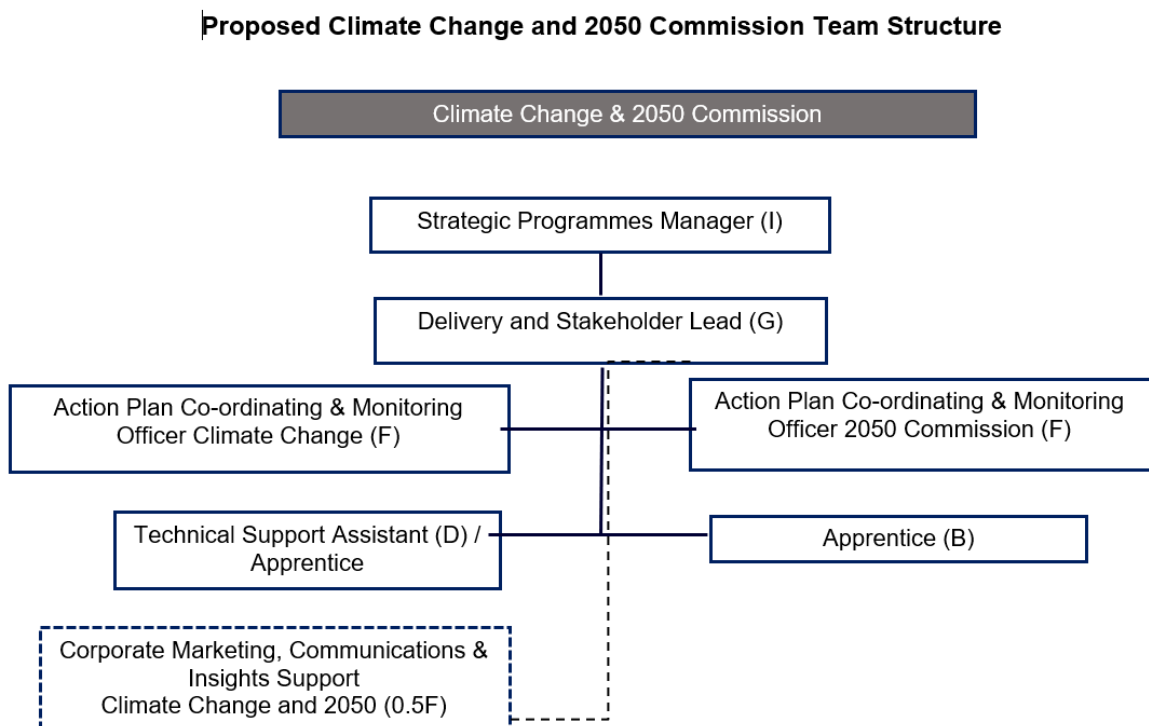
Measurement & Reporting

- 53. In order to measure progress against the targets, mechanisms for measurement and reporting will be required. There are several established tools available to support carbon budgeting and reporting which can be accessed. Many Districts and Boroughs have also declared climate emergencies and will also be measuring progress and reporting against their targets. It is therefore proposed that whatever methodology is chosen, it is shared widely with partners, to try and ensure a unified approach, and also to be able to identify gaps and avoid duplication of efforts.
- 54. There are also existing frameworks and guidelines available which can be adapted to measure the progress of building climate resilience across Hampshire.
- 55. It is proposed that the strategy initially covers a five-year period with a pathway to 2050, supported by a five-year action plan, with a focus on establishing the key protocols within the first two years. It is also proposed that progress is reported on a 6-monthly basis, with an annual review of both the strategy and the action plan to ensure that they are up to date with the fast pace of change. Appropriate scrutiny will be provided through select committees and Cabinet.

Resourcing

- 56. The County Council not only declared a climate emergency committing to take action on climate change but also agreed to take on a leadership role in introducing the Commission’s report to potential delivery partners, advocating the commissioner’s conclusions, and preparing a County Council Plan of direct actions to be taken to deliver relevant aspects of the Report.
- 57. The management and implementation of both these areas, in particular ensuring that as far as possible actions taken are embedded into business as usual, enabling cross-departmental working and to avoid duplication, will require an appropriate resource structure.
- 58. A paper is being submitted to the Leader’s Policy and Resources decision day on 14 November 2019 to approve the funding for the team as set out in Figure 4.

Figure 4 The proposed resource structure.



- 59. The team will be responsible for the development, monitoring, implementation and review of the Climate Change and the 2050 Commission strategies and action plans to ensure delivery against the Corporate climate change targets and Commission recommendations. The team will be responsible for establishing the necessary baseline data needed to enable measurement and reporting against these targets and recommendations e.g. carbon budgets and measures of climate resilience.
- 60. The team will also develop and maintain a network of internal and external stakeholders to support the delivery of actions across Hampshire for both the climate change and commission action plans. This will include working with all Hampshire District, Borough, Unitary and Parish Councils. The team will establish specific stakeholder forums e.g. experts, community groups and youth engagement panels; organise and attend events and workshops to support

delivery of the action plans and will represent the County Council at a local, regional and national level.

61. This will foster & maintain expert knowledge and contacts across the wide range of issues to support policy development and action plan delivery. The team will also work with Corporate Communications and Marketing Teams to develop and deliver targeted, behavioural insights led, communications to a range of audiences including residents.
62. The team will provide the resource to ensure central co-ordination to a corporate function. It will depend on each department leading and resourcing their own areas of activity to deliver their elements of the overall action plans.

Performance

63. Following the climate emergency declaration and the endorsement of the 2050 Commission's recommendations, work has been progressing on the development of the climate change strategy and action plan. This section outlines some those activities and also sets out some proposals for some quick wins.
64. The focus of most the activity to date has been on engaging with key partners. The outcomes/feedback etc. of all the meetings/events outlined below will be incorporated into the emerging strategy and action plan.
65. A number of officer level meetings with District, Borough and Unitary partners and the wider public sector have taken place to begin to discuss priorities, activities, issues and possibilities for joint working on climate change. A desire for the sharing of tools and methodology has come through strongly and the priority areas of planning, transport and engaging with residents have also been identified.
66. A workshop was held for the re-purposed Hampshire Partnership Board now known as the Hampshire 2050 Board on 26 November 2019 on the 2050 Commission with a focus on climate change. The Board consists of Leaders and Chief Executives from all Hampshire Districts, Boroughs and Unitaries, as well as the wider public sector. The workshop asked delegates to identify their top three priorities for action in Hampshire on climate change, what their role might be and who the key players are.
67. Parish Councils will also be engaged in a briefing on 9 January 2020. The briefing will focus on the recommendations of the 2050 Commission, with a specific emphasis on climate change. The aim of the event is to understand their priorities and key issues, and what action they can take within their communities to deliver tangible outcomes.
68. There are many community groups that are actively working on climate change issues in Hampshire, engaging with residents and businesses. An event was held on 22 October 2019 to engage with these groups to map out existing activity, identify gaps and explore how these groups can actively contribute to the strategy and action plan. The event was chaired by Councillor Jan Warwick, the Council's Climate Change Champion.
69. The proposals for a further £1.1million of investment in Solar PV, EV Infrastructure and battery technology, recommended for approval by the Executive Member Policy and Resources and Cabinet this Autumn, included a

proposal to establish a Salix De-Carbonisation Fund of £1million to invest in energy efficiency and carbon reduction initiatives across the County Council's built estate. The fund will comprise a £500,000 allocation from the County Council funding identified previously for energy saving initiatives with match funding of £500,000 from Salix.

70. The proposed De-Carbonisation Fund will provide flexibility to support and respond to changes within the built estate and the opportunity to blend energy and carbon saving works with existing programmes of planned maintenance to deliver comprehensive solutions for the harder to reach buildings in the estate.
71. Use of the Salix De-Carbonisation Fund increases the level of funding available to the County Council to invest in energy saving measures without incurring the additional costs of capital employed. Salix also offers the benefit of a full governance structure and quality assurance process that supports the assessment and selection of investment priorities and provides a level of independent assurance to the work undertaken by the County Council within the wider context of climate change. Further detail on the proposals for the De-Carbonisation Fund are provided at Appendix 2.
72. Given the significant interest in tree planting as part of the response to climate change through carbon sequestration, it is important to establish that tree planting is only one component of carbon reduction through landscape planning and management. A Tree Strategy for the County Council is therefore being developed to bring together all these priorities to ensure a holistic approach is taken. This work will facilitate policies and strategies across the County Council that touch on tree planting/landscape management etc. to be aligned towards shared objectives and outcomes. Engagement with both the Forestry Commission and the Woodland Trust is also ongoing to support the creation of a "Strategic Alliance" to enable the Tree Strategy to be implemented in the most effective way.
73. One example of a proposed action that would support the work on tree planting is to approve a programme of tree and wildflower planting on highways amenity land, which could be funded by ringfencing 100% of capital receipts from the sale of surplus highways land. This would secure funding for this activity and enable better delivery.
74. Another proposed action would be the revocation of the County Council's Executive Member for Policy and Resources (EMPR) 2013 Wind Policy prohibiting large wind turbines and wind farm developments on county land. The 2013 EMPR decision report makes it clear that the prohibition of wind farms etc. on County Council owned land was in effect for a snapshot in time, and that the position might change in the future. To support the aspirations of the climate emergency declaration it is important that the County Council is actively promoting the use of its land to mitigate or adapt to the impacts of climate change where appropriate. This policy goes against the key principles of the declaration and the emerging strategy and revoking it would send a strong message that the County Council is taking this issue seriously. Any decisions on changes to County Council land use will be subject to the normal approval processes and will be assessed on its own merits. There are many options to reduce carbon and increase Hampshire's climate resilience through land use, for example, other type of renewable energy generation, rewilding or tree

planting, and all relevant issues will be considered on a case by case basis to ensure that decisions are made in the best interests of Hampshire residents.

75. Another key area of activity is the review of key corporate strategies, policies and decisions in light of climate change. It is proposed that all County Council policies and strategies are reviewed over the next 5 years, prioritising areas of high impact within the first two years, to take into account the impacts of climate change and to actively contribute to climate change mitigation and resilience. This would ensure that activity is embedded into business as usual and that self/sustainable funding models are used as much as possible to support delivery. It is critical that the County Council takes this approach to place climate change at the core of its activity.
76. Work has begun to review the Local Transport Plan in light of both climate change and the 2050 Commission. This review provides an opportunity to look at significant issues such as demand management, public transport, use of road space, and appropriate patterns and forms of development that could contribute significantly to both climate mitigation and resilience and the wider 2050 Commission recommendations. A review and update of the County Council's own corporate travel plan is also underway and will seek to minimise the carbon impact from transport whilst balancing this with the efficient operation of council services.
77. The Health and Wellbeing Board Business Plan is also currently being finalised and this will now include climate mitigation and resilience and core principles.
78. The Local Flood Risk Management Strategy is also being updated. The new strategy will tie up very closely with the climate change agenda as it will cover resilience, Sustainable Urban Drainage Systems, community support, forward strategic planning of developments and reducing risk in the most vulnerable areas whilst working with partners (e.g. Environment Agency, water companies, blue lights, districts etc).
79. A review of the County Farms Estate policies and procedures is also underway to ensure a sustainable policy that aligns with wider corporate strategic objectives and the need to ensure a viable framework for County Farms service delivery in relation to emerging policies on Brexit, mitigation, climate change and the 2050 Commission.
80. A proposed action that would support the review of strategies and policies is to reinstate the requirement for all decision papers to include an impact assessment on climate mitigation and resilience (as per for example the equalities impact assessment). This is a simple way of demonstrating that as an organisation climate change is a key consideration of every major decision. It will also support a positive shift in planning and delivery of actions across all departments on climate change.
81. Also underway is the development of a suite of reports on the state of the environment, economy and society, providing a baseline from which progress can be measured. Following the outcomes of the 2050 Commission, these reports will establish a robust baseline which will ensure that information is clear and transparent and allow progress to be accurately measured. The environment report will be prioritised to reflect the urgent nature of this work. Data will also be gathered from other organisations to measure progress.

Consultation and Equalities

82. The Climate Change Strategy and accompanying Action Plan will include actions which are likely have both positive and potentially negative impacts on equalities issues. These include, but are not limited to, social justice in terms of carbon and climate resilience and fuel poverty. A key strand of developing the Climate Change Strategy and Action Plan will be to fully assess the potential impacts of the actions and incorporate mitigation measures as necessary. However, as this paper is an interim update on progress, therefore no equalities impacts have been identified.

Conclusions

83. There has been significant progress in the development of a climate change strategy and action plan since the Climate Emergency declaration in July 2019 and the 2050 Commission outcomes reported in September 2019.
84. A clear structure for the strategy and action plan have been developed along with key proposals for targets, measurement and reporting.
85. Engagement both within the County Council and externally has been a clear priority to ensure buy in and active participation and ownership of any targets set. Key events have taken place or are planned to support this with a range of partners including District, Borough and Parish councils as well as the wider public sector and communities.
86. Work has also begun in a number of areas, progressing early activity to support the emerging strategy and action plan including reviewing key County Council strategies and policies, developing a new Tree Strategy and establishing robust data driven baselines for key areas of the environment, economy and society.
87. Approving the recommendations set out in this report will enable the strategy and action to be driven forward and deliver immediate outcomes towards the objectives of the climate emergency and the 2050 Commission.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	yes
People in Hampshire live safe, healthy and independent lives:	yes
People in Hampshire enjoy a rich and diverse environment:	yes
People in Hampshire enjoy being part of strong, inclusive communities:	yes

Other Significant Links

Links to previous Member decisions:	
<u>Title</u> Climate Emergency Motion	<u>Date</u> July 2019
Hampshire 2050 Commission of Inquiry	September 2019
Direct links to specific legislation or Government Directives	
<u>Title</u> Climate Change Act	<u>Date</u> 2008
National Adaptation Programme	2018
Environment Bill	2019

Section 100 D - Local Government Act 1972 - background documents	
<p>The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)</p>	
<u>Document</u>	<u>Location</u>
None	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

The Climate Change Strategy and accompanying Action Plan will include actions which are likely have both positive and potentially negative impacts on persons sharing a relevant protected characteristic. These include, but are not limited to, social justice in terms of carbon and climate resilience and fuel poverty. A key strand of developing the Climate Change Strategy and Action Plan will be to fully assess the potential impacts of the actions and incorporate mitigation measures as necessary. However, as this paper is an interim update on progress, no equalities impacts have been identified.

Appendix 1 – Previous Achievements on Hampshire County Council's Carbon and Energy Programme

1. To date, £6million of up-front capital investment has been committed over the last 9 years; all of which will be paid back through energy savings over a relatively short period of time – typically between 5 and 8 years. This has been committed based on a robust business case in a number of phased Energy Performance Programmes including:
 - a. LED lighting replacement
 - b. Solar PV Installations
 - c. Electric Vehicle (EV) charging procurement and installation
 - d. EV small vehicle fleet replacement
 - e. Insulation and draft-proofing programmes
 - f. Heating improvements through optimisation and controls upgrades
2. Savings have also been achieved by a programme of office accommodation utilisation studies, leading to a 25% reduction in occupation over 10 years as a result of flexible working and transformation of accommodation. A programme of behaviour change – ‘Do your Energy Bit’ – has also been led by Property Services with good contributions from a network of Energy Champions across departments.
3. The funding from the County Council has, in many cases, been topped up by interest free loans from Salix – a Government sponsored initiative to facilitate carbon and energy savings. To date, some £603,640 has been accessed to deliver more programmes and greater scope of works.
4. A further £1.1million of investment in Solar PV, EV Infrastructure and battery technology is recommended for approval by the Executive Member Policy and Resources and Cabinet this Autumn to ensure the momentum in delivery of work programmes is maintained. This includes the proposal to establish a Salix De-Carbonisation Fund of £1million for investment in energy saving and carbon reduction measures across the County Council's corporate built estate as set out in Appendix 2.
5. The original Energy Budget established in 2013 will now be spent. Further funding will be considered as part of the Climate Change Action Plan and the review of Capital priorities in advance of County Council Budget Setting in February 2020.
6. Further details of the excellent progress in achieving success in these programmes are as follows:
7. All streetlights in Hampshire have been converted to modern energy efficient lamps as part of a long term Private Finance Initiative contract. Together with a programme of dimming and switching off, this has achieved a significant reduction of 60% emissions since 2010 – over 15,000 tonnes of carbon. A further outline business case has been undertaken to investigate the feasibility of converting lamps to the latest LED technology. The Director of Economy Transport and Environment has concluded that significant energy

and carbon savings could be achieved by conversion of high energy units on main roads. This will be subject to a revision of the contract with the lighting provider and approval by the Executive Member Economy Transport and Environment.

8. A total of 65 PV Installations on roofs consisting of 31 on corporate buildings and 34 on schools. More is planned subject to approval of further investment referred to above. A detailed business case is currently being drafted for a programme of major Solar PV installations on community schools where the buildings are owned and managed by the Council. The outcome of this and the funding will be considered as part of the Capital Priorities exercise and in the context of the Climate Change Action Plan.
9. A corporate programme of LED lighting replacement has achieved nearly £200,000 of savings to date and more is planned. This is one of the most fruitful initiatives in terms of return on investment and there are further significant savings with further investment in this area.
10. Property Services have procured a Vehicle Charge Point framework that is available to public sector bodies in the central South of England. This is an efficient route to market which gives access to a private sector installer and a bulk-buy discount for those taking part. To date, 39 Councils have signed-up and are active in using the framework to deliver charge points across the region. To date some 297 points have been installed. By the end of 2019 calendar year, the County Council will have a network of 129 points (119 for fleet use and 10 public). Significantly more are planned in future years. Basingstoke and Deane Borough Council will have the first public charging hub in Hampshire installed using the framework.
11. The provision of charging points goes hand-in-hand with the conversion of the small vehicle fleet to electric. The strategic plan is to replace all 150 plus fossil fuel vehicles with electric on a phased basis as each comes to the end of its lease or purchase arrangement. It is estimated this will save around £240,000 a year on fuel (over 90% of the costs) and will have other benefits including zero emissions and advertising the Councils commitment to greener travel. By the end of the year, the Council will have 39 vehicles in the electric fleet including Highways, Asbestos and Countryside Services.
12. The County Council continues to have a close relationship with schools. The estate is very significant and there have been many opportunities to provide support, advice and technical installations to reduce energy costs. This has included a programme of boiler controls, energy performance programmes and PV installations. Property Services have built up a capacity and technical expertise that is offered to schools on a cost recovery basis. There is mutual benefit beyond the financial ones for both parties. Schools have a particular interest in the educational and community leadership benefits which flow from the Climate Change agenda. Property Services aim to continue to be at the forefront of this engagement with schools which goes beyond energy savings and aims to demonstrate relevance to them in challenging times – reinforcing the 'extended organisation' vision of the County Council.

Appendix 2 – Salix De-Carbonisation Fund Proposals

1. Salix are the delivery body for the Department of Business, Energy & Industrial Strategy (BEIS), providing interest free loans for public sector energy projects. The County Council has used Salix loan arrangements to fund energy saving measures under previous phases of its energy saving programme and officers in Property Services are in regular contact with Salix and the County Council is regarded as a leader in public innovation and investment in energy saving initiatives.
2. Salix is about to launch a revised De-Carbonisation Clean Growth Recycling Fund where an authority provides match funding for a Salix loan to set up a fund which is used to deliver energy saving works. The revenue cost of energy saved is returned to the fund and is re-used to invest in further energy saving opportunities.
3. As part of the County Council's wider carbon and energy reduction programme, it is proposed to establish a Salix De-carbonisation Fund to deliver further energy efficiency and carbon reduction measures across the built estate. This investment will target new opportunities that have arisen following completion of condition improvement works, an increased certainty on the future retention of certain buildings and reduction in the cost of some technologies.
4. The programme will incorporate a range of energy saving measures and will be linked to planned maintenance programmes of work to maximise opportunity to deliver more challenging solutions for energy and carbon reduction whilst improving buildings' operational environment. It is envisaged that the measures included in this programme will include:
 - a. **Solar PV** – A programme of Solar PV across the corporate estate was delivered previously. Further opportunities for PV installations have now arisen due to roof condition improvements and certainty on the retention and future use of some specific buildings. The costs of purchase for Solar PV continues to reduce and schemes previously not viable can now be considered. The Salix De-Carbonisation Fund supports projects with a return on investment period of up to 10 years. Combined with continued reduction of the costs of purchase for Solar PV, schemes that were previously not viable can now be considered.
 - b. **Building Fabric and Heating Improvements** – Incorporating heating controls, thermal insulation and draft proofing improvements into planned maintenance projects has proven a cost effective approach to delivering energy and carbon reductions alongside other positive outcomes.
 - c. **LED Lighting** – A significant programme of LED lighting was undertaken across the corporate estate as part of Energy Performance Programme Phase 4. However a number of buildings were excluded due to operational constraints or uncertainty of future. These will be revisited and combined with planned maintenance programmes to reduce costs and disruption to building users.
5. It is envisaged that repayments from schemes completed in the first years of the programme will be reinvested in the fund to deliver further schemes. The

period over which repayments continue to be reinvested will depend on the opportunities identified across the estate and can be extended or reduced accordingly.

6. Use of the Salix De-carbonisation Fund increases the level of funding available to the County Council to invest in energy saving measures without incurring the additional costs of capital employed. The Salix De-Carbonisation fund also includes the benefit of full a governance structure and quality assurance process including a range of compliance tools that validate assumptions and calculations and an audit programme. These tools provide a valuable resource to support the assessment and selection of investment priorities by Property Services' officers as well as providing a level of independent assurance to the work undertaken by the County Council within the wider context of climate change.
7. The Decarbonisation Fund will help to ensure flexibility is provided to support and respond to changes within the estate which create further carbon reduction and energy saving opportunities using the opportunity to blend energy and carbon saving works with existing programmes of planned maintenance activities to deliver comprehensive solutions for the harder to reach buildings in the estate.

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	6 January 2020
Title:	Annual PREVENT Report
Report From:	Director of Adults' Health and Care

Contact name: Graham Allen

Tel: 01962 847200

Email: Graham.allen@hants.gov.uk

Purpose of this Report

1. The purpose of this annual report is to provide information and assurance on the County Council's delivery of the PREVENT duties and responsibilities hosted within Adults' Health and Care.

Recommendations

2. That Cabinet notes the contents of this report on updating PREVENT related activity in Hampshire, including the work being undertaken by Hampshire County Council and its partners in the management and mitigation of issues related to duties under the Counter Terrorism and Security Act 2015
3. That Cabinet receive a further update in 12 months' time.

Executive Summary

4. This report seeks to provide information and assurance on the following:-
 - the delivery of PREVENT duties and responsibilities with reference to the Hampshire PREVENT Partnership Board (PPB) hosted within Adults, Health and Care on behalf of the wider County Council
 - the delivery of PREVENT within the wider County Council
 - key PREVENT national policy issues with implications for the Council

Contextual information

5. The Counter Terrorism and Security Act 2015 created a statutory duty to have due regard to the need to prevent people being drawn into terrorism. This duty applies to all public bodies (local authorities, police, NHS, schools, further and higher education providers, probation, prisons and youth offending services). The duty also applies to private providers supplying public functions for example, in the education sector. Previously, the lead responsibility for

PREVENT lay with the police, however as of 2016, local authorities now have the lead as PREVENT interventions are focused in the 'pre criminal space'.

6. The current threat level of International Terrorism to the UK has recently been down-graded from 'Severe' to 'Substantial' ¹, meaning that a terrorist 'attack is likely'. For Northern Ireland the threat is 'Moderate'.

PREVENT Partnership Board (PPB)

7. The PPB continues to operate as a multi-agency forum with close links to the Hampshire Community Safety Strategy Group. Through these two groups the links with community safety partnerships have been strengthened, meaning that we are in a much stronger position to support community cohesion initiatives and to identify community tensions at the earliest opportunity.
8. The multi-agency action plan agreed by the PPB reflects the key priority areas within the PPB's PREVENT strategy, and both the action plan and strategy have been updated to reflect the Counter Terrorism Local Profile (CTLP) provided annually by Counter Terrorism Policing South East (CTPSE). The CTLP provides the PPB with both local and national data on PREVENT, ranging from number and type of local referrals to emerging national themes and developments. All statutory partners contribute to the final version of the CTLP.
9. The PREVENT service manager has recently taken on the PPB manager role which has further strengthened the relationship between Hampshire County Council and partners.
10. The PPB's training subgroup is being refreshed to reflect the changing landscape of national training materials which have been released over the last 12 months. The training subgroup will review the current training strategy as required in parallel with national policy developments and will incorporate learning from serious cases.
11. A communication subgroup of the PPB has also been established, which will produce agreed multi-agency guidance on PREVENT communication, including the dissemination of the CTLP. It will also produce a communication strategy for partners to use when live cases occur which require a multi-agency response.

PREVENT in Hampshire County Council

12. We have successfully recruited into the role of PREVENT Development Officer, securing a very experienced member of staff who joins us from CTPSE. We have also successfully recruited to the role of PREVENT Business Support, both roles started in September 2019.

¹ <https://www.gov.uk/terrorism-national-emergency>

13. The PREVENT service manager role continues to be hosted in Adults' Health and Care, to work across the whole council.
14. The implementation of the Hampshire County Council PREVENT Delivery Group is underway to strengthen the organisational approach in respect to leadership, workforce capability, partnerships and information sharing. This will hold a senior cross departmental membership chaired by the Director of Adults' Health and Care.
15. Channel, the arrangements for multi-agency case-conferences for individual referrals within the overall PREVENT approach, continues to operate effectively in Hampshire, within the published guidance, targeting a range of individuals with varying ideologies and backgrounds. The Office for Security and Counter Terrorism (OSCT) recently advised that individuals with no clear ideology should be adopted into Channel if it is felt that Channel can help divert them away from committing an act of terrorism. This has resulted in an increase in the number and nature of referrals being made to the Channel Chair by CTPSE. Alongside this increase in the number of referrals made is a continued increase in the complexity of the cases.
16. The links between referrals into Channel and mental health remains close.
17. The Channel Panel continues to support both children and adults in Hampshire.
18. Due to the security and sensitivity of Counter Terrorism intelligence, this annual report will not include exact numbers however trends associated with Prevent referral numbers remain static into CTPSE for 2018 compared to 2017, with 12% adopted into the Channel process administered by the Council
19. 34% of referrals were for Extreme or Far Right Ideology, with 16% for an undetermined ideology.
20. Referral source remains varied, with 18% of referrals coming from schools.
21. The majority of referrals were for males, with just over half of the referral subjects being identified as 'vulnerable'.

Key National Highlights

22. Key national developments which are likely to impact Hampshire are as follows:-
 - Referral Routes – Hampshire is currently working with CTPSE to adopt a National Referral Form which will allow all relevant information to be collected at one point of contact
 - Independent Review of Prevent – Lord Carlile of Berriew has been appointed to lead the review. Hampshire has expressed an interest in contributing to this review, which will focus on:
 - How has PREVENT met its objectives?
 - What has been the effect of the statutory PREVENT duty?

- Has PREVENT overreached in its assessments of the risks presented by individuals?
 - Is PREVENT understood and accepted by the public including particularly affected communities?
 - Is there a future for PREVENT, or for something like it? If so, how should it look, and be scrutinised?
- New Channel Guidance is expected to be issued in November 2019. It is not yet known what, if any, changes will be made to current practice.

Conclusion

23. Hampshire County Council is undertaking its statutory responsibilities to lead on the PREVENT agenda both with key stakeholder agencies as members of the PPB and as a result of strengthening its internal governance facilitated by Adults' Health and Care.
24. The appointment of a strategic service management role in Adults' Health and Care has provided a renewed focus upon Channel Panel operations and the instigation of a programme of internal organisational objectives continues to progress. The appointment of the Development Officer for PREVENT will allow Hampshire County Council to further mainstream PREVENT throughout the whole council, and beyond with partner agencies.
25. The Channel Panel will again be re-structured and re-launched in the next few months once the new, national Channel Duty Guidance is published and the National Referral Form is adopted by Hampshire County Council.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	yes
People in Hampshire live safe, healthy and independent lives:	yes
People in Hampshire enjoy a rich and diverse environment:	yes
People in Hampshire enjoy being part of strong, inclusive communities:	yes

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>
Counter Terrorism and Security Act 2015	2015

Section 100 D - Local Government Act 1972 - background documents	
<p>The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)</p>	
<u>Document</u>	<u>Location</u>
None	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

As this is annual update there is not a requirement for an Equality Impact Assessment.

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	6 January 2020
Title:	Hampshire Community Safety Strategy Group
Report From:	Director of Adults' Health and Care

Contact name: Robert Ormerod

Tel: 01962 845122

Email: Robert.ormerod@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to provide an update on the work of the Hampshire Community Safety Strategy Group and progress towards agreeing the Hampshire County Agreement for Community Safety. The report also provides an update on the recent introduction of requirements and resources to address Serious Violence.

Recommendation

2. That Cabinet;
 - a) note the leadership of the County Council in promoting community safety with partners through the Hampshire Community Safety Strategy Group (HCSSG);
 - b) note the arrangements for establishing a Hampshire Violence Reduction Unit; and
 - c) endorse the action of the Director of Adults' Health and Care in establishing an initial grant scheme which enables an element of the 2019/20 Home Office funding to tackle serious violence to be allocated to community projects.

Executive Summary

3. This report seeks to provide an update on progress of the work of the Hampshire Community Safety Strategy Group in agreeing strategic priorities and assuring effective arrangements for multi-agency working at the county level through the broad-based membership of the HCSSG.

Contextual information

4. The County Council re-established the Hampshire Community Safety Strategy Group (HCSSG) in July 2018 which has met quarterly over the past 16 months. Its work has focused on the preparation of a Community Safety

Agreement based upon priorities stemming from strategic assessments prepared by the strategy groups across the county.

5. The purpose of the Hampshire County Agreement for Community Safety is to identify the ways in which the responsible authorities in the county could more effectively implement the priorities set out in these strategic assessments, for example through coordinated or joint working at the county level; and how the responsible authorities in the county might otherwise reduce crime and disorder or combat substance misuse through coordinated or joint working.

Membership of the Hampshire Community Safety Strategy Group (HCSSG)

6. The HCSSG is chaired by the Director of Adults' Health and Care and is attended by the Director of Children's Services, Director of Public Health, the Assistant Chief Executive and leads from Emergency Planning, Mental Health and Substance Misuse, Safeguarding Services for Children and Adults, Trading Standards, Supporting Families and the Youth Offending Team. Senior partners attend representing HMP Winchester, the National Probation Service, Community Rehabilitation Service, Hampshire Constabulary, Hampshire Fire and Rescue Service, the Hampshire Clinical Commissioning Group Partnership, the Office of the Police and Crime Commissioner, the Local Criminal Justice Board, the Civilian Military Partnership, district and borough housing services, and community safety officers from Hampshire's district and borough community safety partnerships. Lead officers from Portsmouth and Southampton attend as observers.

Hampshire Strategic Assessment for Community Safety

7. The HCSSG has prepared a [Strategic Assessment](#) drawing together a wide range of evidence from relevant strategic assessments including the strategic assessments for each district and borough in Hampshire; the Police and Crime Plan; the Joint Public Health Strategic Needs Assessment; the Hampshire Constabulary Force Strategic Assessment and the Hampshire Fire and Rescue Strategic Risk Assessment. This Strategic Assessment for 2019-20 was agreed and published in March 2019. This will remain a live document reflecting dynamic national and local priorities.
8. Notably a further assessment of serious violence is currently being prepared for inclusion in response to the priority to address knife crime affecting young people.

Hampshire County Agreement for Community Safety

9. The Hampshire County Agreement for Community Safety 2020-23 is currently in preparation following strong partner engagement and progress since March 2019 through the HCSSG. This will be completed in January 2020. The Hampshire County Agreement for Community Safety recognises that there is a very broad landscape of collaborative activity across Hampshire which significantly contribute to community safety outcomes, including a number of

statutory boards. The purpose of the Hampshire County Agreement for Community Safety is to ensure visibility at a countywide level of the strategic risks and the actions to address and mitigate them. The approach of the HCSSG has been to work with the leads for these bodies and partnerships to ensure that the strategic community safety priorities are recognised and being addressed, with any gaps and weaknesses identified and addressed within the County Agreement. To support this process, the HCSSG has developed an assurance and development framework and applied this to each of its priorities. This framework was prepared with the support of Home Office funded consultancy support from the Serco Institute. It is important to note that it is a statutory responsibility for Hampshire County Council to produce and develop, with partners, a County Agreement for Community Safety under the Crime and Disorder Act 1998.

10. In applying this framework, a number of cross-cutting development areas and adjustments emerged as part of the learning process for the HCSSG. The breadth and complexity of collaborative arrangements has raised several challenges in assessing whether, across the board, our collaborative arrangements are effectively configured to address these priorities, especially given that many of the arrangements are constituted to address wider outcomes e.g. related to health and wellbeing, public protection, cohesion and positive outcomes for young people.
11. A synopsis of the work in progress in the form of a draft Hampshire County Agreement for Community Safety is attached. However, the following areas have been identified through the work undertaken through the HCSSG;
 - Priority 1; The threat of serious organised crime, especially related to the exploitation of children, including 'county lines' gangs
 - Priority 2; The interconnectedness and impact of mental ill-health, substance misuse, domestic abuse and adverse childhood experience
 - Priority 3; The continuing threat of radical extremism
 - Priority 4; The changing demographics of our communities and the importance of promoting community cohesion
 - Priority 5; The risks facing the capacity of voluntary support services for vulnerable people
 - Priority 6; The importance of engaging all children in positive activities and building aspiration
12. Of particular note is an announcement in August 2019 by the previous Home Secretary that crime and disorder legislation will be updated to mandate Serious Violence (including knife crime affecting young people) as an explicit priority for all strategies (and therefore the County Agreement). This follows a consultation on the proposed duty at the start of the year to which the County Council responded. This element will be included within the HCSSG priorities.
13. Hampshire and the Isle of Wight has recently been awarded short-term funding, via the Police and Crime Commissioner to establish a Violence Reduction Unit (VRU) partnership model for co-ordinating a problem profile

and a co-ordinated prevention and response plan, aligning resources and dedicated intervention funds. The Home Office expects this to translate into a visible, dedicated multi-agency team, based on established models in Glasgow and London with the capability to deliver this profiles and plan and to co-ordinate resources and action to impact on serious violence. There will be co-ordination and learning across Hampshire and the Isle of Wight in the form of a Core VRU Group facilitated by the Office of the Police and Crime Commissioner.

14. A proportion of the funding is to be devolved to Hampshire County Council with the Director of Public Health taking lead responsibility for delivering a local problem profile for Hampshire and a local response plan for Hampshire setting out how partners will work together to address the drivers off serious violence with a focus on young people affected by knife crime. The problem profile is being prepared by Public Health and Police analysts which will be the basis for the longer-term response plan. A group of lead officers across partner agencies has been established to prepare the local response plan led by the Director of Public Health, and includes Hampshire Constabulary, Children's Services, Trading Standards, the Youth Offending Team, Clinical Commissioning Groups, the Community Rehabilitation Company and local community safety partners. The Plan is to be agreed by the HCSSG by the end of February 2020.
15. This will be a "public health approach" to serious violence and will draw on the Director of Public Health's Annual Report on Serious Violence agreed by Cabinet in October 2019.
16. An element of revenue funding for 2019/20 is available for interventions in the current financial year and an evidence-based allocation plan for 2019/20 has been prepared and submitted to the Office of the Police and Crime Commissioner centred around established work including awareness raising in schools, training of front-line staff, youth crime prevention, trauma-based family support services and work with vulnerable young people in pupil referral units and other settings including those at risk of exploitation from county lines gangs. These proposals are based on an initial assessment of the risk factors for vulnerable children and those affected by knife crime. It will support the on-going multi-agency work of the Youth Offending Team (YOT), the Supporting Families Programme and children's safeguarding services including the Willow Team focused on child exploitation.
17. The 2019/20 plan for serious violence includes an allocation of £24,598 to be made available to fund local community projects of up to £4,750. To enable this element of the funding to be distributed to local projects, the Director of Adult's Health and Care, in consultation with Executive Members, has taken a decision to establish a small grant scheme which will be managed by the Director of Public Health. Cabinet is asked to endorse the action of the Director of Adults Health and Care in establishing this initial grant scheme which enables an element of the 2019/20 VRU funding to be allocated to community projects.
18. This response plan will complement work led by Hampshire Constabulary which has also received additional resources to address serious violence.

The Police are using these resources to operate additional hotspot patrols, increase intelligence and investigative capacity and capability, and to purchase equipment and technology. An element of the additional resources is being directed towards preventative interventions which will complement the VRU interventions including work in targeted schools with teachers, school leaders and pupils, participatory budgeting with local communities, and workshops in local youth hubs.

19. The Hampshire Strategic Assessment and the Hampshire County Agreement for Community Safety will be updated to reflect these arrangements prior to finalisation.

Conclusions

20. This report demonstrates positive progress in the work of the Hampshire Community Safety Strategy Group in assessing strategic priorities and in ensuring the effective co-ordination of multi-agency work to address these.
21. The report highlights developments in the establishment of arrangements to address the national priority of serious violence and the role of the HCSSG in overseeing the multi-agency response plan.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	No
People in Hampshire live safe, healthy and independent lives:	Yes
People in Hampshire enjoy a rich and diverse environment:	Yes
People in Hampshire enjoy being part of strong, inclusive communities:	Yes

Other Significant Links

Links to previous Member decisions:	
<u>Title</u> Director of Public Health Annual Report	<u>Date</u> 15 October 2019
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents

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2. Equalities Impact Assessment:

This is an update report, so no Equalities Impact Assessment has been undertaken.

Hampshire County Agreement for Community Safety

DRAFT CONTENT

October 2019

Introduction

The Hampshire Strategic Assessment of Community Safety 2020 identifies key priorities as follows:

1. The threat of serious organised crime, especially related to the exploitation of children, including 'county lines' gangs
2. The interconnectedness and impact of mental ill-health, substance misuse, domestic abuse and adverse childhood experiences
3. The continuing threat of radical extremism
4. The changing demographics of our communities and the importance of promoting inclusion and community cohesion
5. The risks facing the capacity of voluntary support services for vulnerable people
6. The importance of engaging all children in positive activities and building aspiration

The Hampshire Community Safety Strategy Group (HCSSG) is responsible for identifying how these priorities can be effectively co-ordinated across Hampshire, complementing the priorities and work of local community partnerships in each district and borough. At the county level, Hampshire has a range of collaborative arrangements which support the delivery of community safety and wider outcomes which are referenced throughout the Agreement.

Priority 1: The threat of serious organised crime, especially related to the exploitation of children, including ‘county lines’ gangs

[To be updated to incorporate arrangements for the Violence Reduction Unit]

The Hampshire Community Safety Strategy Group has assessed that there is strong strategic joint ownership across Hampshire and the Isle of Wight for this priority between Hampshire County Council and Hampshire Constabulary.

County co-ordination

- Building on the work of four local children’s safeguarding boards and the Serious and Organised Crime Group, a Hampshire Safeguarding Children Partnership has been established which will oversee a Child Exploitation Group and Plan covering a range of themes and safeguarding vulnerabilities. This is led by the County Council, Hampshire Constabulary and West Hampshire Clinical Commissioning Group (CCG) on behalf of Hampshire’s five CCGs.

Driving front line delivery –

- Local operational exploitation groups are in place to identify children being exploited, or at risk of exploitation, discuss cases within a multi-agency setting and to refer to specialist support (e.g. the Willow Team).

Understanding of risk and vulnerability –

- A strong national/local intelligence-led system is in place to understand key risk individuals and their modus operandi. Plans developed by the LSCBs have identified specific vulnerabilities linked to child exploitation including links to missing episodes, and school exclusions. The Partnership will work to further enhance the sharing of strategic threat and vulnerability profiles with all partner agencies in a format which increases awareness and understanding. Partners will look to develop means to impress upon the recreational drug user community that their activity supports serious crime and the risk to children.
- The Safeguarding Adults Board will seek to Increase the awareness of the serious and organised crime risks to vulnerable adults (e.g. Cuckooing).
- Subject to future funding, child exploitation risks will be linked into the Supporting Families Programme. There are concerns over the uncertainty of long-term funding for this programme and for the Intensive Family Support Service and Youth Crime Prevention Services (YOT).

Reporting and recording

- There is a comprehensive front-line worker training programme in place to improve intelligence gathering via the Police Community Partnership Information Form (CPI). Further work will be undertaken to build confidence and clarify the appropriate use of 101 and Crimestoppers numbers in order to further improve intelligence gathering.
- Further engagement work will be undertaken with district/borough/city councils regarding safeguarding training for drivers of taxis, retailers, housing associations

and schools. Further work will be undertaken to encourage children to be aware of risks and to support each other in reporting.

Alignment of resources

- Further opportunities will continue to be explored to co-commission and/or co-locate services to support children being exploited or at risk of exploitation
- **Local links** - There is good awareness and response from local Community Safety Partnerships. Links between these local partnerships and county-wide partnerships on Serious and Organised Crime and the Safeguarding Children Partnership will be strengthened. Local priorities relating to anti-social behaviour and drug use/supply can often be linked to organised criminal activity and increased reporting should be further encouraged.

Priority 2: The interconnectedness and impact of mental ill-health, substance misuse, domestic abuse and adverse childhood experiences

The Hampshire Community Safety Strategy Group has assessed that this priority is strategic ownership by the Director Public Health. There is an understanding and adoption of the priority across the whole range of agencies and partnerships. There is a wide understanding of the interconnectedness between these factors and crime and the victims of crime.

County co-ordination

- These issues are overseen by the Hampshire Domestic Abuse Partnership Board, the Hampshire Substance Misuse Partnership and Pan Hampshire Public Service Board. The relevant partnership boards understand the key links between these areas and issues taking a focused approach. They each have strategies in place to deliver priorities.
- The establishment of the HIOW Integrated Public Service Board co-chaired by Police and Public Health is focusing on adverse childhood experiences (ACES) and Trauma informed approaches. The Local Criminal Justice Board has sight on the issues and provides key leadership on aspects of this priority. Further work is needed to enhance the links with the mental health strategy which being undertaken in a newly established group for the county. The links between crime and the impact on mental health and wellbeing needs further development. Improved links will be developed between mental health services and domestic abuse/ substance misuse.
- **Driving front-line delivery** - Action is enabled at the front-line along with improved understanding of roles, barriers opportunities and effective practice. A cultural shift may be needed to ensure that policies and procedures promote and support trauma-responsive practice in all services.

- A new service of perpetrators of domestic abuse is in place. The substance misuse service runs effective Community Orders for substance misuse and supports people effectively to recover from drug and alcohol use. Programmes to tackling County Lines are in place linking Police, treatment services, and Children's services. An effective multi agency suicide prevention plan is being delivered.
- The county-wide partnerships co-design substance misuse service which target interventions to young people at risk of misuse and domestic abuses services which target those at higher risk.
- **Identification of risks and vulnerability** - Effective arrangements are in place to support identification of domestic abuse, supported by training. Substance misuse services identify needs effectively. Work is developing to ensure that people who have experienced childhood trauma will receive effective trauma informed services whichever service they need.
- Front-line staff should be knowledgeable, confident and supported to deliver trauma-responsive practice, whatever service they work in. Further work is needed to ensure alcohol issues are understood by all front-line professionals including the NHS, Criminal Justice and other services, and people are supported to reduce consumption. A pan-Hampshire public services concordat recognising trauma as a major contributor to future harm should support future multi-agency work on prevention, mitigation and harm reduction.
- Preventative interventions are well understood with plans in place. Adverse childhood experiences are common but their impacts are not universal or inevitable – the understanding and agreement on where best to focus is still developing.
- **Reporting and recording** - Cases of domestic abuse are recorded by Police with some understanding of repeat victims and perpetrators. Substance misuse services record key factors for clients. The recording of risk factors and impacts within the NHS, the criminal justice system and other partners will be further developed.
- **Alignment of resources** - Domestic abuse services are funded through the public health grant and the Office of the Police and Crime Commissioner. Substance misuse services are funded through the public health grant. Further alignment of services and interventions for Domestic abuse is needed across the system. Further consideration is to be given to the funding of interventions across partner agencies. Childhood and Adolescent Mental Health Service funding does not meet need or demand for the service.
- **Local links** - There are effective linkages to local agencies and community safety partnerships. There is good awareness and response from all local partners on the issues, with further work needed to align local Community Safety priorities.

Priority 3: The continuing threat of radical extremism

The Hampshire Community Safety Strategy Group has assessed that there is strong joint strategic ownership of this priority between the County Council and Hampshire Constabulary.

County co-ordination

- There is a pan-Hampshire multi-agency Prevent Partnership Board (PPB) with an agreed action plan. This is updated annually based on the Counter Terrorism Local Profile (CTLP). Hampshire Adult Services hosts Prevent and Channel for the Local Authority and provides a monthly multi-agency Channel Panel. Hampshire has a close strategic working relationship with other Local Authorities in the South East region.
- An action plan has been agreed addressing a range of themes ie disruption of radicalising influences and greater community engagement. The Partnership will seek to further enhance the sharing of strategic threat and vulnerability profiles through the CTLP with all partner agencies in a format which increases awareness and understanding.

Driving front-line delivery

- Multi-agency arrangements are in place via the Hampshire Multi-Agency Safeguarding Hub to respond to and progress referrals without delay. The PPB has provided a training strategy which individual agencies implement, producing guidelines and support for staff. The PPB webpages provide accessible information on Prevent for practitioners and the public. Data sharing is through the Counter-Terrorism local Profile which is disseminated through organisations.
- The Partnership will seek to further improve partnership intelligence sharing and will review the content and reach of training. It will also look to improve the availability of CTLP data to frontline staff when placing children in neighbouring other local authorities.

Understanding risk and vulnerability

- Hampshire's Channel Panel provides a multi-agency forum to address concerns on an individual level using a Home Office framework for identifying vulnerability to radicalisation and committing an act of terrorism. The Panel's core group of experts agrees a tailored support plan using both local and national resources. Other statutory frameworks operate as required alongside the Channel Panel.
- Work is done in the districts and boroughs to identify and support individuals presenting with a range of behaviours to minimise the impact of these. There are close links with the Hampshire Domestic Abuse Partnership and operationally within the County Council. CTLP data and factsheets are disseminated through organisations. Some districts in Hampshire are involved in Terrorism Prevention and Investigation measures (TPIM's).
- CTLP data is used to plan at the strategic level by all partner agencies. The Partnership is proposing to increase public engagement through a community focussed event and further work is being conducted on Prevent activity which does not meet Channel thresholds. The Vulnerable Adults Framework and other assessments are used in the Channel Panel and outside of this Panel. The Channel Panel has close focus on individuals identified as being at risk. The

Partnership will be undertaking further work with the Channel Panel to ensure all required agencies attend every time.

- Agency training is in place to inform staff. The Partnership is focused on ensuring all agencies are providing training to the right level with appropriate content. It will also explore and agree the collation and use of cross-agency data for training and resources allocation purposes. The University of Winchester supports the governance for Prevent and workforce training and development. Prevent is covered in the Freedom of Speech Policy.
- There is a strong working relationship between the County Council & Counter Terrorism Policing South East (CTPSE) regarding referrals and on-going support. There is a commitment to supporting rather than excluding any student identified as being at risk of radicalisation based on the Prevent Duty Delivery Model.
- The Partnership has identified that it should seek to explore the establishment of a community-led programme aimed at engaging hard to reach communities.

Reporting and recording

- There is comprehensive guidance for HCC and Hampshire Constabulary for reporting and recording. Each agency at the Partnership Board has its own guidance. There is a S.11 Audit focus on Prevent recording. Initiatives are to be developed to encourage children to be aware and to support each other in reporting. The Partnership's multi-agency training strategy is to be reviewed and measures will continue to promote confidence to report throughout Hampshire.

Alignment of resources

- The Partnership will seek to increase opportunities for awareness raising of specific services through the Channel Panel and will establish a joint communication strategy for Prevent.

Local links

- There is good awareness and response from partner agencies required under the Prevent Duty and Channel guidance. The Partnership Board is well-attended with a wide range of agencies represented including local community safety partnerships.

NB A national review of Prevent is being undertaken led by Lord Carlile.

Priority 4: The changing demographics of our communities and the importance of promoting inclusion and community cohesion

The Hampshire Community Safety Strategy Group has assessed that a shared strategic ownership of this priority should be further developed to strengthen effective collaborative arrangements.

County co-ordination

- There is an established Hate Crime Working Group led by the Constabulary across Hampshire with links to the Crown Prosecution Service Wessex Multi-Agency Panel on Hate Crime. There is an opportunity to strengthen the strategic coordination of the work of individual agencies across the broader inclusion and cohesion agenda.
- Hampshire Constabulary and Hampshire County Council have begun to plan and lead on where and how collaboration on these broader aspects can be enhanced and at the same time support the other community safety priorities. The initial focus will be on exploring the following aspects:
 - Establishing a comprehensive shared knowledge of the diversity of communities across Hampshire
 - Ensuring there is a robust system for shared recording, measurement and assessment of incidents and hate crimes related to protected groups at the county level
 - Developing effective ways of reaching community stakeholders across Hampshire to build a shared assessment of cohesion.
 - Exploring how agencies can work together to promote good relations and cohesion in communities including links to the work in schools by the Rights and Diversity Education Centre
- This work will support a key objective for the Hampshire 2050 Commission relating to “Population and Societal Changes”.

Driving front-line delivery

- Whilst there is a range of excellent activity across Hampshire, there is an opportunity to embed a joint approach to engage communities around cohesion and vulnerability and to manage this in local areas.
- There is a joint approach to managing vulnerability and safeguarding and there are joint prevention and protective campaigns messages linked to national media opportunities eg Hate Crime Awareness Week and Anti-Slavery Day.
- There is an opportunity to ensure new arrivals to the UK receive co-ordinated support across agencies in all cases.

Understanding of risk and vulnerability

- A strong local/national intelligence system exists to support an offender focussed approach and work is ongoing to increase partnership feed into this picture using the Community Partnership Information (CPI) process. The Harm index and other analytical products assist with identifying offenders, locations and repeat victims,

which helps track community cohesion and impact, particularly following significant incidents in a community. The sharing of Counter Terrorism Local profiles also assist in highlighting risk groups and offenders.

Reporting and recording

- There is a joint approach to encouraging increased reporting through the police, through a recently established network of Third-Party Reporting Centres (eg in CABs and other local voluntary agencies) and through a range of independent national on-line reporting arrangements. The co-ordination work outlined above will consider how data and intelligence on crimes and other incidents and experiences across protected characteristics can be better used to create a shared understanding across agencies.
- There is still significant under reporting in respect of Hate Crime and other crime types so further methods need to be pursued.

Alignment of resources

- There appears to be scope for further alignment of resources and activity around hate crime and cohesion and this will be further explored. Hampshire Constabulary have 3 (new in post). community cohesion officers supporting local policing in reaching out to seldom heard communities. These posts are working across a number of partnerships, attending local events and groups and creating new opportunities to engage. There is an opportunity to establish a partnership network of cohesion and engagement roles across the public and voluntary and community sector.

Local links

- There is good local sharing of information and joint work through local CSP partnerships and good local structures with which county-wide activities can engage.

Priority 5: The risks facing the capacity of voluntary support services for vulnerable people

The Hampshire Community Safety Strategy Group has assessed that there is strong ownership of this priority by the Network of Councils for Voluntary Service and the voluntary sector's Hampshire Leadership Forum.

County co-ordination

- The Network of Councils for Voluntary Service provide an infrastructure network with a healthy collective membership of voluntary and community organisations. A Hampshire Leadership Forum provides a strategic collaborative arrangement with which other partners can engage. This provides co-ordination for the representation of a voluntary sector voice on a range of county-wide partnerships.

Driving front line delivery

- There is a strong and improving awareness and understanding of the value and importance of voluntary sector in supporting better outcomes for vulnerable people, across local authorities, police, and health due to role of the Hampshire Leadership Forum, infrastructure organisations and VCS representation on multi-agency partnerships at county and local level.

Understanding risk and vulnerability

- There is scope to better understand the variation in the capacity and capability of the sector compared to needs across different communities of Hampshire. This will support realistic expectations and joint ownership of the challenges. Continued attention to investment in VCS infrastructure support, and representative voices for the VCS is important to building an understanding of need and capacity issues and to understanding how best to support the VCS so that they can contribute effectively to outcomes.

Reporting and recording

- The VCS is well placed to support increased reporting as providers and by operating as third-party reporting centres.
- There is scope to use county level partnership arrangements to design and promote more effective and proportionate outcome measures for commissioned services.

Alignment of resources

- The concept and value of early intervention and prevention is well understood by partner agencies but there is often insufficient financial or volunteer resource to generate significant preventative capacity. The sector is being encouraged and supported to collaborate in order to maximise its potential impact.

Local links

- The VCS engagement with county level partnership arrangements will support links with local arrangements.

Priority 6: The importance of engaging all children in positive activities and building aspiration

This priority is being further reassessed by the Director of Children's Services as the strategic lead to reflect the challenges of childhood and adolescence in a digital age / and barriers to accessing the wide range of community provision available.

The Hampshire Community Safety Strategy Group has assessed that there is strong strategic ownership of this priority by the Director of Children's Services

County co-ordination

- There is joint commitment and ownership of the Children and Young People's Plan for Hampshire and of the Strategy for the Health and Wellbeing of Hampshire through the Hampshire Children's Trust. A Social Care Participation and Engagement Strategy for children and young people is in place.

- The service will work with partners to enhance the Corporate Parenting Board's rigour in holding partners to account to ensure that services for children and young people are prioritised more effectively. The Partnership will seek to increase and improve links and knowledge of services between Children's Social Care and community-based Adult Well-being Centres.
- The membership of the Corporate Parenting Board will be widened to include representation from police and health bodies.
- The Hampshire Safeguarding Children's Partnership (HSCP) engages regularly with the Youth Commission to inform development of resources.

Driving front line delivery

- Service/Delivery plans contain references to developing activities to meet the needs of children and young people. The organisational structure contains roles which develop activities for children and young people. The services will work with partners to further embed the Participation and Engagement Strategy and evidence the increased impact of children's feedback.
- Partnerships are in place to support the availability and delivery of interventions which address risks of harm. Further collaboration will be sought to map the availability of activities and to prevent duplication and confusion
- The service will work with partners to improve the consistency of referrals to activities.
- Work done by Police Community Support Officers (PCSOs) and other community safety partners targets adults who are diverting children and young people into unhealthy activities.
- Partners will look to implement a joint training plan across Children's Services and District Housing Teams to promote awareness of joint working pathways, protocols and practices for 16 and 17 year olds, care leavers and young people where there is a risk of homelessness.

Understanding risk and vulnerability

- All front-line staff undertake a holistic assessment of young people including the activities they engage in. The assessment is based on the identification of preventative and protective factors. The Hampshire Approach to working with children and families focuses on recognising strengths rather than focusing on the deficit model.
- Feedback is sought from young people on the interventions delivered and any barriers to engagement.
- All young people aged 14- 25 across Hampshire are invited to engage with the Police and Crime Commissioner's Youth Commissions consultation 'The Big Conversation' which enables young people to influence their local community.
- Mechanisms are in place to assess and address the risk children present to others. There is a focus on the people and factors causing the harm. Work done by Police Community Support Officers (PCSOs) and other community safety

partners targets adults who are diverting children and young people into unhealthy activities.

- There is also a focus on those at risk of harm. The Willow Team works with exploited children to divert them into healthier lifestyles.

Reporting and recording

- Mechanisms are in place to collect, record and report data which is shared with partners.

Alignment of resources

- Hampshire Constabulary is participating in a national drive to take a mental health approach to the policing of young people, and is working in partnership with CAMHS, CCGs, Children's Services and the Willow Team to have better co-location amongst those teams working with young people who have had adverse childhood experiences.

Local links

- There are effective linkages to local agencies and community safety partnerships.
- Community and voluntary sector organisations, District/ Borough Councils, NHS Clinical Commissioning Groups (CCGs), Hampshire Constabulary, Hampshire Fire and Rescue Service, schools and colleges and the Youth Offending Team are represented on the Hampshire Children's Trust Board
- There is a Joint Working Housing Protocol between Housing Authorities and Children's Services for 16 and 17 year olds in housing need.
- Local managers link in with individual Community Safety Partnerships (CSPs).
- Local Children's Partnerships (LCPs) are in place at the District level

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	6 January 2020
Title:	Adult Safeguarding
Report From:	Director of Adults' Health and Care.

Contact name: Jo Lappin, Head of Governance & Assurance, Adults' Health and Care

Tel: 01962 847696

Email: Jo.lappin@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to provide an annual update in respect of the local authority statutory duty to safeguard vulnerable adults.

Recommendations

2. That Cabinet receives this annual update report related to adult safeguarding.
3. That Cabinet notes the positive progress with regards to safeguarding adults in Hampshire and the commitment of a wide range of Adult Services officers in achieving this level of performance.
4. That Cabinet note the developments and risks in relation to the remit of our local authority statutory duty to safeguard and keep vulnerable adults safe from abuse and/or neglect.
5. That Cabinet note the contribution of the Hampshire Safeguarding Adults Board in leading the development of policy across the four local authority areas of Hampshire, Portsmouth, Southampton and the Isle of Wight.
6. That Cabinet receive a further update on adult safeguarding in 12 months' time.

Executive Summary

7. Adult safeguarding is a core duty of every local authority and the term is used to describe all activity undertaken to prevent the abuse and neglect of adults with care and support needs, as well as the response to abuse or neglect when it does occur. It therefore covers a spectrum of responses by a range of partners from prevention of abuse and/ or neglect through to criminal prosecution.

8. This report provides an overview of developments and actions undertaken by Adults' Health and Care and a range of partners in protecting the wellbeing of vulnerable adults in Hampshire.
9. Notable issues include the lead role of Hampshire Safeguarding Adults Board (HSAB) in respect of the policy update across Hampshire, Southampton, Portsmouth and Isle of Wight and the planning and preparation that will now be required to ensure readiness for legislation change in respect of people who lack mental capacity to consent to their care needs being met. The Deprivation of Liberty Safeguards (brought into effect through an amendment to the Mental Capacity Act 2005) will be replaced by Liberty Protection Safeguards in October 2020.

Contextual information

10. There are several pieces of legislation covering adult safeguarding with the main statutory responsibilities for local authorities, Police and the NHS covered by the Care Act 2014 and subsequent statutory guidance.
11. Associated legislation includes the Counter Terrorism and Security Act 2015 and the Crime and Disorder Act 1998 which concern the areas of PREVENT and our community safety responsibilities.
12. Adults' Health and Care leads on PREVENT and community safety on behalf of the wider Council and these areas are overseen by the Director of Adults' Health and Care alongside the adult safeguarding responsibilities.
13. Resources have recently been refocused to ensure dedicated leadership and the necessary expertise is applied to these specialist areas, distinct from the adult safeguarding responsibilities.
14. Although previously covered in this generic annual report these areas are now covered in separate reports due to the high level of risk and the specialist nature of the areas involved.

Hampshire Safeguarding Adults Board (HSAB)

15. The Hampshire Safeguarding Adults Board continues to be a well-established successful strategic Board whose membership includes all multi-agency partners. The Independent Chair role is currently being recruited to following the previous post holder stepping down.
16. The policy framework for adult safeguarding is shared between the four local authority areas in Hampshire and the Isle of Wight. The Hampshire Safeguarding Adults Board continues to lead the policy development work on behalf of Southampton, Portsmouth and Isle of Wight. The current policy, guidance and toolkits are in the process of being refreshed which will be completed by the end of this year. All 4 Local Safeguarding Adults Boards (4LSABs) are taking a role in this as part of a substantial refresh/update programme. Once completed and ratified by the 4 Boards this will continue to be the overarching safeguarding policy that applies to all partners within the pan Hampshire area and will continue to enable partner organisations

such as the Police, Hampshire Fire and Rescue Service and NHS Trusts who work across local authority areas to benefit from a consistent approach.

17. The 4LSABs continue to work together in order to coordinate as far as practicable the work of adult safeguarding. There are now a number of 4LSAB work groups pan Hampshire addressing areas of common interest with regards to adult safeguarding. These groups are multi-agency and have allowed increased opportunities for the sharing of resource, reduced duplication as well as joint working. This coordinated approach has resulted in:
 - Co-ordinated policy and guidance development. 4LSAB policy and processes have been designed to explain simply and clearly how agencies and individuals should work together to protect people at risk. The target audience for this Policy is therefore, professionals and front-line workers and volunteers.
 - Ensuring local safeguarding arrangements are effective and deliver the outcomes that people want.
 - Improved workforce development and a coordinated approach to training.
18. The HSAB has also been working in collaboration with the 4 local Safeguarding Children Partnerships (4LSCPs) and the 4LSABs in Hampshire, Isle of Wight, Portsmouth and Southampton on the jointly developed Family Approach Protocol. The protocol was commissioned in response to findings from a range of reviews across the partnership which highlight the need for professionals to work effectively together to achieve better outcomes for adults, children and their families across all areas. This protocol outlines a set of principles including a commitment to joint training, awareness raising within the collective workforce, development of joint policies and guidance, awareness of the Mental Capacity Act 2015 and shared Learning into Practice activities. The information in this toolkit is free to access and available to all practitioners from any agency / organisation. The HSAB promotes the 'Think Family' theme across respective Board activities. The protocol was formally launched at the joint 'Think Family' conference held in January 2019, which was followed up with 5 awareness sessions, provided within Hampshire by the HSAB and the HSCP which attracted 151 attendees.
19. Under the Care Act 2014, local safeguarding adults' boards have a statutory duty to carry out a Safeguarding Adults Review (SAR) when an adult with care and support in its area dies and where it is suspected that the death was as a result of abuse or neglect. In these circumstances if there is a concern about how the HSAB, its members or organisations worked together to safeguard the adult a SAR is undertaken. The purpose of the SAR is to establish whether there are any lessons to be learnt from the circumstances of a particular case and the way in which local professionals and agencies worked together to safeguard the adult at risk. The SAR brings together and analyses findings from investigations carried out by individual agencies involved in the case, in order to make recommendations for improving future practice where this is necessary.

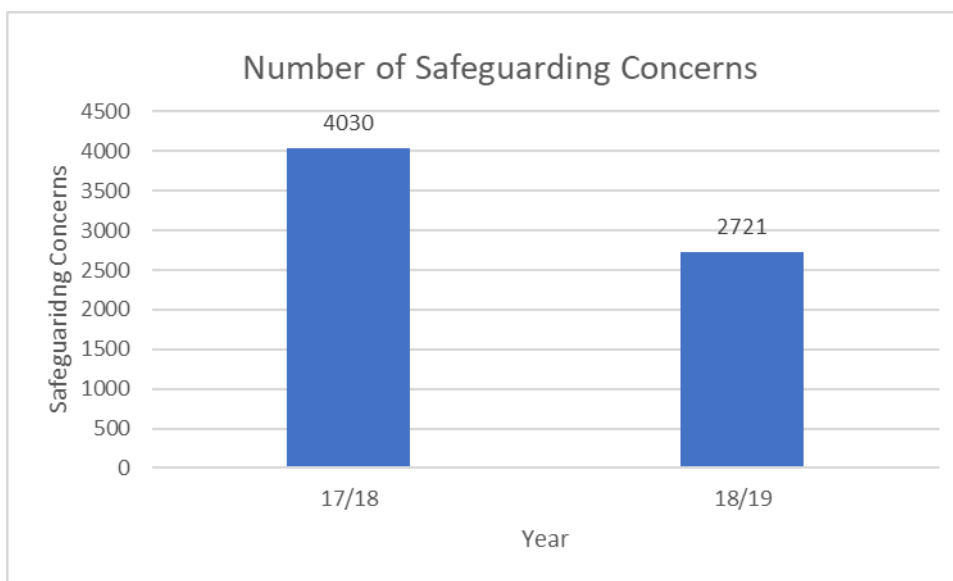
20. In January 2019 the HSAB commissioned a SAR to review the circumstances of Ms D's case. The purpose of the review was to draw out specific thematic and organisational learning related to the care and treatment of a young woman with mental health issues. As part of the SAR process, a multi-agency reflective workshop was held with the practitioners and operational managers involved in Ms D's care and support. This event focussed on Ms D's support and included transition from Children's to Adults' Health and Care, enabling reflection and shared learning in order to identify opportunities for improved working within and between agencies in the future.
21. In July 2019 the HSAB commissioned a further SAR into the circumstances of the death of Ms E who died in hospital following a poor end of life experience in the months prior to her death. Interviews have taken place as well as a reflective workshop in Oct 19. Both reviews have been undertaken with the full involvement of the families involved.
22. The HSAB also provides a fully funded training programme that can be accessed by all partner agencies, including faith groups and the voluntary sector. The training provided is very popular and well attended and includes the following topics:
 - Self-Neglect
 - Making Safeguarding Personal
 - Managing Risk.
 - Adult Safeguarding Awareness
 - Safeguarding enquiries
 - Financial Abuse
 - Family Approach Protocol
23. The HSAB is in the process of producing the annual report for 2018/19 outlining the progress achieved against the priorities published in the strategic plan. These priorities focus on the themes of awareness and engagement; prevention and early intervention; workforce development; quality assurance; learning and review and service user involvement including Making Safeguarding Personal. The annual report highlights the key themes the Board will be focusing on over the coming year under the strategic priorities described above as well as a continued focus on joint working and coordination.

Activity

24. Over the last few years Adults' Health and Care have continued to make improvements to the capture and reporting of safeguarding information. As a result of these changes it is not possible to directly compare activity between years.
25. The vast majority of safeguarding concerns are now directed to the Adult Multi-Agency Safeguarding Hub (MASH) where staff review them in relation to

the action required, consider multi-agency information sharing and proportionality. This enables the services to ensure that concerns that require a different response, for example a review of the care arrangements, are dealt with by the social work teams and not through safeguarding arrangements.

26. The nature of concerns reported to Adults' Health and Care are often on a continuum of poor quality care through to extremely serious abuse. Information gathering is required before a decision can be reached to establish if abuse or neglect has taken place.
27. MASH screen all safeguarding concerns for cases which are not allocated to a community team or keyworker and advise on appropriate action.
28. An overview of recent annual referral numbers is shown below:



29. As can be seen in the figure above there were significantly fewer adult safeguarding concerns recorded in 2018/19 compared to the previous year. This reflects a variety of factors including the changes to the way in which providers are monitored on the quality of their provision, the more pro-active approach being undertaken in safeguarding adults and the work to support partner agencies with regard to determining a safeguarding concern. Of those concerns subsequently received a higher proportion became formal safeguarding enquiries, with 36% (972) converting to S42 in 18/19 compared to 31% (1,266) in 2017/18.

Recent Achievements

30. The Client Affairs Service (CAS) operates to manage the property and financial affairs for people who lack the mental capacity to do this for themselves. People supported by the team have no family willing or

deemed suitable to do this on their behalf. The CAS works with people who are subject to appointeeship and deputyship. An appointee is responsible for managing a person's benefits if the person has a low level of financial assets and is in receipt of benefits with no other sources of income.

31. If a person's financial affairs are more complicated (for example, if they have additional sources of income, investments or significant savings) then deputyship is used to manage all financial affairs including savings, pensions, all sources of income and assets such as property and valuables.
32. This is a growing area for the County Council as the contract to provide the service for Southampton City Council has been extended to include all their deputyship, not just the higher value cases. This 'sold' service is developing further due to recent agreements with Guernsey and an agreement with the Clinical Commissioning Groups (CCGs).
33. The Service Manager for the DoLS and Client Affairs service is currently Chair of the National Association of Public Authority Deputies (APAD). In the capacity of this role she has been leading on a national training development to accredit the Client Affairs Case Officer Role using the Open College Network.
34. The Training plan is being rolled out nationally following the successful piloting in Hampshire. This accredited training will be rolled out across England and Wales to standardise the expected standard to operate corporate deputyship services within local authorities.

Key Priorities

35. One of the key priorities is to manage the demand as effectively as possible and address the opportunity for closer joint working system wide. This includes further developing responses between Children's Services and Adults' Health and Care regarding common areas, such as through the 'Think Family' approach.
36. In the light of the new operating model within Adults' Health and Care and the subsequent restructure of Hantsdirect the interface with the Contact, Assessment and Resolution Team (CART) allows MASH to offer an enhanced service to keep hold of cases for longer so that they are able to resolve more and therefore send less through to the community teams.
37. Work is continuing to support the continued improvement of the quality of Hampshire Police and South-Central Ambulance Service alerts and positive progress has been made, working alongside Southampton, Portsmouth and Isle of Wight local authorities. The current reporting process (PPN1) has improved the quality of referrals from partner agencies. The PPN1 form is due to be replaced with a national PPN2 form which will place greater emphasis on consent of the subject and offers greater opportunity to improve referral quality.
38. As mentioned earlier in this report there is an increased focus on prevention and early intervention. A key aim in this regard has been to integrate

safeguarding and the prevention and intervention agenda across the continuum from the procurement of services through to delivery.

39. Work streams include:

- The further development of how we manage concerns and support quality in the residential, nursing and domiciliary care market. This work in turn impacts the quality of care and support people receive. There is positive strategic work with the NHS across Hampshire and IOW and a recently published draft quality strategy. This approach now allows for strategic oversight and early warning, intervention and support for providers who are commissioned by the NHS and the Council to provide care and support in regulated settings including people's homes and in residential and nursing services.
- As a preventative approach and in line with the new domiciliary care framework additional quality checks for new providers before they are given business or added to the system is now in place. This aims to ensure that a baseline of information is known about a service before the department commissions packages of care. From the launch of the framework to July 2019 the Quality Team undertook work with 81 different domiciliary care providers.
- Closer working with the social care regulator, the Care Quality Commission (CQC) and NHS colleagues to share information and agree consistent approaches to address poor quality care. The intention is to focus this approach to ensure that we have a robust approach to the management of quality in the sector to ensure we have pro-active embedded quality monitoring structures rather than just a quality improvement approach, largely based on a reactive risk based approach. This work recently includes piloting an approach working closely with the Home Office with regard to the management of risks related to illegal working.

40. The local authority responsibility in respect of Modern Day Slavery/Human Trafficking derives from section 52 of the Modern Slavery Act 2015. The local authority is known as a 'first responder' and has a role in respect of the initial intervention and signposting. Adults' Health and Care have worked alongside the Police, Borders Agency, Salvation Army and the Medaille Trust to develop operational guidance, which is now in place, with all referrals being managed via the MASH. There was a partner event on 18 October being hosted in Portsmouth to raise awareness of this responsibility.

41. Victims of trafficking may not identify themselves as victims. They may appear extremely closed, distrusting and reluctant to communicate. Traffickers and exploiters often develop complex strategies to keep their victims dependent on them, making it especially difficult for victims to escape or disclose details, even if protection and support are offered. Modern Slavery training has therefore been the focus of recent safeguarding update training for the social work workforce to ensure a greater awareness of how to identify victims and the required response. For this reason the scale of the crime is unknown.

Risk Issues

Deprivation of Liberty Safeguards (DoLS)/Liberty Protection Safeguards

42. The Local Authority acts as the 'supervisory body' under the Mental Capacity Act 2005 for Deprivation of Liberty Safeguards (DoLS). DoLS is the legal framework applied when someone has care and support needs which mean their liberty is deprived in order to keep them safe. Care homes and hospitals ('managing authority') must make an application to the local authority if they believe someone in their care, who lacks mental capacity, is deprived of their liberty as a result of care arrangements in place. These arrangements are necessary to ensure that no-one is deprived of their liberty without independent scrutiny.
43. As has been reported previously, as a result of a Supreme Court judgement in 2014 the number of people eligible for DoLS was extended considerably.
44. The available budget in the DoLS service has been increased as a result, removing the financial risk and the service is continually revising ways of working to further increase productivity.
45. In expectation of the Liberty Protection Safeguards mentioned earlier, the service is now developing an implementation plan and taking the lead across Hampshire and Isle of Wight in this regard, particularly with NHS partners.

Deprivation of Liberty (DoL)

46. For people living in community settings requiring complex support packages there should also be due consideration as to whether the care and support arrangements amount to a deprivation of liberty. In these circumstances' applications are made to the Court of Protection. The greatest area of risk is our learning disability services and considerable delays are being experienced with applications referred to the Court of Protection.

Making Safeguarding Personal

47. All practice should evidence a Making Safeguarding Personal approach to ensure the wishes and views of individuals are reflected in all decisions. System changes have been developed to enable recording of decision making but a recent internal audit has identified this to be an area for development. HSAB has Making Safeguarding Personal as one of its strategic priorities and this area is under Board scrutiny, as well as the application of the Mental Capacity Act 2005. However, the emphasis will be placed upon readiness for the Liberty Protection Safeguards, rather than on practice and guidance which will require change.
48. The internal safeguarding review and subsequent audit has further identified opportunities to develop the service in respect of improving consistency, clarifying process and procedure and to take a more strategic approach to safeguarding across the whole department.

Gosport War Memorial Inquiry

49. The Gosport War Memorial Hospital Inquiry Report was an in-depth analysis of the Gosport Independent Panel's findings. The report revealed that at Gosport War Memorial Hospital the lives of a large number of patients were shortened by the prescribing and administering of "dangerous doses" of a hazardous combination of medication not clinically indicated or justified.
50. As a result, HSAB has maintained a scrutiny role to oversee the response to the Inquiry Report which has been co-ordinated by an Oversight and Assurance Board which includes membership of Adults' Health and Care. This Board is a time limited Board and HSAB will be seeking confirmation that future governance is in place to ensure lessons are being implemented across the relevant agencies concerned.
51. We await the outcome of ongoing work by Essex and Kent Constabularies into historic issues at Gosport War Memorial Hospital.

Finance

52. Adult safeguarding is core work for our front door services and for every team. It is therefore embedded in all service provision as a core duty of the department and as a result it is not possible to provide a total cost for carrying out safeguarding work within the Department.
53. In line with a national formula the HSAB budget is made up of agency contributions as follows - Adult Services 63%, Clinical Commissioning Groups 26% and the Police 11%.
54. The total HSAB budget in 2019/20 breaks down as follows:
 - Local authority - £86,782.56
 - Clinical Commissioning Group - £35,815.18
 - Police - £15,152.26
55. The DoLS budget has been increased to £1.3million in order to support the demands being made upon the service. The department will continue to successfully operate within this budget. However, it is important to underline that we are continuing to use a risk-based approach to manage this area of activity, despite the increases in the budget made available the size of the demand in this area is being actively managed, rather than reduced.

Future Direction

56. The focus of the work over the coming months will be to:
 - Ensure the approach of Making Safeguarding Personal continues to improve
 - Deliver the Hampshire Safeguarding Adult Board Business Plan

- Continue to work with the NHS and CQC regarding quality improvement
- Refresh the 4LSAB Multi-agency Policy, Guidance and Toolkit.
- Prepare for the introduction of Liberty Protection Safeguards.

Conclusion

57. The approach to adult safeguarding in Hampshire continues to be well understood and co-ordinated via strong partnership arrangements across the 4 local authority areas and with all partners.
58. Within Adults' Health and Care the work is overseen by a senior officer reporting directly to the Director to ensure the Director of Adult Social Services responsibilities are met.
59. Once the Independent Chair role is recruited to this will provide the opportunity to further develop the collaborative arrangements across the partnership and it is hoped will result in a strengthened executive arrangement across Hampshire and Isle of Wight.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	no
People in Hampshire live safe, healthy and independent lives:	yes
People in Hampshire enjoy a rich and diverse environment:	no
People in Hampshire enjoy being part of strong, inclusive communities:	yes

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>
Care Act	2014

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
None	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

The multi-agency policy, guidance and toolkit has its own equality impact assessment. The local authority approach to safeguarding is applicable across all communities. This is an annual report so no individual Equalities Impact Assessment has been undertaken.

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	6 January 2020
Title:	Annual Safeguarding Report – Children’s Services 2018-19
Report From:	Director of Children’s Services

Contact name: Stuart Ashley

Tel: 01962 846370

Email: stuart.ashley@hants.gov.uk

Purpose of this Report

- 1 The purpose of this report is to provide an annual update to Cabinet on safeguarding children activity within Children’s Services during 2018/19.

Recommendation(s)

- 2 That Cabinet notes the positive progress and continued consistently high performance with regards to safeguarding children in Hampshire.
- 3 That Cabinet note the commitment of a wide range of Children’s Services officers in achieving this level of performance.
- 4 That Cabinet endorses the future direction of travel identified in this report.
- 5 That Cabinet receives further updates on safeguarding on an annual basis.

Executive Summary

- 6 The purpose of this report is to provide an annual update to Cabinet on safeguarding children activity within Children’s Services during 2018/19. This report was presented to the Children and Young People Select Committee on 18 September 2019 and the contents and recommendations were noted without any amendments.
- 7 This report identifies key national developments, summarises performance and activity levels, and details a number of key local developments and future priorities.
- 8 The report provides assurance that whilst demand for children’s social care services continues to increase year on year, the response to the safeguarding of vulnerable children is both robust and timely. New and emerging risks to children are identified and addressed collaboratively with partners and the wider transformation of children’s social care will deliver a modern social work service fit for the future challenges over the next decade

Contextual Information

- 9 Cabinet will recall that in the last report in autumn 2018 we were expecting a full inspection under the new Inspection of Local Authority Children's Services (ILACS). Under this new framework introduced in January 2018 and amended in March 2019, local authorities are subject to standard and short inspections depending on their previous Ofsted judgement. Authorities that are Requires Improvement receive a standard inspection which will involve one week pre-inspection and then two weeks on site. Local authorities that are good or outstanding will receive short inspections which will involve one week on site. In addition to these, between the three yearly inspections, Ofsted will aim to visit local authorities on an annual basis to conduct Joint Targeted Area Inspections (JTAs), which is a themed inspection of all safeguarding partners, or focussed visits which will take two days and will explore in detail a particular theme. Prior to inspections Ofsted will hold an annual conversation with the Director of Children's Services and will expect advance sight of a self assessment of children's social care. Cabinet will be aware that;
- 10 In November 2018, Hampshire was subject to a focused visit, inspecting children subject to a child protection plan, including the quality and impact of pre-proceedings intervention under the Public Law Outline (PLO). Hampshire had received a very positive letter from Ofsted following this visit.

ILACS

- 11 In April and May Hampshire was subject to a full ILACS inspection. Report to Council dated 15 July refers to this inspection. The summary at the front of the report read, *'Children's Services in Hampshire are outstanding. Since the last full inspection in 2014, the director and his leadership team have resolutely focused on continuing to improve the help, care and protection provided to children. Social workers are highly skilled at building meaningful relationships with children; engaging them in their assessment and plans..... Children's lives consistently improve as a result of the help they receive. Strong political and corporate support ...have helped the leadership team to implement an ambitious transformation programme.'*
- 12 This inspection judged Hampshire to be outstanding overall and across the other *three* areas of judgement, including *'The experiences and progress of children in need of help and protection'*. At the time of writing, Hampshire is one of only two authorities to be judged outstanding across the board.
- 13 It is worth noting that each of these inspections were intrinsically rooted in safeguarding and have fully tested Hampshire's safeguarding practice, alongside *testing* the front door process within MASH. The Ofsted report evidenced this with, *'Children in need of help or protection benefit from high-quality services that improve their lives, whatever the level of need'* and

'when children need protection, swift, proportionate and authoritative action is taken during and outside office hours.'

National Developments

- 14 'County lines' remains an increasing concern for Hampshire Children's Services and all agencies concerned with children in the area. In essence, it is the supply of Class A drugs, predominantly from inner-city gangs to suburban areas, and targets rural and coastal towns as well as major cities, as part of widening the drug market. For Hampshire much of this activity is supported by good transport links and close proximity to London.
- 15 This activity involves child criminal exploitation as criminal gangs use children and vulnerable adults to move drugs and money. Gangs establish a local base or can send adults in to a local area, who actively recruit vulnerable children.
- 16 Whilst all agencies and professionals contribute to tackling this new form of exploitation, more specialist work is undertaken by the pan-Hampshire Police Missing team and the Hampshire Children's Services specialist Willow team. The Willow team is a multi agency team consisting of specialist social workers and health professionals, working closely with Hampshire Constabulary to protect the highest risk children. Together with Hampshire Constabulary there is a coordinated deployment of these specialist resources to identify networks, ensuring the safeguarding of the most vulnerable children and the disruption of county line activity.

Unaccompanied Asylum-Seeking Children (UASC):

- 17 There are three groups of asylum-seeking children: those who enter the UK illegally, those who enter according to the DUBS¹ amendment and Syrian refugees who travel legally to the UK. These children become looked after children and are the responsibility of the Local Authority, but the implications are wide reaching and complex. Health services and education are impacted as are Child and Adolescent Mental Health Services (CAMHS) as many of the children are traumatised. There are also issues around the availability and cost of translation services alongside a significant national shortage and lack of suitable placements for looked after children.

Hampshire UASC Arrivals

¹ <https://www.gov.uk/government/news/unaccompanied-asylum-seeking-children-to-be-resettled-from-europe>

	Apr-Jun 2016	Jul-Sep 2016	Oct-Dec 2016	Jan-Mar 2017	Apr-Jun 2017	Jul-Sept 2017	Oct-Dec 2017	Jan-Mar 2018	Apr-Jun 2018	Jul-Sep 2018	Oct-Dec 2018	Jan-Mar 2019	Apr-Jun 2019
Quarterly Data	7	19	27	20	17	27	18	14	29	31	17	18	7

- 18 As at 30 June 2019 the total number of UASC (under 18 years) looked after by Hampshire is 127, a reduction of 22, from 149 reported last year. The reduction is due to the fact that a significant proportion of these children arrive at the age of 17 so they reach maturity during the year, become eligible care leavers. Since July 2016, Hampshire has been accepting children through the South East National Dispersal Team. The transfers through this scheme and from the closure of the Calais camp account for the large increase in UASC from July 2016 onwards. The majority of the children are placed in independent fostering agency (IFA) placements and a significant number are placed outside of Hampshire, in order that we can better meet their cultural and individual needs. The age range is from 11 years old and the significant majority are males. They will need to be looked after by the local authority until they reach 18 years and will then have care leaver status with continuing support from the local authority until they are 25 years of age. Whilst the Home Office provide set funding for UASC, an Association of Directors of Children's Services report² evidenced that the funding only covers 50% of the actual costs to the local authority. It should also be noted that around 30% of UASC will not be given leave to remain in the UK and as such will have 'no recourse to public funds' requiring the local authority to entirely fund all of their living costs until they reach 25 years of age.

Working Together 2018

- 19 The formal arrangements for the new Hampshire Safeguarding Children Partnership (HSCP) were published on 27th June 2019 and can be found at <https://www.hampshirescp.org.uk/wp-content/uploads/2019/06/HSCP-New-Arrangements-27-June-2019.pdf>. These arrangements outline how the new Safeguarding Partners, the Local Authority, Police and Clinical Commissioning Groups will work together to coordinate their safeguarding services, identify and respond to the needs of children in Hampshire, commission and publish local child safeguarding practice reviews and provide scrutiny to ensure the effectiveness of the arrangements.
- 20 The HSCP will continue to have an Independent Chair who will also provide independent scrutiny to the arrangements. The HSCP will continue to commission and deliver safeguarding training to the multi-agency workforce,

² http://adcs.org.uk/assets/documentation/ADCS_UASC_Report_Final_FOR_PUBLICATION.pdf

and, commission local learning reviews (previously known as Serious Case Reviews) as outlined in Working Together 2018.

- 21 The statutory safeguarding partners in Hampshire have agreed to work in partnership with the statutory safeguarding partners for Isle of Wight, Portsmouth and Southampton, to ensure coherence in safeguarding arrangements across the wider geographical area. The arrangements for Hampshire and Isle of Wight collaboration are known locally as ‘HIPS’. It was acknowledged that for many agencies and professionals who work across more than one of the local authority areas, there would be benefit in greater joined-up working on strategic issues and common themes. Given that each local area was keen to retain some degree of local arrangement, partners agreed to form a new Hampshire, Isle of Wight, Portsmouth and Southampton (HIPS) Executive Group, supported by some specific four-area subgroups, to work alongside the four local partnerships. These groups include; Exploitation, Health, Procedures and the Child Death Overview Panel. More information regarding this can be found in Appendix One of the new arrangements document.
- 22 The previous Hampshire Child Death Overview Panel will now operate across the pan Hampshire areas to enable all of the four areas to conduct reviews of child deaths across a geographical area in line with the requirements outlined in Working Together 2018. These new arrangements will be in place by 29 September 2019.

Performance and Activity Levels

- 23 Workloads, as evidenced in contacts, referrals and safeguarding activity, continue to be high with 9,013 cases open to Children’s Social Care at the time of writing this report. The table below sets out the trends over the last four years including the source of referrals received via Hantsdirect.

Contacts and Referrals

Contact and Referrals	2015-16		2016-17		2017-18		2018-19	
	Denom	Value	Denom	Value	Denom	Value	Denom	Value
Number of initial contacts		77934		87235		106010		117188
Number of CIN referrals		16666		19435		16596		18408
Referral source: Individual	1835	11.0%	2165	11.1%	1908	11.5%	1906	10.4%
Education	4149	24.9%	4559	23.5%	3862	23.3%	4432	24.1%
Health Services	2148	12.9%	2603	13.4%	2251	13.6%	3063	16.6%
Housing	277	1.7%	233	1.2%	174	1.0%	188	1.0%

Contact and Referrals	2015-16		2016-17		2017-18		2018-19	
	Denom	Value	Denom	Value	Denom	Value	Denom	Value
Local Authority Services	1596	9.6%	1606	8.3%	1704	10.3%	1661	9.0%
Police	4346	26.1%	5360	27.6%	4265	25.7%	4559	24.8%
Other legal agency	370	2.2%	447	2.3%	388	2.3%	593	3.2%
Other	1255	7.5%	1765	9.1%	1194	7.2%	1248	6.8%
Anonymous	400	2.4%	478	2.5%	384	2.3%	495	2.7%
Unknown	290	1.7%	219	1.0%	466	2.8%	263	1.4%
Not recorded	0	0.0%	0	0%	0	0.0%	0	0.0%

- 24 The total number of contacts as at 31 March 2019 (117,188) is 34% higher than the total received at 31 March 2017 (87,235), which was 11.9% higher than the total received as at 31 March 2016. This is indicative of the continuing pressures across the child protection system which is reflected nationally. For 2018-19, police remain the highest referrer (24.8%) followed by education (24.1%) and then health services (16.6%). This trend has remained consistent over the last three years. National benchmarking highlights that the referral rate from schools in Hampshire are comparable with the south east region.

Section 47 and Assessments

Section 47 and Assessments	2015-16		2016-17		2017-18		2018-19	
	% of S47 going to ICPC	4182	44.9%	4,211	43.7%	3926	44.9%	4317
C&FA Timeliness	16931	88.3%	19841	89.6%	18496	87.9%	18003	90.9%

- 25 With regards to assessments, as can be seen in the table above, the percentage of child abuse investigations (section 47 investigations) which progress to an initial child protection conference over a year, has remained at around the same level compared to previous years. This continues to reinforce the fact that thresholds are being consistently applied by social workers and has been the picture locally for the last three years, strengthened by the introduction of MASH.
- 26 The timeliness of completing a Child and Family Assessment (C&FA) since their introduction in 2014-15, is a very positive picture given the large number of assessments undertaken over the last year. This has remained in the high 80s for the last three years and is higher than the majority of other local authorities in the region.

Child Protection Plans (CPP)

Child Protection Plans (CPP) and visits	2015-16		2016-17		2017-18		2018-19	
No of children on CPP		1441		1263		1293		1097
New CPP in the Year %: Neglect	1005	60.1%	977	61.8%	1080	70.4%	950	64.4%
Physical	219	13.1%	123	7.8%	122	7.9%	100	6.8%
Sexual	122	7.3%	124	7.8%	65	4.2%	75	5.1%
Emotional	326	19.5%	358	22.6%	268	17.5%	351	23.8%
New CPP in Year Rate Per 10,000: Neglect	1005	35.7	977	34.7	1080	38.4	950	32.9
CPPs ending after 2 or more years	65	4.1%	86	4.9%	108	7.2%	78	4.4%
Current CPs lasting 2 or more years	20	1.4%	27	2.1%	28	2.2%	35	3.2%
Visits made in accordance with CPP - 14 days	3131	86.8%	3258	89.7%	3160	86.0%	2345	85.6%

- 27 As detailed above, work within the child protection planning process remains robust with numbers showing a decline from the end of March 2017. The positive reduction is considered to be as a result of more effective interventions with children and families at the Child in Need level, meaning less cases are escalated to a child protection plan because risks are addressed earlier. This is further reinforced by the transformation work see 5.20-5.23.
- 28 The number of children subject to a plan for neglect remains in the 60-70 percent bracket (although a word of caution in that categorisation between neglect and emotional abuse can be variable, and neglect while present may not be the main presenting factor). HSCB launched its Neglect Strategy in October 2016 and this continues to help professionals better identify neglect.
- 29 A low percentage of child protection plans are lasting beyond two years (which is good as it indicates proactive work) and relatively few require a repeat plan within two years. The number of timely visits made within the required dates remains a significant strength of the service and reinforces that children are being seen and kept safe.

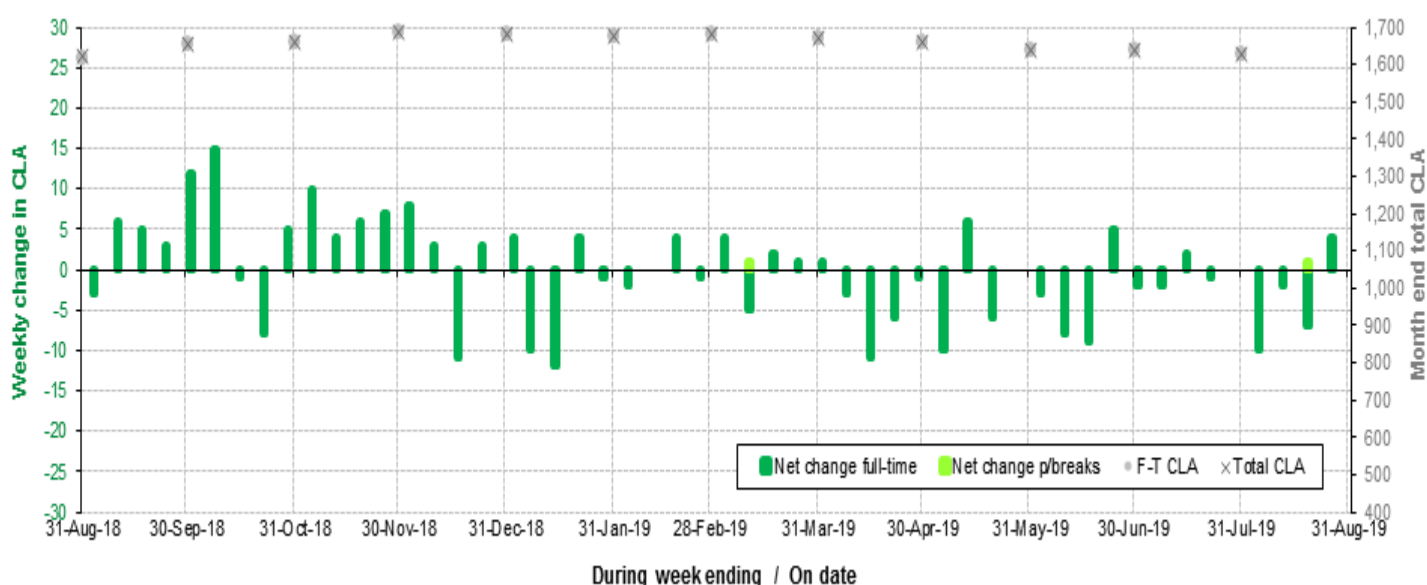
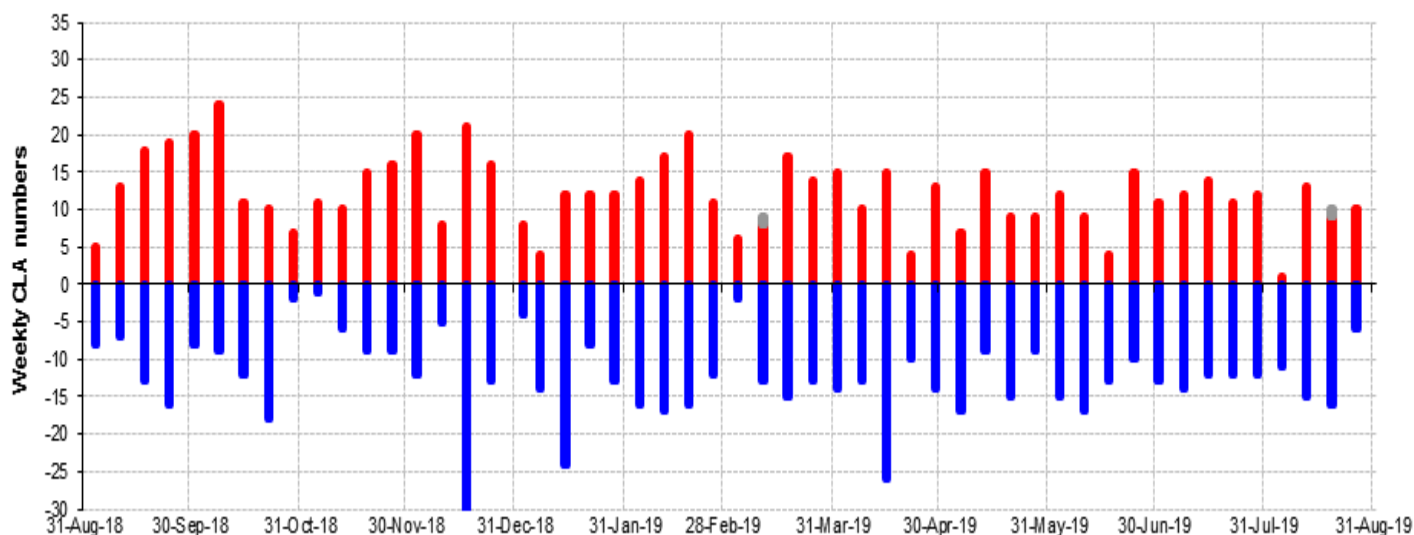
Full Time Children Looked After (CLA)

Full Time Children Looked After (CLA)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20 Q1 Apr-Jun
No of full time CLA	1267	1339	1305	1440	1592	1664	1637

	Jul-Sep 2017	Oct-Dec 2017	Jan-Mar 2018	Apr-Jun 2018	Jul-Sep 2018	Oct-Dec 2018	Jan-Mar 2019	Apr-Jun 2019
Entering full time care	168	152	146	151	207	168	159	135
Leaving full time care	110	136	123	149	148	136	185	161
Net increase	58	16	23	2	59	32	-26	-26
Of those new into care children Placed with Parents	21	29	39	24	18	24	30	32
Of those new UASC	27	18	14	29	31	19	18	7

- 30 With regards to children in care, the number has increased by 72 (4.5%) over the last 12 months, slightly under the national rise of children in care. It should be noted that there is of course significant churn throughout the year of the children in care population. Additionally, changes in court practices are placing more children at home whilst on a Care Order (and thus 'in care') whilst previously such children would probably have remained the subject of support in the community without entering the court (and care) arena. This is primarily due to a complex set of changes relating to the 'Public Law Outline'. The table above shows the quarterly rise in numbers of children being placed with parents by the courts.
- 31 It is important to note that as part of the transformation of children's social care the new strengths based methodology, known as the 'Hampshire Approach' (see 5.16 – 5.19), is evidencing positive early impact. As of August 2019, the total number of children in care is now lower than it was in September 2018, with evidence, in the main, of month on month reductions. This latter point can be seen in the tables below which shows the numbers of children coming into care and those leaving care, on a weekly basis.

Weekly New and Ended CLA - Month End Totals



- 32 Nationally the picture of demand continues to outstrip the supply of placements for children in care, and the costs of placements are rising significantly. A recent LGA report noted that councils had overspent on children's social care by £800m in 2018/19 as demand and costs rise. <https://www.local.gov.uk/about/news/childrens-care-crisis-councils-forced-overspend-almost-ps800m-childrens-social-care>. Predominantly these increased costs are associated with the cost of placements for children in care, although not exclusively. A recent BBC news item reported on recent analysis showing that three groups (Hedge Funds) account for 45% of funds spent on independent fostering by English councils. This is clearly driving prices even higher. <https://www.bbc.co.uk/news/uk-england-49450405>
- 33 The increasing complexity of the children coming into the care system has meant additional costs associated with their placements. As above, demand

for placements outstrips supply and this is particularly the case with the most complex and troubled teenagers, who frequently require more intensive residential placements. The costs of those placements continue to rise year on year. Significant work is carried out by our Placement Commissioning team (such as working through framework contracts and contract specification) to ensure that Hampshire achieves the best value that it can in what is an 'overheated' market.

Local Developments

Family Support Service (FSS):

- 34 This integrated service brings together the work of children's centres and the Early Help Hubs, including youth support services, into a single service. The service commenced in December 2016 and supports vulnerable families with children aged 0-19 years (or up to age 25 for young adults with learning difficulties and/or disabilities). It is also more closely aligned with the Supporting Troubled Families Programme. Help and support is targeted specifically to vulnerable families with children who have multiple needs, often requiring the involvement of more than one agency, but who do not meet the criteria for statutory, children's social care intervention. Tailor-made support is provided at a local level, in order to respond to the needs of local families. With one point of contact, families no longer need to go to different early help services. A total of 3,253 children were open to the FSS in April 2019, compared to 3,462 as at the end of March 2018.

Child Assessment and Safeguarding Teams (CAST)

- 35 Hampshire Children's Services introduced CAST across the service from February 2018, following a successful pilot in Basingstoke, in order to provide a more efficient service, manage demand from the front door and most importantly, reduce transition points for families.
- 36 CAST integrates Referral and Assessment team and Children in Need teams into Children's Assessment and Safeguarding Teams (CAST). The 4 district CAST teams rotate over a 4 week period, receiving incoming work from the MASH.
- 37 The benefits of CAST continue to include;
- Reduced transition points and greater continuity for children, families and partner organisations
 - All CAST team members are skilled across a range of casework and able to enjoy a more diverse role
 - A reduction in caseloads was evident
 - The plans for children and families are more robust and social workers have a greater ownership of casework.
 - Assistant Team Managers have greater capacity to support line-management of staff (including social workers)
 - Reduced duplication of work

Recruitment and Retention:

- 38 A key issue, both nationally and locally, continues to be the recruitment and retention of social workers. Nationally vacancy rates are now at around 20% of all posts and, at times, there have been similar rates in Hampshire in front line teams, but we expect these to reduce to 10% or less by 2019/20.
- 39 Aggressive recruitment tactics by agencies which have played on the insecurity in social work posts brought about by critical Ofsted judgements (sometimes in neighbouring authorities) or national reports have exacerbated this situation. Social workers report being offered very high hourly rates to switch to an agency and to then work in a neighbouring authority. The recruitment and retention strategy, which included a retention bonus, is beginning to address these issues and create a more stable workforce, with the average turnover rate in Hampshire at 11%, a reduction of around 3% since last year.
- 40 As part of the strategic response to the aggressive tactics of agencies, Hampshire County Council has now established its own agency in partnership with Kent to source and supply social workers and a range of other staff. Connect2Hampshire, the new Hampshire temporary staffing agency was in place from 1 April 2019, with the initial focus being on smooth transition, with action now being taken to maximise the benefits of the new arrangements.
- 41 A Memorandum of Co-operation (MoC) agreed by the South East Regional Assistant Directors meeting came into place over 18 months ago. Due to changes in the agency market since its introduction this arrangement will be reviewed with other south east local authorities.
- 42 We have seen a continued steady rise in demand across social work services in line with the national picture, which was increasing the caseloads of our social workers. The Council's investment of £6.5m in over 100 new social work posts recognised that to deliver effective sustained change in vulnerable families, social workers require greater time to deliver meaningful interventions, therefore requiring greater capacity. This investment will, in the longer term, keep more children at home where it is safe and appropriate to do so, and reduce the number of children the service is working with. This in turn should see a reduction in spend on children in care placement costs as referred to earlier. Since the investment we have recruited around 130 children's social workers to fill vacancies in our frontline teams, with a significant proportion of these being newly qualified social workers (NQSWS) recruited into the Graduate Entry Training Scheme (GETS) programme to grow our own social workforce for the future.
- 43 A substantially enhanced programme of recruitment activities was developed for 2018 based upon a continuous approach to recruitment which is open to applications at all times. This is continuing and is proving successful. In

addition, there has been conversion of existing agency staff to HCC employment through District Manager led discussions and interventions.

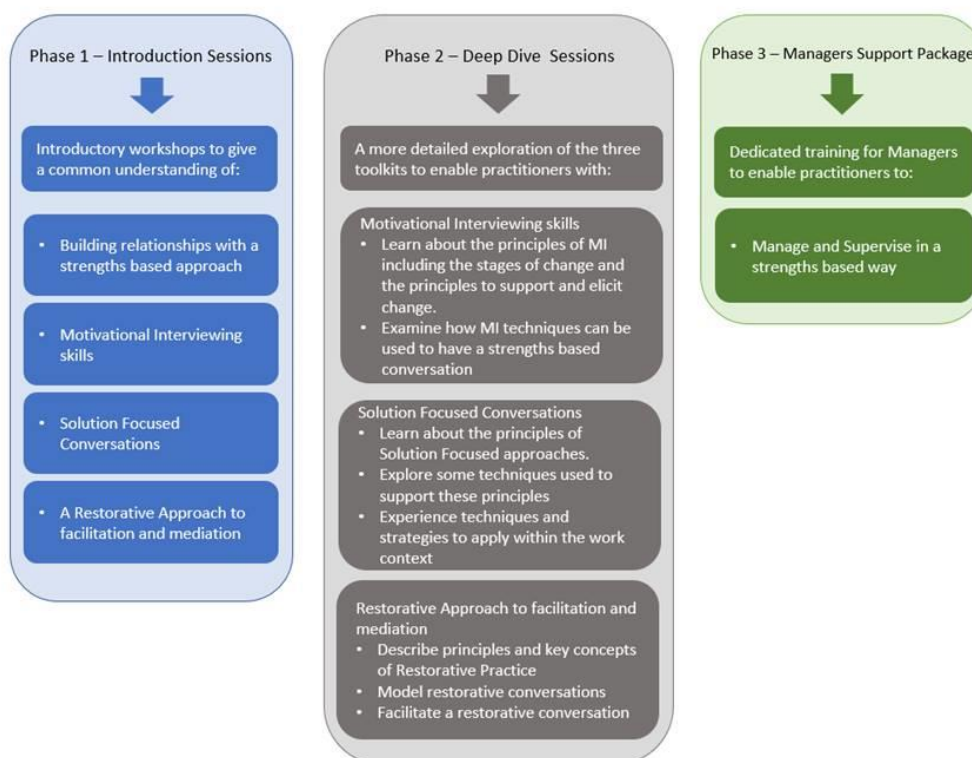
- 44 The Graduate Entry Training Scheme (GETS) continues to be our principal, and most successful, means of recruiting social workers. The two year programme recognises that newly qualified social workers (NQSWS) need support in their chosen career and works on the basis that each social worker should receive intensive support within a protected environment and wide experience of the service they are joining. A dedicated 4-week induction period followed by increased management oversight and supervision in a front-line secondment provides a gradual introduction to the social work role and embeds the expectations and high quality standards of Hampshire. This provides more resilient social workers better able to deal with the challenges of frontline practice. In its first two years of operation ten cohorts of Graduate Trainees have joined the department (a total of 147 NQSWS, about 92% of whom are still with Hampshire) – and a further two cohorts are planned for September and October 2019 (with 20 NQSWS in each).
- 45 Following the approval by national bodies for the establishment of an Apprenticeship Social Work Degree scheme, the department (together with colleagues in AHC) has worked closely with the University of Winchester to design a new “grow-your-own” programme for current staff in roles that lend themselves to the undertaking of an apprenticeship. Eleven staff from the Children’s and Families branch will start the apprenticeship in September 2019 (funded through the apprenticeship levy) and will qualify as social workers in summer 2022.

Transforming Social Care in Hampshire – Partners in Practice programme

- 46 Hampshire is one of only a small number of high performing local authorities chosen by the Department for Education to innovate and test new ways of delivering social work to vulnerable children and families. This is a radical whole system change and Hampshire Children’s Services’ vision is to build a new service around five key principles:
- A family service - a system focusing on improving outcomes for the child in the context of their family
 - A social work led, integrated, multi-disciplinary service, from the front door through to specialist services
 - Social workers supported to deliver meaningful interventions based on an underpinning methodology of resilience that creates lasting change
 - A service where good practice is free to flourish unfettered by bureaucracy and unnecessary regulatory demands
 - Children are supported by and within their own family/community wherever possible. Where children do come into care longer term their experience will be life changing for the better.
- 47 This has focused on three key areas:

1) Family focused and evidence based practice

We have developed and rolled out in depth training in the 'Hampshire Approach', a resilience, strengths based way of working with families grounded on academic research. This has been the largest programme of training since Children's Services was established. An overview can be seen in the table below. 83% of staff have now completed the training sessions.



2) Dynamic and sustainable multi-disciplinary service

To ensure we are able to put the right support around the family and do so in a way that is sustainable in the long term, we are creating a multi-disciplinary service that makes the best use of the collective resources available for children and their families.

To achieve this, we have needed to work closely with those that commission or provide other services to build a shared, joint understanding of how we can collectively work for children and families in Hampshire. As a result of our programme, we will have a sustainable multi-disciplinary service with buy-in and support from across agencies and no reliance on short term funding from the DfE.

3) Graduate Entry Training Scheme (GETS)

This will create a steady intake of newly qualified social workers that have been effectively supported in their transition from education to social work, positioning them to have long careers in Hampshire.

- 48 In 2019 we will develop Phase 2 of this social care transformation. The early evidence of the impact of the remodelled service and the Hampshire Approach, is positive, as evidenced in the recent Ofsted report.

'A highly successful large-scale transformation programme has included the creation of additional social work posts and an innovative pathway of support for newly qualified social workers. The implementation of children's assessment and safeguarding teams (CAST) and specialist multi-disciplinary teams supports an increasingly holistic approach to children's needs...'

'The appointment of personal assistants to support social workers, combined with improved technology and the implementation of the strengths based social work model, the Hampshire Approach', have equipped social workers with the tools, skills and time to work directly with children and families. Consequently, children's needs are better understood, intervention is purposeful, and children and families are being helped to become resilient'.

- 49 Importantly, since the introduction of the new ways of working in March 2019, for the first time we have seen a small but steady reduction in the numbers of children coming into care. As of August 2019, we have the lowest number of children in care since September 2018, following month on month increases since 2015.

Youth Offending Service:

- 50 Hampshire Youth Offending Team (YOT) aims to prevent offending and reoffending by children and young people aged 10 - 17 years. The YOT works with children and young people who are subject to Pre-Court and Court Orders. The Youth Crime Prevention (YCP) arm of YOT works with children who are at risk of receiving a formal disposal to prevent this happening. The YOT provides reports to the Hampshire Courts and undertake specialist assessments for children who commit Harmful Sexual Behaviour. The YOT achieves its objectives through working in partnership with Health, Children Services, Police and Probation. It also provides specialist services in relation to Restorative Justice; Parenting; and Education, Training and Employment.
- 51 The YOT has statutory duties to co-operate under the Multi Agency Public Protection Arrangement framework (MAPPA), and a duty under the 2004 Children Act to promote the welfare and safeguarding of children and young people accommodated across England and Wales.
- 52 At any one time, Hampshire YOT is working with 450-500 children and young people across the county, of which 200 are subject to YCP. During 2018/19 420 young people received Pre-Court and a further 164 were sentenced in court. The Youth Crime Prevention programme worked with 242 young people in the same period. During 2018/19 the number of young people either remanded or sentenced to custody was 22.

- 53 In addition to the above, all victims of youth crime are contacted by specialist trained Restorative Justice staff and offered the opportunity to participate in a restorative intervention if they wish. In 2019 Hampshire YOT renewed the Restorative Services Quality Mark by the Restorative Justice Council.
- 54 Hampshire YOT has continued to drive up quality and performance with recent improvements in the reduction of First Time Entrants (FTE) in to the Youth Justice System. It has also addressed the areas for development identified by HMI Probation in its 2018 inspection (where the service was judged 'good'), which included; improving its use of data, introducing a reparation scheme, reviewing its risk guidance and developing the way it plans with young people.

Sector Led Improvement Work

- 55 Buckinghamshire
Hampshire's Chief Executive was the 'Commissioner' appointed by DfE. Hampshire Children's Services are now supporting Buckinghamshire in the intervention phase of the improvement journey. A plan was agreed with Buckinghamshire, and DfE with phase 1 delivered up to July 2019 and further support planned for the following 12 months.
- 56 West Sussex
Hampshire's Chief Executive is undertaking the formal role of Commissioner and is due to prepare a report of his findings in September. The report will be informed by work undertaken by Children's Services staff who have been undertaking visits to West Sussex in June and July 2019, to interview West Sussex staff to understand the reasons behind the issues. This intelligence will be used to write the final report with recommendations to the Secretary of State for the future arrangements for Children's Services West Sussex.
- 57 Torbay
Hampshire County Council continue to provide a level of scrutiny and assurance work to the Improvement Board in Torbay and Hampshire's Chief Executive continues to attend the board as an advisor. However, our involvement has reduced significantly; Hampshire Chief Executive's formal Commissioner role has now come to an end as Torbay are formally partnered with Plymouth, with whom they now share a Director of Children's Services. The Department for Education has requested Hampshire continue its role until December 2019.
- 58 Isle of Wight
Hampshire Children's Services continue to manage Isle of Wight Children's Services and a formal strategic partnership agreed in 2018 has extended that until 2023. The service has continued to make positive improvements and in the Inspection of Local Authorities Children's Services in November 2018 was judged to be 'Good' across all categories. This was a remarkable

achievement since being judged inadequate in 2012 and a testament to the joint working to improve the service

- 59 Members can be assured that, even with the work of the Director of Children's Services and some of his senior managers in the above authorities, there is no detriment to the oversight and management of Hampshire Children's Services as evidenced by the recent Ofsted report. Full cost recovery is achieved through the sector led work. As with all work undertaken in other authorities, there is always positive learning gained to further improve services in Hampshire. This includes, but is not limited to; identifying areas of good practice that can be adopted in Hampshire; strengthening the confidence and experience of our staff at all levels in the service; retaining experienced managers by offering them a wider range of developmental opportunities; ensuring that the service is aware of new and emerging risks to children; Ofsted commented that, *'Leaders recognise the benefits that come from being an improvement partner, not only in creating income, but also in the learning that is gained from other local authorities and from keeping its own staff stimulated and stretched.'*

Future Challenges and Operational Priorities

- 60 The future challenges and priorities can be summarised as follows (this is not an exhaustive list and the history of this type of work is that new priorities will emerge such as child exploitation and domestic abuse have done).
- 61 The number of children entering the care system remains a challenge, as do the cost of their placements, as detailed at 4.15 – 4.16. It is essential that the transformation work as described in paragraphs 5.20-5.23 and the new operating model become fully embedded to keep more children at home, where it is safe and appropriate to do so. Transforming children's social care will deliver a modern social work service fit for the future challenges over the next decade.
- 62 The costs associated with the placements for looked after children will continue to be a significant pressure for the County Council. Significant additional corporate funding has already been given to the department, but as demand increases and the supply of placements comes under further pressure, inevitably costs will rise.
- 63 Child exploitation, in all its forms, continues to be an increasing area of work, particularly the 'county lines' issues. Although Hampshire is well placed to meet these challenges, it is important that we remain vigilant and responsive, working in tandem with partners to protect children.
- 64 The recruitment and retention of social workers will continue to need to be addressed.
- 65 Tactical changes have been made to the current social care IT system to ensure that the system continues to be fit for purpose. A new system will be

implemented following procurement during late 2020. The new system must allow social workers to work in a modern digital environment, which will free up their capacity and reduce administration. The new system is expected to be in place late 2020.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	yes
People in Hampshire live safe, healthy and independent lives:	yes
People in Hampshire enjoy a rich and diverse environment:	yes
People in Hampshire enjoy being part of strong, inclusive communities:	no

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document

Location

None

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

This report is for Cabinet to note Hampshire County Council's progress and performance with regards to safeguarding vulnerable children. As such it creates no disadvantage or inequality and the activity described serves to reduce inequality for some of the county's most vulnerable children.

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