

EXECUTIVE DECISION DAY NOTICE

Executive Lead Member for Children's Services Decision Day &
Executive Member for Education Decision Day

Date and Time Friday 22nd September 2023 at 2.00pm

Place Virtual Teams Meeting - Microsoft Teams

Enquiries to members.services@hants.gov.uk

Carolyn Williamson FCPFA
Chief Executive
The Castle, Winchester SO23 8UJ

FILMING AND BROADCAST NOTIFICATION

This decision day is being held remotely and will be recorded and broadcast live via the County Council's website.

AGENDA

EXECUTIVE LEAD MEMBER FOR CHILDREN'S SERVICES

DEPUTATIONS

To receive any deputations notified under Standing Order 12.

KEY DECISIONS (NON-EXEMPT/NON-CONFIDENTIAL)

None Required

NON KEY DECISIONS (NON-EXEMPT/NON-CONFIDENTIAL)

1. SAVINGS PROGRAMME TO 2025 - REVENUE SAVINGS PROPOSALS (Pages 5 - 102)

To receive a report of the Director of Children's Services seeking the Executive Lead Member for Children's Services to approve the submission of the proposed savings options contained in this report and Appendix 1 to the Cabinet.

2. HAMPSHIRE YOUTH JUSTICE SERVICE YOUTH JUSTICE PLAN 2023 (Pages 103 - 150)

To receive a report of the Director of Children's Services relating to the Hampshire Youth Justice Service Youth Justice Plan 2023/24, seeking the Executive Lead Member for Children's Services to recommend the plan to the County Council for their endorsement.

3. STATEMENTS OF PURPOSE FOR HAMPSHIRE'S CHILDREN'S HOMES, FOSTERING, AND ADOPTION SERVICES (Pages 151 - 192)

To receive a report of the Director of Children's Services seeking approval of the updated Statements of Purpose for Children's Homes, the Fostering Service, and the Adoption Service.

EXCLUSION OF THE PRESS AND PUBLIC

RECOMMENDATION:

That the public be excluded from the meeting during the following item of business, as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during this item there would be disclosure to them of exempt information within Paragraphs 1 and 2 of Part 1 of Schedule 12A to the Local Government Act 1972, and further that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons set out in the report.

NON KEY DECISIONS (EXEMPT/CONFIDENTIAL)

4. STATEMENTS OF PURPOSE FOR HAMPSHIRE'S CHILDREN'S HOMES, FOSTERING, AND ADOPTION SERVICES (EXEMPT APPENDICES) (Pages 193 - 398)

To consider exempt appendices relating to Item 3 on the agenda.

EXECUTIVE MEMBER FOR EDUCATION

DEPUTATIONS

To receive any deputations notified under Standing Order 12.

KEY DECISIONS (NON-EXEMPT/NON-CONFIDENTIAL)

5. OAKMOOR SECONDARY SCHOOL BORDON (Pages 399 - 418)

To receive a report of the Director of Universal Services seeking spend approval for the project proposals to expand Oakmoor School by two forms of entry at the total cost of £9,250,000.

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 SESSION:

The press and public are welcome to observe the public sessions of the decision day via the webcast.

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HAMPSHIRE COUNTY COUNCIL

Decision Report

| | |
|------------------------|--|
| Decision Maker: | Executive Lead Member for Children's Services |
| Date: | 22 September 2023 |
| Title: | Savings Programme to 2025 – Revenue Savings Proposals |
| Report From: | Director of Children's Services and Director of Corporate Operations |

Contact name: Stuart Ashley, Director of Children's Services

Tel: 01962 846400

Email: Stuart.ashley@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for the Children's Services Directorate (CSD) that have been developed as part of the Savings Programme to 2025 (SP2025).

Recommendation(s)

2. To approve the submission of the proposed savings options contained in this report and Appendix 1 to the Cabinet.

Executive Summary

3. This report outlines the detailed savings proposals for CSD that have been developed as part of Savings Programme to 2025 (SP2025). The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
4. The Executive Member is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November, recognising that there will be further public consultation for some proposals.

Contextual Information

5. In February 2023, Cabinet and Council were updated on the budget gap position and the early work undertaken by the Corporate Management Team to identify the available options to balance the budget to 2025/26. The Council expects to face a budget gap of at least £132m after taking account of annual

Council tax increases at the maximum permitted level of 4.99% and additional grant funding expected to be provided by the government in 2024/25.

6. The early publication of a government policy paper on local authority funding for 2024/25 was welcomed. However, with 2024/25 representing the last year of the current parliament and spending review period, there remains considerable uncertainty as to the resources available to the Council from 2025/26 onwards. It is clear, however, that the landscape for the public finances remains challenging following the pandemic, considering current economic and geopolitical factors. Given the lack of any certainty from 2025/26, the County Council has had no choice but to assume that savings required to meet a gap of at least £132m will be required by April 2025, as we cannot take the risk of assuming further government financial support will be forthcoming. Furthermore, the financial constraints on the Council mean that there will be no funding available to cash flow a savings programme beyond April 2025.
7. In recognition of the size of the financial challenge, coming after a decade of savings totalling £640m, directorates were not issued with 'straight line' savings targets as per previous savings programmes but were instead instructed to review what savings might be achievable if we were to move towards a 'bare minimum' provision of services. This approach aimed to maximise the potential for savings across the organisation whilst ensuring that the Council can continue to target resources on the most vulnerable adults and children and deliver other vital core services.
8. The early work undertaken by directorates consisted of a detailed review of each budget line to understand where:
 - Further efficiencies could be achieved, for example due to changes to working practices following the pandemic or through changes to service management arrangements following the Fit for The Future organisational structure review.
 - Investment in new equipment or IT technology could enable us to deliver services differently.
 - Income generation could be increased through expanding the scope of existing sales, fees and charges or introducing new charges for some services.
 - Non-statutory or discretionary services could be scaled back or ceased.
9. Following the initial scoping exercise undertaken at directorate level, the savings options were subject to a detailed and robust scrutiny process, consisting of peer reviews within the Corporate Management Team and scrutiny by Executive Members, the Leader and Deputy Leader. The review process aimed to ensure that:
 - The available savings opportunities for each key service line have been maximised and directorates have considered how the implementation of savings can be accelerated where possible to maximise early delivery.
 - There is a shared understanding across directorates of any risks or dependencies linked to savings in other areas to eliminate any

unintended consequences of savings delivery, for example possible cost and/or demand increases for other services.

- The cumulative impacts of savings across all directorates on specific service user groups have been assessed and minimised as far as possible.

10. This detailed work has identified a total of £90.4m savings across all directorates, of which £75m are expected to be delivered by 2025/26, leaving an unmet budget gap of £57.0m in 2025/26. It is not surprising that this position has been reached given the £640m savings already removed from the budget since 2010. In the absence of any further government funding to 2025/26, the Council will be reliant on reserves to temporarily bridge the budget gap pending fundamental reform to the funding system and legislative framework for local government. Additionally, a budget shortfall of £86m is currently expected for 2024/25 which will also need to be met from reserves.
11. A review of the Council's reserve balances was undertaken at the end of the 2022/23 financial year and the results were reported to Cabinet and Full Council in July. The review identified most of the additional funding required to bridge the gap for 2024/25, albeit a small deficit of £2.4m still remains in addition to the significant shortfall of £57.0m in 2025/26. It is therefore not possible to continue with the Council's usual financial approach of allowing directorates to retain any early achievement of savings for reinvestment in service delivery. All savings delivered in 2023/24 and 2024/25 will instead be transferred to the budget bridging reserve to help balance the budget in 2025/26.
12. As part of the Council's Fit for The Future Programme, a series of detailed reviews of key functions which are common across all directorates will be undertaken with the aim of maximising consistency, efficiency, and effectiveness in the following areas:
 - how the Council engages with its customers when they contact the County Council directly
 - how transformation and business support activity is defined and delivered
 - how senior management structures, roles and responsibilities align between directorates.
 - how the Council provides core enabling services such as Finance, IT and HR; ensuring these are delivered from the centre of the organisation.
13. As well as delivering operational benefits for the Council, these reviews are expected to help reduce costs through removing duplication, enabling more effective prioritisation of resources, and improving retention of specialist skillsets. Whilst the financial benefits are expected to supplement the £90.4m savings identified by individual directorates, they will not be sufficient to meet the remaining budget gap to 2025/26.

14. As we seek to establish a long-term sustainable funding solution through on-going lobbying and discussions with central government, our options to meet the predicted annual budget shortfall (of at least £132m) by 2025 are limited. It is considered that there will be very few ways in which the County Council can continue to meet the legal duty to balance the budget without any impact on the residents of Hampshire. To help understand how people could be affected by the proposals being considered, the County Council undertook an open public consultation '*Making the most of your money*', which ran for six weeks between 12 June and 23 July. The consultation was widely promoted to residents and stakeholders, and asked for views on a range of high-level options that could help to address the shortfall, so that the County Council could take residents' needs in to account when considering the way forward.
15. The consultation provided an overview of the anticipated budget gap by 2025 and explained the range of options likely to be needed to enable the County Council to continue to deliver statutory service obligations.
16. The consultation feedback confirmed that a number of approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
 - **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children.
 - **using reserves carefully** to help meet one-off demand pressures.
 - **continue to lobby central government** for fundamental changes to the way local government is funded, as well as a number of other ways to help address the funding gap including increasing funding for growth in social care services and for highways maintenance and allowing new charges to be levied for some services.
 - **help to minimise reductions and changes to local services** by raising council tax by 4.99% in line with the maximum level permitted by government without a public referendum.
 - **generate additional income** to help sustain services.
 - introduce and increase charges for some services.
 - consider further the opportunities for **changing local government arrangements** in Hampshire.
17. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals for this report, and a summary of these is provided at appendix 3. Responses to the consultation will similarly help to inform the decision making by Cabinet and Full Council in October and November of 2023 on options for delivering a balanced budget up to 2025/26, which the Authority is required by law to do.
18. In addition, Equality Impact Assessments have also been produced for each savings proposal, and these together with the broad outcomes of the consultation and the development work on the overall SP2025 Programme have helped to inform and shape the final proposals presented for approval in

this report.

Savings Programme to 2025 – Directorate Context & Approach

19. Children's Services delivered over £80m recurring cost reductions from June 2010 to 2017. For Tt19, the directorate secured a further £30.1m over an extended period and Tt21 is nearing completion, with £16.4m secured against a requirement of £17.2m. Progress against the SP23 requirement of £22m is on track, with £5m remaining to be secured.
20. As with previous programmes, the directorate has considered savings proposals against the same six key principles that it has assessed savings since 2010:
 - Ensure a safe and effective social care system for children.
 - Ensure sufficient capacity to lead, challenge and improve the education system to help ensure high quality educational outcomes for all, but particularly more vulnerable groups.
 - Continue to recognise that our workforce is our strength and that we will further develop and maintain a strong, diverse workforce that is adaptable and flexible, and which has succession planning built in.
 - Tightly target limited resources according to the needs of children and families.
 - Secure and sustain targeted and co-ordinated early help provision.
 - Maximise the opportunities to create efficiencies and maintain and enhance services through partnership and sold service arrangements.
21. The approach to identification of savings opportunities has been thorough and involved detailed review of each budget line. This has included staff pay budgets to separate that which is addressable from that which is funded through Dedicated Schools Grant (DSG), other grants and income etc. The proposals that have been submitted are those that the directorate can deliver sustainably and ensure the services continue to perform at an acceptable level.
22. As with previous programmes, the savings proposals should be looked at in the context of six key themes:
 - i. Funding and expenditure for Children's Services in Hampshire continues to be considerably below national, regional and comparator local authorities. Despite this, Hampshire is still the joint highest performing authority under Ofsted's ILACS inspection regime.
 - ii. The large majority of spend is external, primarily the costs of Children Looked After (CLA) and School Transport. To realise cashable savings on external spend, it is not rational to cut staffing spend beyond a certain point, as this reduces our ability to realise the savings on external spend or, worse, potentially opens the door to more significant additional spend.
 - iii. Some areas of saving would have a profound impact on our statutory duties including, most significantly, our statutory duty to safeguard

- children and will take the local authority right up to the line where it can deliver safe and effective services in this regard.
- iv. Following the logic of (iii) above, Hampshire may no longer be able to sustain performance at the current level and would most likely be rated as 'inadequate' (not least because caseloads will be taken as an objective measure of a safe and effective service by Ofsted). This would lead to reputational damage, and also, equally significantly in this context, the loss of significant external income and open the door for additional spend as we have seen with many other authorities.
 - v. Escalating significant funding pressures have also emerged in relation to the demand for and costs associated with providing school transport for children with SEND. Our analysis shows that the number of SEN children eligible for transport are expected to rise by 62% from 2012/13 to 2025/26 but unit costs are expected to increase by nearly three and a half times over the period. Most of the increase is due to the higher numbers and cost of transporting SEN children which is a direct result of the Government's change in policy (the SEND reforms) in 2014, for which no additional new burdens funding has been received.
 - vi. Significant corporate support for service improvement through transformation has been made available based on robust evidence.

23. The approach to the SP2025 savings programme is a careful balance of savings that stem from medium to long-term strategic transformation and savings that can be made from tactical changes in the short-term. The former ensures a significant and sustainable quantum of savings. The latter can be secured without comprising the former, which would otherwise be a false economy. This tried and tested approach places a premium on upfront thinking during the programme design phase.

24. An outline of the proposals in each workstream is given in the following paragraphs, with savings proposals summarised in Appendix 1. These proposals are subject to further consultation where appropriate.

Proposal 1 Services for Young Children Budget: £0.214m

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

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

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

Proposal 3 Services for Young Children Workforce Development Post Funding: £0.030m

27. Following on from Proposal 1, funding a childcare workforce development post from the Early Years Block of the Dedicated Schools Grant, rather than

the Council's revenue budget.

Proposal 4 Family Help: £1.500m

28. Strengthening early help services through a new Family Help Service based around neighbourhood teams, reducing demand for the more expensive children's social care services. Family Help will bring together services which deliver support and interventions to families across both targeted early help and children in need.

- Initially, to achieve this the Family Support Service (FSS) and Childrens Assessment and Safeguarding Teams (CAST) will be combined, creating 34 new Family Help teams.
- These new teams will be based in and deliver services and interventions from within communities, operating from local community spaces and places.
- Localising these services will enable families to easily access services, at the earliest point of need, thereby reducing the requirement for additional statutory services.

Proposal 5 Transforming Social Care (TSC): £8.500m

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

Proposal 6 Joint Commissioning & Brokerage: £0.025m

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

Proposal 7 Sold Services to Schools: £0.100m

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

**Proposal 8 Regionalised Unaccompanied Asylum-Seeking Children (UASC)
Brokerage: £0.188m**

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

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

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

Proposal 10 Library Service Staff Savings: £0.150m

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

Key challenges, risks, issues, and interdependencies or impacts on services provided by other departments.

35. There are common themes and key risks involved with the directorate's SP2025 savings approach:
- **Complexity of change.** Together Family Help and transforming social care account for £10m of the forecast savings and involve further transformation of the Children & Families operating model with an increasing focus on early intervention and prevention of demand and associated cost. If the changes are not effective in de-escalating need in families, then demand for safeguarding services will increase along with the consequential cost of provision.
 - **Interdependency.** Further complexity arises due to changes with libraries, where alongside savings, a number of libraries are expected to become Community Hubs, which is a key enabler of early intervention/help and multi-agency co-location and working. If interdependencies between programmes, partners and stakeholders is not effectively managed, then a more effective early help system will not be achieved, and demand will not be prevented.
 - **Dysfunctional provider market.** Alongside the risks of changing the operating model, if we are unable to provide the right type of placements for children in care at the right time because of insufficient or inappropriate placements, then the unit and overall cost of placements is likely to increase.
 - **Competitive staffing market.** Pressures in recruiting and retaining staff. If the challenges in recruiting social workers and other specialist roles

persist, then it will challenge the operating model changes and effectiveness of the services.

- **Capacity to change.** If there is insufficient capacity to deliver the transformation programmes, then the effectiveness of the changes will be compromised, savings are unlikely to be achieved and service quality will suffer.
- **Insurmountable challenges.** If challenges to any of the proposals cannot be overcome, then savings opportunities would have to be found from other areas within the directorate. This is likely to be extremely challenging as the directorate has included all realistic proposals that align to the principles set out in paragraph 20 in this report.

37. **Principal enablers of transformation and SP2025 savings:**

- **Social Care IT Case Management System (Mosaic).** The replacement social care system will go-live in the Autumn 2023. The system is expected to increase the amount of productive time available for social workers and other specialist practitioners to spend with families. The system is also expected to enable a ‘digital by default’ approach to working practices.
- **Community Hubs.** A new transformation programme is being mobilised that focuses on creating a more effective early help system at levels 1 and 2. The vision and ambition is to reduce demand for statutory services (Family Help, Safeguarding etc) and our on-going programme to keep more children safely at home where it is appropriate.
- **Graduate Entry Training Scheme (GETS),** there will be a continued flow of appropriately qualified social work staff, with the long-term plan of reducing reliance on agency social workers. The recruitment of 350 fte Graduate Trainees to date is proving GETS to be a well evidenced strategy. Additionally, where we do employ agency social workers, these are sourced through Connect2Hampshire.

Summary Financial Implications

38. The total value of the savings opportunities identified for the directorate is **£11.095m**. The expected cashflow profile for implementation of the savings is set out in the table below.

| 2024/25 £'000 | 2025/26 £'000 | Full Year Impact £'000 |
|--------------------------|--------------------------|-----------------------------------|
| 2,390 | 11,095 | 11,095 |

39. Of the £11.095m total savings, £0.267m will be achieved through additional income generation by expanding the scope of existing fees and charges or introducing new fees and charges, and £10.828m will be achieved through reductions to expenditure budgets as a result of service efficiencies and reductions.

40. The detailed savings proposals that are being put forward by the directorate are contained in Appendix 1.

Workforce Implications

41. Appendix 1 also provides information on the estimated number of reductions in staffing as a result of implementing the proposals.
42. Of the three Full Time Equivalent (FTE) posts that may be affected, it is anticipated that savings of at least £0.100m will be achieved through the deletion of currently vacant posts. There is a further one FTE that will need to be managed down between now and the implementation date but may well be achieved through natural turnover.
43. The Council's approach to managing down staff levels in a planned and sensitive way through the use of managed recruitment, redeployment of staff where possible and voluntary redundancy where appropriate will be continued.
44. Proposal 2: Services for Young Children Aviary Nurse, proposes that the Aviary Nursery is tendered to the market to enable it to be run by an independent provider. If this proceeds and a tender process is successful, it is anticipated all staff will TUPE to a new independent provider.

Climate Implications

45. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.
46. Given that this report deals with savings proposals it is difficult to assess any specific climate change impacts at this stage, but assessments will be undertaken for individual proposals, if appropriate as part of the implementation process.

Consultation, Decision Making and Equality Impact Assessments

47. As part of its prudent financial strategy, the Council has been planning since March 2022 how it might tackle the anticipated deficit in its budget by 2025/26. As part of the MTFs, which was last approved by the Council in September 2022 and updated as part of the budget setting process for 2023/24, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £132m are required and directorates were tasked with reviewing all possible

opportunities to contribute to bridging this gap.

48. The County Council undertook an open public consultation '*Making the most of your money*' which ran for six weeks from 12 June to 23 July 2023. The consultation was promoted to residents and stakeholders, and asked for views on a range of high-level options that could help to address the shortfall, so that the County Council could take residents' needs into account when considering the way forward.
49. The consultation explained that given the considerable size of the budget gap by 2025, it was likely a combination of the potential options being considered would be needed, given the limited ability the County Council has to generate income and the need to continue to deliver statutory service obligations. For example, the supporting Information Pack explained that the £132m budget forecast considered an assumed increase in council tax of 4.99% (of which 2% must be spent on Adult social care services) and illustrated the amount of savings that would still be required even if council tax was increased by up to 10%. The Pack also explained that if central government were to support a change to the structure of local government in Hampshire, it would still take several years to fully realise any savings. Residents were similarly made aware that the use of the County Council's reserves (which are retained for service investment and to help manage financial risk) would not provide a sustainable solution to address ongoing financial pressures. The Pack further explained that if these were used to meet service delivery these would be used up very quickly, and so only temporarily delaying the point at which other savings would need to be found.
50. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. As the consultation feedback confirms, a number of different approaches are likely to be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures.
 - **continue to lobby central government** for fundamental changes to the way local government is funded, as well as a number of other ways to help address the funding gap including increasing funding for growth in social care services and for highways maintenance and allowing new charges to be levied for some services.
 - **help to minimise reductions and changes to local services** by raising council tax by 4.99% in line with the maximum level permitted by government without a public referendum.
 - **generate additional income** to help sustain services.
 - introduce and increase charges for some services.
 - consider further the opportunities for **changing local government arrangements** in Hampshire.

51. Individual Executive Members cannot make decisions on strategic issues such as council tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Making the most of your money* consultation exercise outlined in appendix 3, will go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2025/26.
52. The proposals set out in Appendix 1 represent suggested ways in which directorate savings could be generated to maximise the contribution to the SP2025 Programme and have, wherever possible, been developed in line with the principles set out above. Examples include:
- Family Help (proposal 4) and Transforming Social Care (proposal 5) – Effective targeting of resources and early help/social care interventions at children experiencing vulnerability to de-escalate needs and prevent demand.
 - Income from Sold Services (proposal 7) and Regionalised UASC brokerage (proposal 8) generating income from sold service to schools and from other local authorities.
53. Following the Executive Member Decision Days, all final savings proposals will go on to be considered by the Cabinet and Full Council in October and November – providing further opportunity for the overall options for balancing the budget to be considered as a whole and in view of the consultation findings. Further to ratification by Cabinet and Full Council, some proposals may be subject to further, more detailed consultation.
54. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for each of the savings' proposals outlined in Appendix 1, and these have been provided for information in Appendix 2. These will be considered further and alongside a cumulative EIA by Cabinet and Full Council. The cumulative assessment provides an opportunity to consider the multiple impacts across proposals as a whole and, therefore, identify any potential areas of multiple disadvantages where mitigating action(s) may be needed.
55. Together, the *Making the most of your money* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

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|--|-----|
| 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> Developing a Medium-Term Financial Strategy Template County Council Part I report (hants.gov.uk) | <u>Date</u> Cabinet - 19 July 2022 County Council – 29 September 2022 |
| Direct links to specific legislation or Government Directives | |
| <u>Title</u> N/A | <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:

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.

Equalities Impact Assessment:

A full Equalities Impact Assessment has been undertaken for each of the savings options and these are included as a separate appendix to this report (Appendix 2).

Children's Services – Proposed Savings Options (Subject to consultation where appropriate)

| Ref. | Service Area and Description of Proposal | Impact of Proposal | 2024/25 £'000 | 2025/26 £'000 | Full Year Impact £'000 | Estimated Staffing Impact FTE |
|------|---|---|------------------|------------------|------------------------------|--|
| CS01 | Services for Young Children. In accordance with DfE guidance, ensuring that relevant posts are funded from the Early Years Block of the Dedicated School Grant rather than Council revenue budgets. | No impact as this proposal requires movement of funding between budgets. There are no staffing or external impacts | 214 | 214 | 214 | 0 |
| CS02 | Services for Young Children. Seeking an external service provider to operate the Aviary Nursery, rather than it being run by the County Council | No impact, as staff would be TUPE transferred, and service would continue for families | 0 | 38 | 38 | 0 |
| CS03 | Services for Young Children. Funding a childcare workforce development post from the Early Years Block of the Dedicated Schools Grant, rather than the Council's revenue budget | No impact as this proposal requires movement of funding between budgets. There are no staffing or external impacts | 30 | 30 | 30 | 0 |
| CS04 | Children & Families Family Help. Strengthening early help services through a new Family Help Service based around neighbourhood teams, reducing demand for the more expensive children's social care services. | Positive impact on children and families/carers who receive an earlier intervention that stop their needs from escalating | 300 | 1,500 | 1,500 | 0 |
| CS05 | Children & Families Transforming Social Care. Further development and strengthening of social work interventions to enable more children to remain safely at home with support | Positive impact for children who are able to safely at home and avoid being taken into care | 1,700 | 8,500 | 8,500 | 0 |

| Ref. | Service Area and Description of Proposal | Impact of Proposal | 2024/25 £'000 | 2025/26 £'000 | Full Year Impact £'000 | Estimated Staffing Impact FTE |
|------|---|---|------------------|------------------|------------------------------|--|
| | (where it is appropriate to do so), slowing the growth of children coming into care | | | | | |
| CS06 | Joint Commissioning & Brokerage. Exploring the opportunity to establish a shared Commissioning & Brokerage Service between Children's Services and the Integrated Care Board for those children who require packages of support commissioned by both health and social care | Positive impact on service users who benefit from streamlined decision making, improving the timeliness and quality of services. Potential impact on staff as a result of changes to structures and responsibilities. Dependent on the ICB and HCC agreeing an integrated approach. | 25 | 25 | 25 | 0 |
| CS07 | Sold Services to Schools. Additional income and contribution from the school's market served by business areas within the branch including the Music Service, School Improvement (HIAS), Governor Services, Careers, and County Supplies. Additionally, remove the £21k contribution from the Council for Swanwick's education budget. | No impact as this proposal uses additional contribution and curriculum realignment, rather than a reduction in education provision. | 21 | 100 | 100 | 0 |
| CS08 | Regionalised UASC (children seeking asylum) Brokerage. Exploring the opportunity to deliver a brokerage service for all Unaccompanied Asylum-Seeking Children (UASC) in the South-East region. This would create a central point of contact for providers and one referral system for all UASCs (specifically those allocated via National | Positive impact on children seeking asylum as it will streamline the identification of placements for them | 0 | 188 | 188 | 0 |

| Ref. | Service Area and Description of Proposal | Impact of Proposal | 2024/25 £'000 | 2025/26 £'000 | Full Year Impact £'000 | Estimated Staffing Impact FTE |
|--------------|---|--|------------------|------------------|------------------------------|--|
| | Transfer Scheme). Income would be generated by providing this service to other local authorities. | | | | | |
| CS09 | Libraries Service Asset Stock Review. Seeking to optimise and potentially rationalising assets to ensure libraries are located in suitable buildings with cost effective lease arrangements. Reviewing stock levels, with a view to potentially reducing physical stock held in libraries. | Positive impact for customers; co-locating with other services, improved locations, better suited to the needs of the community. Potential that locations of libraries could change. Potential impact in respect of availability and range of library stock. | 0 | 350 | 350 | 0 |
| CS10 | Libraries Service Staff Savings. Review of management and back office staffing structures, removing vacant posts, and making small reductions in headcount | Neutral impact on staffing as reductions will be achieved through natural turnover as far as possible. No public impact anticipated. | 100 | 150 | 150 | 3 |
| Total | | | 2,390 | 11,095 | 11,095 | 3 |

All EIAs are provided in a separate document.

***'Making the most of your money'* public consultation feedback.**

1. The County Council undertook an open public consultation *'Making the most of your money'* which ran for six weeks from 12 June to the 23 July 2023. The consultation was promoted to residents and stakeholders through a range of online and offline channels including, but not limited to: the County Council's website, social media channels, Hampshire Perspectives residents' forum and Your Hampshire e-newsletter; in County Council libraries and buildings, at bus stops, and on electronic noticeboards, in countryside parks and Hampshire County Council care settings; via media releases to the local TV, radio and written press; via targeted social media advertising; via direct email contact, and the Leader's Stakeholder (email) newsletter – between which cover a wide range of individuals, groups and organisations across Hampshire (such as Hampshire MPs, district and parish councils, businesses and the education sector, voluntary and community sector groups and organisations, and service providers), which promoted onward dissemination, as well as response. Information Packs and Response Forms were available on-line and in hard copy as standard and Easy Read, with other formats available on request, and a short animation was produced to help people understand the financial context. Comments could also be submitted via email or, by letter. Comments on County Council corporate social media posts were also considered.
2. The consultation sought residents' and stakeholders' views on a range of proposals that could contribute towards meeting the expected revenue budget shortfall by 2025, as well as the potential impact on residents of the proposals being considered, and any suggestions not yet considered by the County Council. The consultation explained that due to the considerable size of the estimated budget gap by 2025 of £132m, it was likely that a combination of the potential options being considered would be needed, given the limited ability the County Council has to generate income and the need to continue to deliver statutory service obligations. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%.
3. The options were:
 - Lobbying central government for legislative change;
 - Using the County Council's reserves;
 - Generating additional income;
 - Introducing and increasing charges for some services;
 - Reducing and changing services;
 - Increasing council tax; and
 - Changing local government arrangements in Hampshire.

4. Information on each of the above approaches was provided in an Information Pack. This set out the limitations for the County Council of each option, if taken in isolation, to achieving required savings. For example, supporting information explained that the £132m estimated budget shortfall took into account an assumed increase council tax of 4.99%, of which 2% must be spent on adult social care services. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years to be realised. Residents were similarly made aware that the use of the County Council's reserves (which are retained for service investment and to help manage financial risk) would not provide a sustainable solution to address ongoing financial pressures. The Pack further explained that if these were used to meet service delivery these would be used up very quickly, and so only temporarily delaying the point at which other savings would need to be found.
5. Therefore, whilst each option offers a valid way of contributing in-part to meeting the budget shortfall, addressing the estimated £132m gap would inevitably require a combination of approaches.
6. A total of 2,935 responses were received to the consultation – 2,806 via the provided Response Forms and 129 as unstructured responses through email, letter, and social media.
7. The key findings from consultation feedback are as follows:
 - Agreement that the County Council should carry on with its **financial strategy** now stands at 60%, compared with 45% in 2021, 52% in 2019, and 65% in 2017. This involves targeting resources on the most vulnerable people; planning ahead to secure savings early and enable investment in more efficient ways of working; and the careful use of reserves to temporarily help address funding gaps and plug additional demand pressures (e.g. for social care).
 - The data suggests that respondents are concerned about the implications of further service changes and charges and increasingly feel that the solution lies with central government.
 - Both data and verbatim comments indicate the respondents want the County Council to continue to lobby central government for a longer-term funding solution for local government, and to allow additional charging in a number of areas:
 - 90% agreed with lobbying for additional funding to deliver social care services for adults and children.
 - 83% agreed profit margins for providers of children's homes should be capped.
 - 81% agreed the underlying funding model for county councils should change.
 - 81% agreed there should be national consistency in the approach to residential placement fees for children's social care.

- 79% agreed that there should be an increase in central government funding for highway maintenance and major road and structural repairs.
- 78% agreed that there should national rules on engagement of agency resource to support children’s social work.
- 75% agreed to enable local circumstances to be taken in to account when determining adult social care provision.
- 68% agreed to allow a move to locally devised policies and means testing for Home to School Transport
- 66% agreed that a review should be undertaken of the range of statutory functions that must be carried by qualified social workers.
- 59% agreed to allow for a deferred payment option for adults’ domiciliary (home) care provision.
- 55% agreed that a small charge should be applied to concessionary travel.
- 52% agreed that a fee should be charged for issuing an Older Person’s Bus Pass.
- 48% agreed that there should be greater council tax setting freedoms (29% disagreed, with the remainder neither agreeing nor disagreeing).
- However, there were exceptions, namely that:
 - Most respondents (68%) did not agree that a nominal fee should be charged for using household waste recycling centres.
- The majority of respondents agreed that the County Council should explore:
 - Changing services to support achievement of savings (69% of respondents).
 - The possibility of changing local government arrangements for Hampshire (62% of respondents).
 - Increasing existing charges for services (54% of respondents).
- The majority of respondents disagreed with the proposal to reduce services (63% disagreed vs 23% who agreed).
- Opinion was divided on the use of reserves and the introduction of new service charges:
 - 45% agreed that reserves should not be used, vs 42% who disagreed.
 - 47% agreed that new service charges for currently free services should be introduced, vs 42% who disagreed.
- 46% of respondents first preference was for the County Council to raise **Council Tax** by less than 4.99%. This compared to 38% of respondents whose first choice was to raise council tax by 4.99% and 18% who would choose an increase of more than 4.99%.
- Suggestions were made by respondents for generating additional income, including making money from unused buildings and land, introduction of charges to service users, selling services to other organisations, and parking

charges. Other suggested for alternatives to the budget options presented included improving council efficiency, reducing expenditure, and prioritising spending where it was most needed.

- Just under half of respondents (48%) specified impacts that they felt would arise should the County Council continue with its financial strategy and approve the proposed options. Almost half of these related to financial impacts on household budgets, both due to potential increases in Council Tax (25%) and rising service charges (11%), alongside the broader financial impacts or rises in the cost of living (12%) and other ongoing day-to-day costs (2%).
- More generally, 36% of respondents considered that the proposals would impact on the level of service provided, with particular mention made to service reduction, worsening road conditions, and rising service demand. Social impacts, including poorer mental wellbeing and physical health, as well as a reduced quality of life were also referenced by 19% of respondents.
- Just under half of respondents felt that impacts could arise for the protected equalities characteristic of age (49%), with further impacts on poverty (35%), disability (34%), and rurality (25%) also commonly mentioned. The potential environmental impacts were also noted in around a third of the comments submitted (31%).
- The 129 unstructured responses to the consultation, submitted via letter / email or on social media, primarily focussed on the perceived impacts of the proposals, stating concern about reductions to services and potential impacts on vulnerable groups, and the financial impact on other organisations, but recognising the budgetary pressures and the need to reduce some services. A smaller number of respondents noted that services were underfunded, and the need to lobby central government for additional funding.

Children’s Services Directorate
Executive Members Budget Report SP25 Appendix 2
Equality Impact Assessments

Children's Services Directorate

| | |
|------------------------------------|---|
| Name of SP25 proposal: | SP25 Proposal Reference: |
| Services for Young Children Budget | EIA – [CS01] Childrens Services Directorate Access, Resources & Business Development (ARBD) branch Date [2023.08.11] |

EIA writer(s) and authoriser

| No. | | Name | Directorate | Position | Email address | Phone number | Date | Issue |
|-----|------------------|------------------|----------------------------------|--|--|--------------|----------|-------|
| 1 | Report Writer(s) | Tracey Messer | Childrens Services (ARBD Branch) | Service Manager Childcare and Business Support | Tracey.messer@hants.gov.uk | 01962 847070 | 11/08/23 | V0.2 |
| 2 | EIA authoriser | Suzanne Smith | Childrens Services (ARBD Branch) | Assistant Director | Suzanne.smith2@hants.gov.uk | | 11/08/23 | V0.2 |
| 3 | EIA Coordinator | Rebecca Prowting | Childrens Services (ARBD Branch) | Business Support Manager | Rebecca.prowting@hants.gov.uk | | 11/08/23 | V0.2 |

Section one – information about the service and service change

| | |
|---|---|
| Service affected | Services for Young Children – Childcare Development and Early Years Funding |
| Please provide a short description of the service / policy/project/project phase | <p>The Childcare Development Team and Contact and Engagement Team provide support to childcare providers across Hampshire, administration to support the Early Years Advisory and Inclusion Team and also administer the early years education funding for the local authority.</p> <p>Currently the majority of the service is funded by the local authority with a small proportion funded from the permissible retained amount from the Early Years Dedicated School Grant (DSG).</p> |
| Please explain the new/changed service/policy/project | <p>In accordance with Department for Education (DfE) guidance the proposal is to move more of the funding source from the local authority to the permissible funding of the retained element of the Early Years DSG. This change does not impact on service delivery - service levels will be maintained, there will be no changes to roles or responsibilities as a result of this funding source move. The transfer of funding source will not impact on other activities also funded by the Early Years DSG.</p> |

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Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

| |
|----|
| No |
|----|

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

Due to the nature of this proposal – moving funding source from the local authority to Early Years DSG, with no change to service delivery, roles or responsibilities, it is considered consultation is not required.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in protected characteristics groups or those who may be impacted by poverty or rurality. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment [add ✓ to relevant boxes)

| Protected characteristic | Positive | Neutral | Negative - low | Negative - Medium | Negative - High | Affects staff, public or both? |
|--------------------------|----------|---------|----------------|-------------------|-----------------|--------------------------------|
| Age | | ✓ | | | | Both |
| Disability | | ✓ | | | | Both |
| Gender reassignment | | ✓ | | | | Both |
| Pregnancy and maternity | | ✓ | | | | Both |
| Race | | ✓ | | | | Both |

| | | | | | | |
|---|--|---|--|--|--|------|
| Religion or belief | | ✓ | | | | Both |
| Sex | | ✓ | | | | Both |
| Sexual orientation | | ✓ | | | | Both |
| Marriage & civil partnership | | ✓ | | | | Both |
| Poverty | | ✓ | | | | Both |
| Rurality | | ✓ | | | | Both |

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

| Area | Yes / no |
|-----------------------|-----------------|
| All Hampshire | x |
| Basingstoke and Deane | |
| East Hampshire | |
| Eastleigh | |
| Fareham | |
| Gosport | |

| | |
|-------------|--|
| Hart | |
| Havant | |
| New Forest | |
| Rushmoor | |
| Test Valley | |
| Winchester | |

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

| Protected characteristic | Brief explanation of why this has been assessed as having neutral or low negative impact |
|---------------------------------|--|
| All | Due to the nature of the proposed change - movement of the funding source from the local authority budget to dedicated Early Years DSG with no change to any posts, roles and responsibilities or service delivery for Services for Young Children activity or other activities funded through the Early Years DSG therefore the impact on the protected and other characteristics has been assessed as neutral for both staff and the public. |

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

| Protected characteristic | Brief explanation of why this has been assessed as having medium or high negative impact | Is there a Geographical impact? If so, please explain - use list above to identify geographical area(s) | Short explanation of mitigating actions |
|--------------------------|--|---|---|
| | | | |

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

| Protected characteristic | Brief explanation of why this has been assessed as having positive impact |
|--------------------------|---|
| | |

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.

- Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

The Early Years Education Funding guidance [Early years entitlements: local authority funding operational guide 2023 to 2024 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/early-years-entitlements-local-authority-funding-operational-guide-2023-to-2024) requires Local authorities to pass-through at least 95% of their 3 and 4-year-old funding from the government to early years providers. The remaining 5% of expenditure could include the following:

- centrally retained funding (for central services or services in-kind, including special educational needs and disability (SEND) services)
- transfer of any funding to 2-year-olds
- any extra hours that local authorities choose to fund in addition to the government's entitlement hours for 3 and 4-year-olds
- any funding movement out of the early years block

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

With the change in funding source to support the Childcare Development Team and Contact and Engagement Team from the local authority budget to the Early Years DSG and no change to service delivery, roles or responsibilities, it is essentially a continuation of business as usual, it is considered a full EIA is not required.

Children's Services Directorate

| | |
|-------------------------------|---|
| Name of SP25 proposal: | SP25 Proposal Reference: |
| Tender of The Aviary Nursery | EIA – [CS02] Children's Services Directorate (CSD) Date [2023.06.30] |

EIA writer(s) and authoriser

| No. | | Name | Directorate | Position | Email address | Phone number | Date | Issue |
|-----|------------------|------------------|--|---------------------------------|--|--------------|----------|-------|
| 1 | Report Writer(s) | Emma Steele | Services for Young Children (SfYC) | Head of Quality and Improvement | Emma.steele2@hants.gov.uk | | 30.06.23 | V0.1 |
| 2 | EIA authoriser | Natalie Smith | Children's Services (Education & Inclusion Branch) | Assistant Director | Natalie.smith2@hants.gov.uk | | 30.06.23 | V0.1 |
| 3 | EIA Coordinator | Rebecca Prowting | Children's Services (ARBD Branch) | Business Support Manager | Rebecca.prowting@hants.gov.uk | | 30.06.23 | V0.1 |

Section one – information about the service and service change

| | |
|---|--|
| Service affected | The Aviary Nursery – Services for Young Children |
| Please provide a short description of the service / policy/project/project phase | The Aviary Nursery in Blackbird Road, Eastleigh provides early years education for two, three and four year olds and fee paying hours for children who are younger or taking up additional hours. The Aviary Nursery has an 'Outstanding' Ofsted judgement - April 2022. |

| | |
|---|--|
| | <p>The nursery also provides the Special Educational Needs and Disabilities (SEND) Hub for the Eastleigh area.</p> <p>Aviary Nursery is currently owned and managed by Hampshire County Council (HCC) within an HCC school premises. Aviary Nursery is the last remaining HCC owned and managed nursery. Consideration therefore needs to be given to the future management of this one remaining HCC operated nursery.</p> <p>HCC management of its three original nurseries was a temporary arrangement put into place when the Children's Centre service was outsourced in 2012. The other two - Trospacc and Park Nurseries are no longer under HCC control. Trospacc nursery was released in 2015 under independent management and Park Nursery was shut in October 2017 due to a long and sustained period of poor provision as judged by Ofsted. The Local Authority currently contribute from Local Authority funds in order to support the employment of a Qualified Teacher. HCC now needs to consider releasing the Aviary for independent management so that it is not the only maintained nursery in Hampshire.</p> |
| <p>Please explain the new/changed service/policy/project</p> | <p>This proposal sees HCC consider releasing the Aviary for independent management so that the Local Authority fully complies with the Childcare Act (2009). It is proposed the Aviary Nursery is outsourced for tender to enable it to be run by an independent provider. It is anticipated the service provision the nursery offers will continue, including the SEND Hub which will form part of the tender. It is anticipated all staff will TUPE to a new independent provider. The tender process will be overseen by an Early Years' board and if any procurement challenges arise, the board review contingencies and will be ready to discuss alternatives or solutions. Due to the outstanding Ofsted judgement, it is thought unlikely that this situation will occur.</p> |

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

NO

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

The proposal is only in the initial stages though early conversations with procurement, HR, sufficiency and business team have started. Should the tender for the nursery to become independent be taken forward appropriate, timely consultations with staff will be undertaken in line with HR policies and procedures.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in protected characteristics groups or those who may be impacted by poverty or rurality. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment [add ✓ to relevant boxes)

| Protected characteristic | Positive | Neutral | Negative - low | Negative - Medium | Negative - High | Affects staff, public or both? |
|--------------------------|----------|---------|----------------|-------------------|-----------------|--------------------------------|
| Age | | ✓ | | | | Both |
| Disability | | ✓ | | | | Both |

| | | | | | | |
|---|--|---|--|--|--|------|
| Gender reassignment | | ✓ | | | | Both |
| Pregnancy and maternity | | ✓ | | | | Both |
| Race | | ✓ | | | | Both |
| Religion or belief | | ✓ | | | | Both |
| Sex | | ✓ | | | | Both |
| Sexual orientation | | ✓ | | | | Both |
| Marriage & civil partnership | | ✓ | | | | Both |
| Poverty | | ✓ | | | | Both |
| Rurality | | ✓ | | | | Both |

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

| Area | Yes / no |
|-----------------------|----------|
| All Hampshire | |
| Basingstoke and Deane | |

| | |
|----------------|---|
| East Hampshire | |
| Eastleigh | x |
| Fareham | |
| Gosport | |
| Hart | |
| Havant | |
| New Forest | |
| Rushmoor | |
| Test Valley | |
| Winchester | |

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

| Protected characteristic | Brief explanation of why this has been assessed as having neutral or low negative impact |
|---------------------------------|--|
| All | It is anticipated that the SEN HUB will be included in the tender. The new model and tender is anticipated to provide 'business as usual' for the staff, children and the local area therefore the |

| |
|---|
| impacts on protected and other characteristics have been assessed as neutral for both staff and the public. |
|---|

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

| Protected characteristic | Brief explanation of why this has been assessed as having medium or high negative impact | Is there a Geographical impact? If so, please explain - use list above to identify geographical area(s) | Short explanation of mitigating actions |
|--------------------------|--|---|---|
| | | | |

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

| Protected characteristic | Brief explanation of why this has been assessed as having positive impact |
|--------------------------|---|
| | |

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped

- The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
- Consider undertaking consultation/re-consulting².
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

This information may change depending on the proposed tender and the expectations of the new provider. As the proposal develops this EIA will be reviewed and updated as necessary and continue to consider the impacts of the proposed changes on both the public and staff for protected and other characteristics groups.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

Children's Services Directorate

| Name of SP25 proposal: | SP25 Proposal Reference: |
|--|--|
| Funding of Education & Inclusion Work Force Development (WFD) Post | <i>EIA – [CS03]</i> Directorate Childrens Services (CSD) Education & Inclusion (E&I) branch Date [2023.07.23] |

EIA writer(s) and authoriser

| No. | | Name | Directorate | Position | Email address | Phone number | Date | Issue |
|-----|------------------|------------------|---|--|--|--------------|----------|-------|
| 1 | Report Writer(s) | Natalie Smith | Children's Services (Education & Inclusion) | Assistant Director Education & Inclusion | Natalie.smith2@hants.gov.uk | 07899885397 | 23/07/23 | V0.2 |
| 2 | EIA authoriser | Stuart Ashley | Children's Services | Director of Children's Services | Stuart.ashley@hants.gov.uk | | 23/07/23 | V0.2 |
| 3 | EIA Coordinator | Rebecca Prowting | Children's Services (ARBD Branch) | Business Support Manager | Rebecca.prowting@hants.gov.uk | | 23.07.23 | V.02 |

Section one – information about the service and service change

| | |
|---|--|
| Service affected | Services for Young Children |
| Please provide a short description of the service / policy/project/project phase | The Education and Inclusion childcare workforce development post is responsible for developing training packages and development opportunities for those people engaged in childcare across Hampshire. This post is currently funded using local authority funds. |
| Please explain the new/changed service/policy/project | The savings proposal is to move the funding source for the Education and Inclusion childcare workforce development post from local authority funds to the Dedicated Schools Grant. The post will continue delivering the same role and responsibilities of developing training packages and development opportunities for those people engaged in childcare across the County. There will be no change to service delivery for this workforce development post or other activities funded by the dedicated school grant. |

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

Due to the nature of the proposed change - movement of the funding source from the local authority budget to dedicated schools grant, with no impact on the post, roles and responsibilities or service delivery for this proposal or other activities funded by the dedicated school grant it is felt no consultation is required.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in protected characteristics groups or those who may be impacted by poverty or rurality. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment [add ✓ to relevant boxes)

| Protected characteristic | Positive | Neutral | Negative - low | Negative - Medium | Negative - High | Affects staff, public or both? |
|--------------------------|----------|---------|----------------|-------------------|-----------------|--------------------------------|
| Age | | ✓ | | | | Both |

| | | | | | | |
|---|--|---|--|--|--|------|
| Disability | | ✓ | | | | Both |
| Gender reassignment | | ✓ | | | | Both |
| Pregnancy and maternity | | ✓ | | | | Both |
| Race | | ✓ | | | | Both |
| Religion or belief | | ✓ | | | | Both |
| Sex | | ✓ | | | | Both |
| Sexual orientation | | ✓ | | | | Both |
| Marriage & civil partnership | | ✓ | | | | Both |
| Poverty | | ✓ | | | | Both |
| Rurality | | ✓ | | | | Both |

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

| Area | Yes / no |
|-----------------------|-----------------|
| All Hampshire | No |
| Basingstoke and Deane | |

| | |
|----------------|--|
| East Hampshire | |
| Eastleigh | |
| Fareham | |
| Gosport | |
| Hart | |
| Havant | |
| New Forest | |
| Rushmoor | |
| Test Valley | |
| Winchester | |

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

| Protected characteristic | Brief explanation of why this has been assessed as having neutral or low negative impact |
|---------------------------------|--|
| All | Due to the nature of the proposed change - movement of the funding source from the local authority budget to dedicated schools grant with no change on the post, roles and |

| |
|--|
| responsibilities or service delivery the impact on the protected and other characteristics has been assessed as neutral for both staff and the public. |
|--|

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

| Protected characteristic | Brief explanation of why this has been assessed as having medium or high negative impact | Is there a Geographical impact? If so, please explain - use list above to identify geographical area(s) | Short explanation of mitigating actions |
|--------------------------|--|---|---|
| | | | |

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

| Protected characteristic | Brief explanation of why this has been assessed as having positive impact |
|--------------------------|---|
| | |

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.

- Consider undertaking consultation/re-consulting³.
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

As the proposal is to the change in funding source to support the Education and Inclusion childcare workforce development post, with no change to service delivery, roles and responsibilities - it will be a continuation of business as usual, it is felt that a full EIA is not required.

Children's Services Directorate

| | |
|-------------------------------|---|
| Name of SP25 proposal: | SP25 Proposal Reference: |
| Family Help | <i>EIA – [CS04]</i> Children's Services Directorate (CSD) Date: 26 June 2023 |

EIA writer(s) and authoriser

| No. | Name | Directorate | Position | Email address | Phone number | Date | Issue |
|-------|------|-------------|----------|---------------|--------------|------|-------|
| <hr/> | | | | | | | |

| | | | | | | | | |
|---|------------------|---------------------|---------------------|--------------------------|--|--------------|------------|------|
| 1 | Report Writer(s) | Owain Hale-Heighway | Children's Services | CSD Senior Consultant | Owain.Hale-Heighway@hants.gov.uk | 03707 794481 | 27/06/2023 | V0.1 |
| 2 | EIA authoriser | Steph How | Children's Services | CSD Deputy Director | Stehanie.how@hants.gov.uk | | 27/06/2023 | V0.1 |
| 3 | EIA Coordinator | Rebecca Prowting | Children's Services | Business Support Manager | Rebecca.prowting@hants.gov.uk | | 27/06/2023 | V0.1 |

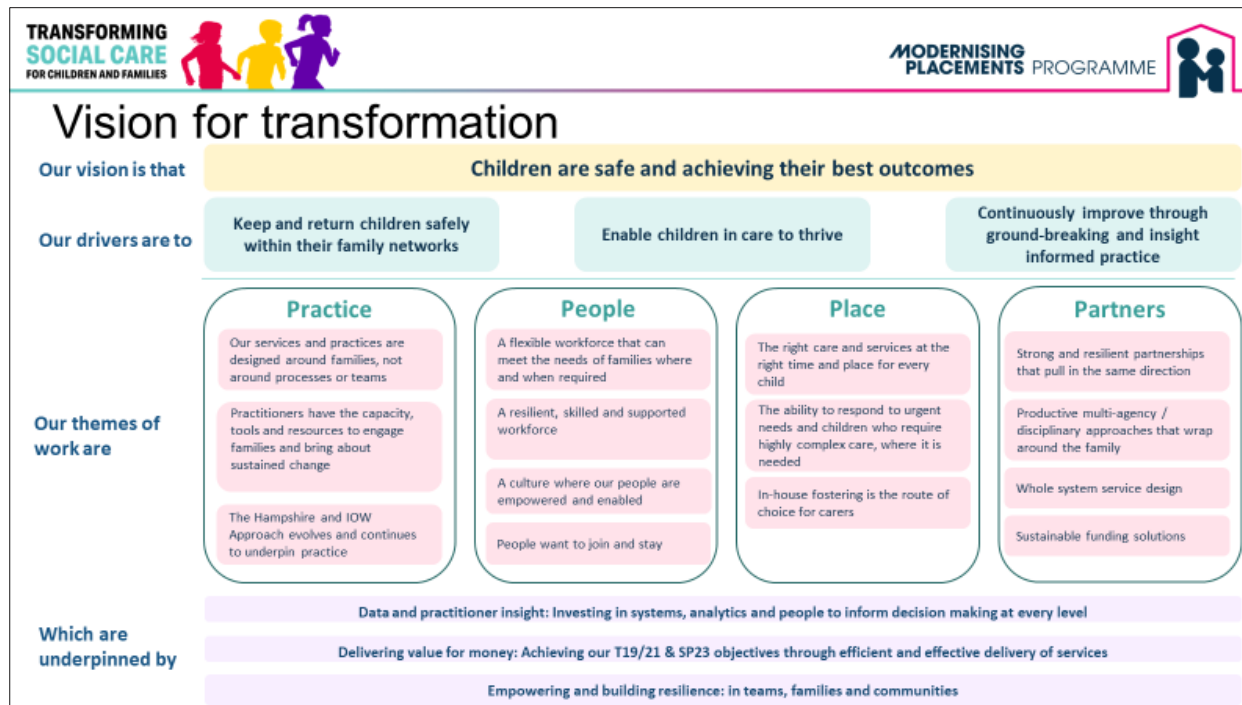
Section one – information about the service and service change

| | |
|---|---|
| Service affected | Children's Social Care |
| Please provide a short description of the service / policy/project/project phase | <p>Social care services for children and young people in Hampshire are currently delivered through two key services:</p> <p>The Family Support Service (FSS) provides targeted early help support and interventions to families primarily at level 3 i.e. below the threshold for statutory services. FSS work in close partnership with other organisations, partners and community resources to offer extra support to families who need it.</p> <p>Children's Assessment and Safeguarding Teams (CAST) become involved when children and families are assessed as meeting the threshold for statutory services as either a child in need or a child at risk of significant harm. Currently, to achieve the best outcomes for children, both FSS and CAST work through a Family Plan developed with the family and any other professionals the family may work with or need support from. The Plan identifies goals, interventions required and specific outcomes to be achieved.</p> |
| Please explain the new/changed service/policy/project | <p>Driven by the publication of the Independent Review of Children's Social Care and the associated government response (https://www.gov.uk/government/publications/independent-review-of-childrens-social-care-final-report), HCC's Social Care is undertaking a significant transformation project to create a new Family Help service which combines targeted early help and children in need. Given the scale of the project a phased approach is being adopted:</p> <ul style="list-style-type: none"> • Phase 1.1 – The creation and recruitment to a new differently qualified role, that of a Family Practitioner who can bring a wider range of skills and experience to work across both 'early help' |

and 'in need', thereby giving children and families greater consistency of support. The role would also have case holding responsibility for children in need in specific circumstances.

- Phase 1.2 – Bringing together the staff and functions of the Family Support Service and the Children’s Assessment and Safeguarding Teams to create new Family Help Teams which would operate within local communities. The detail as to how this will be done is still being worked through and this scoping would involve engagement with staff and families as and when appropriate.

Family Help is aligned to the Transforming Social Care (TSC) vision as set out below:



The vision for these projects is that they: improve efficiency and effectiveness within our **practices** – how we keep children safe, **place** – where and when we deliver services, **people** – the staffing required to deliver high quality services and

partnerships – the organisations and institutions that we work with to ensure children are achieving their best outcomes.

The projects in this service undertaken to deliver SP25 will be working towards achieving this vision for the children and young people of Hampshire.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

Yes, with both Hampshire residents and with HCC staff.

For Hampshire residents the proposed changes were outlined in the 2024 – 2026 Budget Consultation. The Family Help model would bring together to the Family Support Service (FSS) and Children's Assessment and Safeguarding Teams (CAST), and potentially relevant local organisations, offering extra support to families who need it. These changes are driven by the publication of the Independent Review of Children's Social Care and the associated government response, Hampshire Social Care is undertaking a significant transformation project to create a new Family Help service.

We have engaged staff across the service in informal consultation and workshops regarding the planning and design of the new service. There is a project development team who meet regularly with representatives from across operational services supported by Transforming Social Care programme. We have kept staff involved and informed of all updates through all staff meetings and staff communications and have also updated Members and other branches of the proposed changes.

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

In addition to seeking feedback from members of the public through the Hampshire County Council 2024 – 2026 Budget Consultation a formal staff consultation was launched on 19th June with a closing date of the 14th July 2023.

During the staff consultation period a number of drop-in sessions were held to provide the opportunity for staff to ask questions, seek clarifications and voice their views and thoughts on the proposed changes.

Going forward we will further engage with families during the planning and transition process to seek their views regarding the service, this will be through a variety of visits, case planning activity and meetings.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in protected characteristics groups or those who may be impacted by poverty or rurality. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment [add ✓ to relevant boxes)

| Protected characteristic | Positive | Neutral | Negative - low | Negative - Medium | Negative - High | Affects staff, public or both? |
|--------------------------|-------------|------------|----------------|-------------------|-----------------|--------------------------------|
| Age | ✓ Public | ✓ Staff | | | | Both |
| Disability | ✓ Public | ✓ Staff | | | | Both |

| | | | | | | |
|---|-------------|------------|--|--|--|------|
| Gender reassignment | | ✓ | | | | Both |
| Pregnancy and maternity | | ✓ | | | | Both |
| Race | | ✓ | | | | Both |
| Religion or belief | | ✓ | | | | Both |
| Sex | | ✓ | | | | Both |
| Sexual orientation | | ✓ | | | | Both |
| Marriage & civil partnership | | ✓ | | | | Both |
| Poverty | ✓ Public | ✓ Staff | | | | Both |
| Rurality | ✓ Public | ✓ Staff | | | | Both |

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

| Area | Yes / no |
|-----------------------|-----------------|
| All Hampshire | Yes |
| Basingstoke and Deane | |
| East Hampshire | |

| | |
|-------------|--|
| Eastleigh | |
| Fareham | |
| Gosport | |
| Hart | |
| Havant | |
| New Forest | |
| Rushmoor | |
| Test Valley | |
| Winchester | |
| | |

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

| Protected characteristic | Brief explanation of why this has been assessed as having neutral or low negative impact |
|---|---|
| Gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual | All have been assessed as neutral as the proposals are not envisaged, at this time, to have any significant impact upon a specific characteristic. Individuals may be affected by the |

| | |
|---|---|
| orientation, marriage and civil partnership | <p>proposals, but there is no reason, without further data analysis, to believe that those with protected characteristics would be more impacted than others.</p> <p>Any staff on maternity or paternity leave who may be affected by the proposed changes would be communicated with and would be given the ability to engage in any relevant review of roles.</p> |
|---|---|

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

| Protected characteristic | Brief explanation of why this has been assessed as having medium or high negative impact | Is there a Geographical impact? If so, please explain - use list above to identify geographical area(s) | Short explanation of mitigating actions |
|--------------------------|--|---|---|
| | | | |

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If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

| Protected characteristic | Brief explanation of why this has been assessed as having positive impact |
|--------------------------|--|
| Age, disability, | Age - Through working with partners to manage demand and provide more targeted help to vulnerable children, it is expect |

| | |
|---------------------------------|--|
| poverty rurality (Public) | <p>ed that fewer children (especially teenagers) will need to come into the care of the local authority and a greater number will be supported to return to their family network.</p> <p>Disability - Shaping service delivery based on the feedback gained from parents and families to only tell their story once and to provide more integrated services across professions. Providing targeted support earlier to build resilience and enable children with disabilities to remain living within their families wherever possible.</p> <p>Poverty- The work is targeted on meeting the needs of some of the most deprived communities in Hampshire and has been specifically focused on areas of multiple deprivation. On this basis it is anticipated that these changes will have a positive impact for Hampshire residents who are living in, or at risk from poverty.</p> <p>Rurality – As we are seeking to provide a more community-based family help service, we anticipate that families who live in rural areas will have greater ease accessing a wider variety of spaces for the delivery of services than one central district office.</p> |
|---------------------------------|--|

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting⁴.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

Hampshire County Council continue to deliver the following social care transformation:

- A family service - a system focussing on improving outcomes for the child in the context of their family.
- A social work led, integrated, multidisciplinary service, from the front door through to specialist services.
- Social workers are supported to deliver meaningful interventions based on an underpinning methodology of resilience.
- A service where good practice is free to flourish without bureaucracy and unnecessary regulatory demands.
- Children are supported by and within their own family/community wherever possible.
When children do come into care longer term their experience will be life changing for the better.
- A service where good practice is free to flourish without 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

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

| | |
|-------------------------------|---|
| Name of SP25 proposal: | SP25 Proposal Reference: |
| Children's Social Care | EIA – [CS05] SP 25 TSC Phase 3 (CS05) Children's Services Date 21 June 2023 |

EIA writer(s) and authoriser

| No. | | Name | Directorate | Position | Email address | Phone number | Date | Issue |
|-----|------------------|---------------------|---------------------|--------------------------|--|--------------|------------|-------|
| 1 | Report Writer(s) | Owain Hale-Heighway | Children's Services | Senior Consultant | Owain.Hale-Heighway@hants.gov.uk | 03707 794481 | 27/06/2023 | V0.1 |
| 2 | EIA authoriser | Steph How | Children's Services | Deputy Director | Stephanie.how@hants.gov.uk | | 27/06/2023 | V0.1 |
| 3 | EIA Coordinator | Rebecca Prowting | Children's Services | Business Support Manager | Rebecca.prowting@hants.gov.uk | | 27/06/2023 | V0.1 |

Section one – information about the service and service change

| | |
|---|---|
| Service affected | Children's Social Care |
| Please provide a short description of the service / policy/project/project phase | <p>Transforming Social Care (TSC) has been a transformational change programme in Childrens and Families since 2016. The programme has delivered a range of strategic and enabling projects whilst simultaneously providing the vehicle to deliver savings. All work has been centred on improving outcomes for children and families, through a combination of efficiencies and/or practice and service improvements.</p> <p>The established vision of TSC (please see image below) is to keep and return children safely within their family networks, that the work we do will enable children to thrive, and that as a service we will seek to continuously improve through ground-breaking and insight informed practice. This vision will continue into Phase 3 of the programme.</p> |

The cohorts supported by TSC are children and families known/open to social care

Within TSC Phase 3 will seek to:

Improve efficiency and effectiveness within our **practices** – how we keep children safe,

place – where and when we deliver services,

people – the staffing required to deliver high quality services and

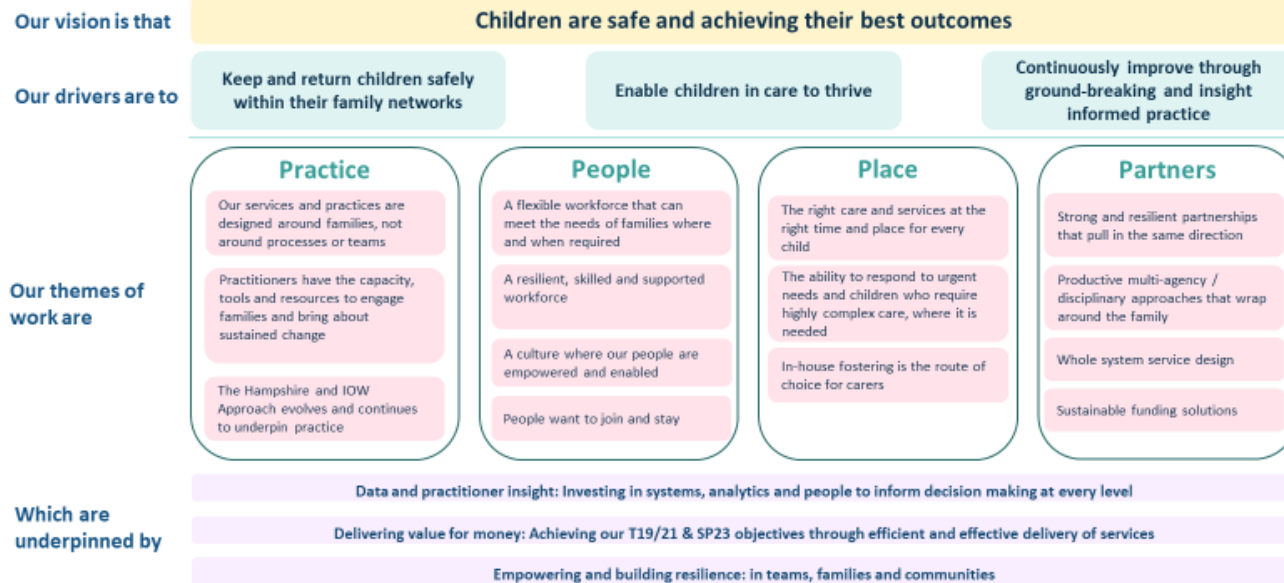
partnerships – the organisations and institutions that we work with to ensure children are achieving their best outcomes.

The TSC vision for transformation is that *“children are safe and achieving their best outcomes”*.

The key drivers that support this vision are to:

- Keep and return children safely within their family networks
- Enable children in care to thrive
- Continuously improve through ground-breaking and insight informed practice

Vision for transformation



All projects taken forward as part of TSC Phase 3 to deliver SP25 will be based on working towards achieving this vision for the children and young people of Hampshire.

Please explain the new/changed service/policy/project

Phase 3 of TSC continues and builds upon the work that has been delivered over the last 6 years. The programme will develop and expand on several existing workstreams and will also take forward new projects to increase efficiency and effectiveness. Projects to be taken forward will include (but is not limited to);

- work with Children with Disabilities, which may cover support for personal budget planning, and the use of technology enabled care.
- a review of payments to Special Guardianship Orders (SGOs), SGOs are usually someone with a close relationship to the child, such as a family member, former foster carer or family friend. Children who remain with family members through SGOs are more likely to have better mental health and behavioural outcomes as a result of the stability of their placements. The review is to be undertaken to ensure that payments

made to SGOs are at an appropriate level, and to encourage more carers to come forward as potential future SGOs.

- development of the Family Connections Service, work which includes developing appropriate support package and payments to ensure that more children are able to live safely out of care.
- a review of the service and role of our Intensive Workers (IWs). IWs deliver interventions to targeted, priority cohort, families with the aim of keeping more children safely at home through prevention and reunification.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

Within the Childrens Services Directorate there is limited awareness of the project workstreams that are to be taken forward in this phase of work. In many instances the proposed workstreams have been identified by Children and Families (C&F) Branch managers and staff. To date there has been no formal engaged activity with staff across the service.

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

Any workstream that is taken forward as part of TSC Phase 3 which will result in a change to the service or provision offered to children and their families or leads to changes in staff role profiles will be subject to appropriate consultation activities and will follow the advice and guidance of our HR Business Partner.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in protected characteristics groups or those who may be impacted by poverty or rurality. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment [add ✓ to relevant boxes)

| Protected characteristic | Positive | Neutral | Negative - low | Negative - Medium | Negative - High | Affects staff, public or both? |
|--------------------------|---------------|--------------|----------------|-------------------|-----------------|--------------------------------|
| Age | ✓ (public) | ✓ (staff) | | | | Both |
| Disability | ✓ (public) | ✓ (Staff) | | | | Both |
| Gender reassignment | | ✓ | | | | Both |
| Pregnancy and maternity | | ✓ | | | | Both |
| Race | | ✓ | | | | Both |
| Religion or belief | | ✓ | | | | Both |
| Sex | | ✓ | | | | Both |
| Sexual orientation | | ✓ | | | | Both |

| | | | | | | |
|---|---------------|--------------|--|--|--|------|
| Marriage & civil partnership | | ✓ | | | | Both |
| Poverty | ✓ (Public) | ✓ (staff) | | | | Both |
| Rurality | | ✓ | | | | Both |

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

| Area | Yes / no |
|-----------------------|-----------------|
| All Hampshire | Yes |
| Basingstoke and Deane | |
| East Hampshire | |
| Eastleigh | |
| Fareham | |
| Gosport | |
| Hart | |
| Havant | |
| New Forest | |
| Rushmoor | |

| | |
|-------------|--|
| Test Valley | |
| Winchester | |

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

| Protected characteristic | Brief explanation of why this has been assessed as having neutral or low negative impact |
|---|--|
| Gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership, poverty and rurality | All have been assessed as neutral as the proposals are not expected, at this time, to have any significant impact upon a specific characteristic for staff and the public. Individuals may be affected by the proposals, but there is no reason, without further data analysis, to believe that those with protected characteristics would be more impacted than others. |

Page 63

For all characteristics marked as either having a ‘medium negative’ or ‘high negative’, please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

| Protected characteristic | Brief explanation of why this has been assessed as having medium or high negative impact | Is there a Geographical impact? If so, please explain - use list above to identify geographical area(s) | Short explanation of mitigating actions |
|--------------------------|--|---|---|
| | | | |

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

| Protected characteristic | Brief explanation of why this has been assessed as having positive impact |
|--------------------------------------|---|
| Age, disability and poverty (Public) | <p>Age – TSC Phase 3 projects will be specifically focussed on supporting the needs of vulnerable children and their families. The overarching aim is to ensure that more children are kept safely at home, with their families. An anticipated consequence of this work is that fewer children will be taken into the care of the Local Authority, or following a care episode will be successfully reunified with their families.</p> <p>Disability – Within TSC phase 3 there will be a specific focus on supporting the needs of children with disabilities. This work will look to ensure that children with disabilities are in receipt of care that is effective and efficient and is appropriate to their individual needs. The provision of better targeted resource will support children and their families to build resilience.</p> <p>Poverty- The work is targeted on meeting the needs of some of the most deprived communities in Hampshire. On this basis it is anticipated that these changes will have a positive impact for Hampshire residents who are living in, or at risk from poverty.</p> |

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting⁵.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

Hampshire County Council continue to deliver the following social care transformation:

- A family service - a system focussing on improving outcomes for the child in the context of their family
- A social work led, integrated, multidisciplinary service, from the front door through to specialist services
- Social workers are supported to deliver meaningful interventions based on an underpinning methodology of resilience
- A service where good practice is free to flourish without 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
- A service where good practice is free to flourish without 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.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

Children's Services Directorate

| Name of SP25 proposal: | SP25 Proposal Reference: |
|-----------------------------------|--|
| Joint Commissioning and Brokerage | <i>EIA – [CS06]</i> Directorate Children's Services Date [2023.07.18] |

EIA writer(s) and authoriser

| No. | | Name | Directorate | Position | Email address | Phone number | Date | Issue |
|-----|------------------|------------------|---|-------------------------------|--|---------------|----------|-------|
| 1 | Report Writer(s) | Hayley Maspero | Children's Services | Head of Strategic Development | Hayley.maspero@hants.gov.uk | 0370 779 6554 | 28.06.23 | V0.1 |
| 2 | EIA authoriser | Suzanne Smith | CSD, Access, Resources and Business Development | Assistant Director | suzanne.smith2@hants.gov.uk | | 18.07.23 | V0.2 |
| 3 | EIA Coordinator | Rebecca Prowting | Children's Services (ARBD branch) | Business Support Manager | Rebecca.prowting@hants.gov.uk | | 18.07.23 | V0.2 |

Section one – information about the service and service change

| | |
|---|---|
| Service affected | Commissioning and Brokerage |
| Please provide a short description of the service / policy/project/project phase | <p>Proposed development of an integrated commissioning and brokerage function for children jointly funded by health and children's services. We anticipate the function would be delivered through additional Health resource which would complement existing resource in Children's Services.</p> <p>There is a growing cohort of children with complex challenging behaviour needs who are jointly funded by Health and Social Care, currently there are 17 children who fit these criteria out of a total joint funded cohort of 78. Residential placements and care packages are commissioned for those children and young people aged 0-18 who require it and meet criteria. At present the majority of these children's packages of care are commissioned by Children's Services and therefore, the residential placements or care support are driven by social care needs and gaining clinical oversight and an understanding of the shared risks with Health is difficult to obtain.</p> <p>The commissioning activity currently undertaken by Children's Services Procurement, Commissioning and Placements Service (PCP) and Placements Commissioning Team (PCT) on behalf of Health and Social Care is currently carried out at no additional charge</p> |

| | |
|---|---|
| | <p>to Health. Another impact of having some placements commissioned by Children’s Services and some from Health is that there is no joined up voice to the market effectively describing our shared needs and supporting them to fulfil this.</p> |
| <p>Please explain the new/changed service/policy/project</p> | <p>Children’s services currently lead on the commissioning for the majority of joint funded placements and this proposal sees the creation of an integrated team which would bring clinical expertise and funding to the team and improve the engagement with the market from a single voice.</p> <p>The proposal is also likely to enable efficiency benefits from centralising resource, improve the quality of placing children and have a greater impact on shaping the market, gaining better value for money to meet our needs.</p> |

Engagement and consultation

The County Council’s *Making the Most of your money budget* consultation (2024-2026) will seek residents’ and stakeholders’ views on strategic options for funding the Authority’s budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed ‘stage two’ consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

Teams that are currently carrying out the tasks in behalf of the Integrated Care Board (ICB) and the Council will be engaged in the development of the new joint ways of working. HR advice will be sought regarding any staff consultation that may be required as part of this proposal.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in protected characteristics groups or those who may be impacted by poverty or rurality. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment [add ✓ to relevant boxes)

| Protected characteristic | Positive | Neutral | Negative - low | Negative - Medium | Negative - High | Affects staff, public or both? |
|--------------------------|-------------|------------|----------------|-------------------|-----------------|--------------------------------|
| Age | ✓ public | ✓ staff | | | | Both |
| Disability | ✓ public | ✓ staff | | | | Both |
| Gender reassignment | | ✓ | | | | Both |
| Pregnancy and maternity | | ✓ | | | | Both |
| Race | | ✓ | | | | Both |
| Religion or belief | | ✓ | | | | Both |
| Sex | | ✓ | | | | Both |
| Sexual orientation | | ✓ | | | | Both |

| | | | | | | |
|---|--|---|--|--|--|------|
| Marriage & civil partnership | | ✓ | | | | Both |
| Poverty | | ✓ | | | | Both |
| Rurality | | ✓ | | | | Both |

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

| Area | Yes / no |
|-----------------------|-----------------|
| All Hampshire | Yes |
| Basingstoke and Deane | |
| East Hampshire | |
| Eastleigh | |
| Fareham | |
| Gosport | |
| Hart | |
| Havant | |
| New Forest | |
| Rushmoor | |

| | |
|-------------|--|
| Test Valley | |
| Winchester | |

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

| Protected characteristic | Brief explanation of why this has been assessed as having neutral or low negative impact |
|--|--|
| All (staff) | The proposal to integrate the social care and health commissioning teams will not see any change to current grades or FTE for staff teams and therefore the impacts on all protected and other characteristics have been assessed as neutral for staff. It is assumed, at this stage, that there will be no changes to current locations of staff. |
| Gender reassignment, Pregnancy and maternity, Race Religion or belief, Sex, Sexual orientation, Marriage & civil partnership, Poverty, Rurality | Currently the cohort includes children and young people aged between 8 -17 years of which 61% are identified as male and 39% are identified as female. The support is based on the child's needs and provided regardless of a protected or other characteristic. It is anticipated that the integration of the social care and health teams will provide opportunities for new services to be developed for children and outcomes will be achieved quicker. There may be positive benefits for those children and young people in receipt of support though as there is no current identified impacts specific to gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage & civil partnership, poverty and rurality protected characteristics the impact has been assessed as neutral for the public. |

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For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

| Protected characteristic | Brief explanation of why this has been assessed as having | Is there a Geographical impact? If so, please explain - use list above to | Short explanation of mitigating actions |
|--------------------------|---|---|---|
|--------------------------|---|---|---|

| | medium or high negative impact | identify geographical area(s) | |
|--|--------------------------------|-------------------------------|--|
| | | | |

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

| Protected characteristic | Brief explanation of why this has been assessed as having positive impact |
|-----------------------------|---|
| Age and Disability (Public) | <p>Currently the cohort includes children and young people aged between 8 -17 years of which 61% have identified as male and 39% identified as female. The support is based on the child's needs and provided regardless of a protected or other characteristic though there is recognition that the cohort of children that will benefit from the joint commissioning and brokerage team will have an identified health need which is being met through the care package.</p> <p>It is anticipated that the integration of the social care and health teams will provide opportunities for new services to be developed for children and outcomes will be achieved quicker. Considering the cohort of children and their needs impacts on age and disability protected characteristic groups have been assessed as positive.</p> |

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.

- Consider undertaking consultation/re-consulting⁶.
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

The children and young people’s continuing care national framework is used [Children and young people’s continuing care national framework - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/frameworks/children-and-young-people/children-and-young-people-s-continuing-care-national-framework)
 This EIA will be reviewed and updated as appropriate as the proposal develops.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

Children’s Services Directorate

| Name of SP25 proposal: | SP25 Proposal Reference: |
|---|--|
| C11 Transformation Project Brief CS11 – Sold Services to Schools | <i>EIA – [CS07]</i> Directorate Date [2023.06.29] |

EIA writer(s) and authoriser

| No. | | Name | Directorate | Position | Email address | Phone number | Date | Issue |
|-----|------------------|--------------|----------------------------------|---------------------------------|--|---------------|----------|-------|
| 1 | Report Writer(s) | Shaun Riches | Children’s Services (Education & | Head of Hampshire Music Service | Shaun.riches@hants.gov.uk | 023 8065 2037 | 29/06/23 | V0.1 |

| | | | | | | | | |
|---|-----------------|------------------|--|--|--|--|----------|------|
| | | | Inclusion Branch) | | | | | |
| 2 | EIA authoriser | Natalie Smith | Children's Services (Education & Inclusion Branch) | Assistant Director (Education & Inclusion) | Natalie.smith2@hants.gov.uk | | 29/06/23 | V0.1 |
| 3 | EIA Coordinator | Rebecca Prowting | Children's Services (ARBD Branch) | Business Support Manager | Rebecca.prowting@hants.gov.uk | | 29/06/23 | V0.1 |

Section one – information about the service and service change

| | |
|---|--|
| Service affected | Hampshire Music Service |
| Please provide a short description of the service / policy/project/project phase | <p>Hampshire Music Service (HMS) is the lead organisation for Hampshire Music Education and works in partnership with schools, arts organisations (national, regional and local), community organisations and practitioners to deliver high quality music provision across the whole of Hampshire.</p> <p>HMS provides curriculum support for schools, curriculum teaching, whole class ensemble teaching, instrumental and vocal teaching through a specialised workforce of teachers. Providing professional development for the workforce in and out of school.</p> <p>The Service has over 60 different area and county ensembles across Hampshire providing clear progression routes for children and young people learning instruments. In addition, HMS deliver music provision across alternative provision settings, including the four secure homes. Working in partnership with Future You, Hampshire Aspires and libraries to support children and young people with developing confidence, self-esteem and anxiety.</p> <p>HMS is also the lead organisation for 'hub' activity providing cross arts provision for areas of cultural priority including Rushmoor, Gosport and the New forest.</p> <p>As the music service is largely a 'sold' service, charging a fee for the majority of it's provision, over time the service has accumulated unallocated financial reserves.</p> |

Please explain the new/changed service/policy/project

The proposal is to use the unallocated reserves that have been accumulated by the HMS to contribute to the savings required for SP25. The use of these reserves to support savings will not change HMS service delivery – the offer will continue to be provided and there are no proposed changes to staff roles or responsibilities.

Engagement and consultation

N

The County Council's *Making the Most of your money budget* consultation (2024-2026) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

Due to the nature of the proposed change – use of HMS's accumulated reserves to support the savings programme, with no change to service provision or staff roles and responsibilities it is felt no consultation is required.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in protected characteristics groups or those who may be impacted by poverty or rurality. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment [add ✓ to relevant boxes)

| Protected characteristic | Positive | Neutral | Negative - low | Negative - Medium | Negative - High | Affects staff, public or both? |
|------------------------------|----------|---------|----------------|-------------------|-----------------|--------------------------------|
| Age | | ✓ | | | | Both |
| Disability | | ✓ | | | | Both |
| Gender reassignment | | ✓ | | | | Both |
| Pregnancy and maternity | | ✓ | | | | Both |
| Race | | ✓ | | | | Both |
| Religion or belief | | ✓ | | | | Both |
| Sex | | ✓ | | | | Both |
| Sexual orientation | | ✓ | | | | Both |
| Marriage & civil partnership | | ✓ | | | | Both |
| Poverty | | ✓ | | | | Both |
| Rurality | | ✓ | | | | Both |

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

| Area | Yes / no |
|-----------------------|----------|
| All Hampshire | No |
| Basingstoke and Deane | |
| East Hampshire | |
| Eastleigh | |
| Fareham | |
| Gosport | |
| Hart | |
| Havant | |
| New Forest | |
| Rushmoor | |
| Test Valley | |
| Winchester | |

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

| Protected characteristic | Brief explanation of why this has been assessed as having neutral or low negative impact |
|--------------------------|--|
| All | Due to the nature of the proposed change – use of unallocated reserves accumulated by the HMS to support the savings programme, with no change proposed to posts, roles and responsibilities of staff or on the service provision, the impact on the protected and other characteristics has been assessed as neutral for both staff and the public. |

For all characteristics marked as either having a ‘medium negative’ or ‘high negative’, please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

| Protected characteristic | Brief explanation of why this has been assessed as having medium or high negative impact | Is there a Geographical impact? If so, please explain - use list above to identify geographical area(s) | Short explanation of mitigating actions |
|--------------------------|--|---|---|
| | | | |

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

| Protected characteristic | Brief explanation of why this has been assessed as having positive impact |
|--------------------------|---|
| | |

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting⁷.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

With the use of HMS's accumulated reserves to support the savings programme and no changes proposed to service delivery, roles and responsibilities, it will be a continuation of business as usual, it is felt that a full EIA is not required.

Children's Services Directorate

| Name of SP25 proposal: | SP25 Proposal Reference: |
|---------------------------------|--|
| Regional UASC Brokerage service | EIA – CS08 Children's Services Directorate (CSD) Access, Resources & Business Development (ARBD) branch Date 2023.06.30 – V.01, 2023 07 26 – V.02 |
| | |

EIA writer(s) and authoriser

| No. | | Name | Directorate | Position | Email address | Phone number | Date | Issue |
|-----|------------------|---------------|---------------------|--|--|--------------|----------|-------|
| 1 | Report Writer(s) | Martin Tuck | Children's Services | Regional Development Manager, UASC SE Region | Martin.tuck@hants.gov.uk | 03707 793651 | 26.07.23 | V.02 |
| 2 | EIA authoriser | Suzanne Smith | Children's Services | Assistant Director, ARBD | Suzanne.smith@hants.gov.uk | | 26.07.23 | V.02 |

| | | | | | | | | |
|---|-----------------|------------------|-----------------------------------|--------------------------|--|--|----------|------|
| 3 | EIA Coordinator | Rebecca Prowting | Children's Services (ARBD Branch) | Business Support Manager | Rebecca.prowting@hants.gov.uk | | 26.07.23 | V.02 |
|---|-----------------|------------------|-----------------------------------|--------------------------|--|--|----------|------|

Section one – information about the service and service change

| | |
|---|--|
| Service affected | Placements Commissioning Team (PCT), Sufficiency Service |
| Please provide a short description of the service / policy/project/project phase | <p>All Local Authorities have a statutory duty to provide or procure placements for Children Looked after (Children in Care) which is explicit in the Children Act (1989)⁸. There is a duty of 'sufficiency' that requires Local Authorities and Children's Trust partners to ensure that, through direct provision or commissioned services, a range of placements, sufficient to meet the needs of all children in care, are available locally or that there is a plan in place to move towards that position.</p> <p>Every Local Authority has a duty to place Unaccompanied Asylum Seeking Children (UASC) arriving in their area, including taking a percentage through the National Transfer Scheme. The National Transfer Scheme (NTS) was established to enable the safe transfer of unaccompanied children (UASC) in the UK, from one Local Authority to another. To meet the overall best interests of UASC, a fairer distribution of children, across the UK, helps all Local Authorities meet their statutory duties. This distribution of children means that port authorities (in particular Kent and Portsmouth) are not responsible for a disproportionate number of UASC.</p> <p>The Placement Commissioning Team currently source placements for UASCs arriving in Hampshire, and other Local Authorities (LAs) in the South-East do the same in their areas. This relates to providing UASC (under the age of 18) with accommodation, and depending on their age and needs, may also relate to a level of support within that placement as well.</p> |

⁸ [Children Act 1989 \(legislation.gov.uk\)](http://legislation.gov.uk)

| | |
|---|--|
| | <p>Placements can be with foster carers, residential children’s homes, or a range of accommodation options that are available to children aged 16 or 17, these latter options are referred to as post-16 supported accommodation.</p> |
| <p>Please explain the new/changed service/policy/project</p> | <p>The regional UASC brokerage service is a new service that will support Local Authorities (LAs) to identify suitable placements to care for and support unaccompanied asylum-seeking children (UASC) and will also support LA’s to meet their sufficiency requirements as set out by the government more efficiently.</p> <p>Individual Local Authorities have a limited impact on the placement market, resulting in many UASC being placed in out-of-county placements, reducing their ability to access services and support, and negatively impacting their access to accommodation when they leave the care system and attempt to gain independence.</p> <p>A brokerage service with a high number of participatory Local Authorities has the potential to significantly influence the placement market to increase the number of available placements in the region, allowing UASC to access local services and care-leaver accommodation.</p> |

Engagement and consultation

The County Council’s *Making the Most of your money budget* consultation (2024-2026) will seek residents’ and stakeholders’ views on strategic options for funding the Authority’s budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed ‘stage two’ consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

Yes - Informal engagement with the provider market.

Responses to the County Council’s *Making the Most of your money budget* consultation (2024-2026) has indicated that Hampshire residents support ‘generating additional income’ (ranking second of eight options) and ‘selling services to other organisations’ was the third most popular response within residents’ suggestions for generating additional income.

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

Soft testing of providers by the Regional Development Project has taken place and indicated market interest. Soft market testing of Local Authority appetite for the service is being gauged over the summer and could be followed up with 1-2 targeted engagement and promotional events later this year if the soft testing proves positive.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in protected characteristics groups or those who may be impacted by poverty or rurality. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment [add ✓ to relevant boxes)

| Protected characteristic | Positive | Neutral | Negative - low | Negative - Medium | Negative - High | Affects staff, public or both? |
|--------------------------|----------|---------|----------------|-------------------|-----------------|--------------------------------|
| Age | ✓ | | | | | Public (service users) |
| Disability | ✓ | | | | | Public (service users) |
| Gender reassignment | ✓ | | | | | Public (service users) |
| Pregnancy and maternity | ✓ | | | | | Public (service users) |

| | | | | | | |
|---|---|--|--|--|--|------------------------|
| Race | ✓ | | | | | Public (service users) |
| Religion or belief | ✓ | | | | | Public (service users) |
| Sex | ✓ | | | | | Public (service users) |
| Sexual orientation | ✓ | | | | | Public (service users) |
| Marriage & civil partnership | ✓ | | | | | Public (service users) |
| Poverty | ✓ | | | | | Public (service users) |
| Rurality | ✓ | | | | | Public (service users) |

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

| Area | Yes / no |
|-----------------------|-----------------|
| All Hampshire | Yes |
| Basingstoke and Deane | |
| East Hampshire | |
| Eastleigh | |
| Fareham | |

| | |
|-------------|--|
| Gosport | |
| Hart | |
| Havant | |
| New Forest | |
| Rushmoor | |
| Test Valley | |
| Winchester | |

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

| Protected characteristic | Brief explanation of why this has been assessed as having neutral or low negative impact |
|--------------------------|--|
| | |

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

| Protected characteristic | Brief explanation of why this has been assessed as having | Is there a Geographical impact? If so, please | Short explanation of mitigating actions |
|--------------------------|---|---|---|
| | | | |

| | medium or high negative impact | explain - use list above to identify geographical area(s) | |
|--|--------------------------------|---|--|
| | | | |

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

| Protected characteristic | Brief explanation of why this has been assessed as having positive impact |
|--------------------------|--|
| All | <p>UASC may fall into one or more protected characteristics. There will be many occasions of intersectionality creating disproportionate positive impacts. For example, all UASC will fall under the <i>Race</i> and <i>Age</i> characteristics but are highly likely to also fall under the <i>Religion or Belief</i> characteristic. An additional disproportionate positive impact exists due to 95% of UASC being male.</p> <p>The requirement to find a suitable placement that supported the child's identified needs means that support and services appropriate to any or all protected characteristics could be identified and implemented, and given the market impact the service is intended to have, providers should respond positively to requirements to provide support related to any protected characteristics in order to maximise their opportunity to provide placements (which generate income for them from the LA).</p> |
| Age | <p>The beneficiaries of this service will be unaccompanied asylum-seeking children (UASC), usually aged between 12 and 17. The number of individuals who would benefit is difficult to predict due to factors such as changes to government policy, but current UASC figures across the south east are around 720 per annum. As the service will cater wholly for individuals aged under 18, it will positively impact children.</p> |

| | |
|------------------------------|--|
| Disability | A brokerage service with a high number of participatory local authorities has the potential to significantly influence the placement market to increase the number of available placements in the region, allowing UASC to access local services and care-leaver accommodation. The number of disabled UASC is unknown but expected to be low. In rare instances when disabled children are referred, the service's increased access to providers will help to secure placements to meet their needs. |
| Gender reassignment | The number of UASC experiencing gender reassignment is unknown but expected to be negligible. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic. |
| Pregnancy & maternity | In 2022, 4.9% of all UASC were female. The number of those who were parents or pregnant is unknown but expected to be negligible. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic. |
| Race | UASC arrive from a variety of countries including (but not limited to) Iran, Iraq, Sudan, Eritrea, Afghanistan, Albania, Vietnam, Syria, Egypt, Turkey and Samaria. The number of individuals who would benefit is difficult to predict due to factors such as changes to government policy, but current UASC figures across the south-east are around 720 per annum. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic. |
| Religion or belief | (UASC) of various faiths, predominantly Muslims but also including Sunni Muslims, Buddhists, Christians, and Orthodox Christians. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic. |
| Sex | Male UASC make up 95% of all UASC across the UK. As such, the majority of placements commissioned will be for males. The service will also seek to generate capacity for the small percentage of female UASC. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic. |
| Sexual orientation | Once in placement, assessments will help to identify individuals who require support around their sexual orientation. Such support services and usually rare or non-existent in the UASC countries of origin. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic. Opportunities to access support will be provided to service users via their social workers or care-givers. |
| Marriage & civil partnership | Information of the number of UASC who are married or in civil partnerships at the time of their arrival is unavailable, however, due to their ages this number is expected to be negligible. The service would support UASC who are in this protected characteristic. 5% of UASC who arrive in the UK are female. Some of these individuals may have fled forced or arranged marriages. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic. |

| | |
|----------|---|
| Poverty | Many UASC arrive in the UK seeking a better quality of life. A service that secures suitable placements will ensure UASC do not experience the effects of poverty during their time in care. Being in care will allow opportunities such as access to education, helping to reduce the risk of falling into poverty in adulthood. |
| Rurality | Placement providers for looked-after children are required to ensure access to essential services, including the means to travel to and from such services, however this may be challenging if placements are in remote locations. The service's increased access to providers and influence on the market would contribute towards supporting UASC who are in this protected characteristic. |

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped.
 - The policy, service review, scheme or practice can be changed to remove, reduce, or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting⁹.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

Individual Local Authorities have a limited impact on the placement market, resulting in many UASC being placed in out-of-county placements, reducing their ability to access services and support, and negatively impacting their access to accommodation when they leave the care system and attempt to gain independence. A brokerage service with a high number of participatory Local Authorities has the potential to significantly influence the placement market to increase the number of available placements in the region, allowing UASC to access local services and care-leaver accommodation.

Due to the nature of this proposal this EIA principally focusses on the impacts to the public as there are no changes to staff terms and conditions or working arrangements proposed as part of this regionalised brokerage, therefore the impact on staff has been assessed as neutral throughout.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

No negative impacts have been identified and the service is intended to deliver appropriate placements to UASC which would include any necessary support that related to any protected characteristics specific to the child. The scale of the service should influence the market to better respond to UASC needs, including any protected characteristics. Given the positive implications of setting up a regional USAC brokerage service, a full EIA is not deemed necessary.

Children’s Services Directorate

| Name of SP25 proposal: | SP25 Proposal Reference: |
|-------------------------------|---|
| Library Service: Asset Review | EIA – [CS09] Children’s Services Directorate (CSD) Date [2023.06.30] |

EIA writer(s) and authoriser

| No. | | Name | Directorate | Position | Email address | Phone number | Date | Issue |
|-----|------------------|---------------|------------------------|--------------------|--|---------------|----------|-------|
| 1 | Report Writer(s) | Sarah Keeley | CSD Library Service | Project Manager | sarah.keeley@hants.gov.uk | 0370 779 6749 | 30.06.23 | V0.1 |
| 2 | EIA authoriser | Suzanne Smith | CSD, Access, Resources | Assistant Director | suzanne.smith2@hants.gov.uk | | 30.06.23 | V0.1 |

| | | | | | | | | |
|---|-----------------|------------------|-----------------------------------|--------------------------|--|--|----------|------|
| | | | and Business Development | | | | | |
| 3 | EIA Coordinator | Rebecca Prowting | Children's Services (ARBD Branch) | Business Support Manager | Rebecca.prowting@hants.gov.uk | | 30.06.23 | V0.1 |

Section one – information about the service and service change

| | |
|---|--|
| Service affected | Library Service |
| Please provide a short description of the service / policy/project/project phase | <p>Hampshire has one of the largest library services in the country with a network of 40 public libraries located across the county. Other services include a Home Library Service, a School Library Service and a Learning in Libraries offer. The Service employs 416 staff (254 full time equivalent posts) supported by over 500 trained volunteers.</p> <p>In 2022/23, over 3 million visits were made to Hampshire libraries with nearly 4 million physical books being issued. A further 1 million issues of digital 'eBooks' were made. Libraries offer a wide range of activities from their buildings such as Rhymetime, Code Club and Chatabout. 280,000 people participated in these and similar activities. Meanwhile the public computer terminals located within libraries provided nearly 100,000 hours of online access for customers during the year.</p> <p>Over 60 other organisations such as Citizen's Advice, NHS and Community Pantries choose Hampshire Library buildings from which to operate their services.</p> |
| Please explain the new/changed service/policy/project | <p>The review public library buildings, locations and associated book stock is proposed. As part of the review consideration will be given to:</p> <ul style="list-style-type: none"> • Further development of community hubs in library locations. • Capitalising on partnership and service co-location opportunities, such as with other parts of Hampshire County Council e.g. Children's Services, Adults Health and Care and Public Health. • Further diversification of the library service offer from its buildings, while continuing to meet library needs and increasing library usage. |

- Optimising stock efficiency and purchasing while ensuring sufficient availability, breadth and range of book stock.
- Aiming to reduce the overall net cost of operating library premises and having sufficient stock, whilst maintaining a comprehensive and efficient service.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No, although the focus of the Library Service Transformation to 2021 Public Consultation was the Library Service Vision to 2025 and includes some similarities in proposals such as the further establishment of council-run libraries as 'community hubs'.

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

A stage two consultation is likely to be required regarding changes to stock. Possible staff consultations may also be required. These would follow HR policies and procedures should there be staff impacts identified as a result of changes through the Asset rationalisation work. Further assessment and collaboration with dependent workstreams including the Children's Services Community Hub Programme and the Corporate Asset Strategy, is required to understand the scope of this work and therefore the level of consultation required. Any consultation that may be required will follow necessary policies and procedures.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in protected characteristics groups or those who may be impacted by poverty or rurality. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment [add ✓ to relevant boxes)

| Protected characteristic | Positive | Neutral | Negative - low | Negative - Medium | Negative - High | Affects staff, public or both? |
|------------------------------|----------|---------|----------------|-------------------|-----------------|--------------------------------|
| Age | | ✓ | | | | Both |
| Disability | | ✓ | | | | Both |
| Gender reassignment | | ✓ | | | | Both |
| Pregnancy and maternity | | ✓ | | | | Both |
| Race | | ✓ | | | | Both |
| Religion or belief | | ✓ | | | | Both |
| Sex | | ✓ | | | | Both |
| Sexual orientation | | ✓ | | | | Both |
| Marriage & civil partnership | | ✓ | | | | Both |

| | | | | | | |
|-----------------|--|---|--|--|--|------|
| Poverty | | ✓ | | | | Both |
| Rurality | | ✓ | | | | Both |

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

| Area | Yes / no |
|-----------------------|-----------------|
| All Hampshire | Yes |
| Basingstoke and Deane | |
| East Hampshire | |
| Eastleigh | |
| Fareham | |
| Gosport | |
| Hart | |
| Havant | |
| New Forest | |
| Rushmoor | |
| Test Valley | |

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

| Protected characteristic | Brief explanation of why this has been assessed as having neutral or low negative impact |
|---------------------------------|---|
| All | <p>All protected characteristics have been assessed as neutral at this current stage. This is due to further assessment and collaboration with dependent workstreams including the Children's Services Community Hub Programme and the Corporate Asset Strategy, being required to understand the scope of this work such as impacted libraries and partners, and therefore the specific impact it will have on service users and staff.</p> <p>There is potential for a positive impact on local communities by expanding the range of services available from a library building and improving local community access to other public facing services and partners. However, what the impact will be for specific protected characteristics groups is not yet known, the EIA will be reviewed and updated as the proposal develops.</p> |

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

| Protected characteristic | Brief explanation of why this has been assessed as having medium or high negative impact | Is there a Geographical impact? If so, please explain - use list above to identify geographical area(s) | Short explanation of mitigating actions |
|---------------------------------|---|--|--|
| N/A | | | |

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

| Protected characteristic | Brief explanation of why this has been assessed as having positive impact |
|--------------------------|---|
| N/A | |

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹⁰.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

As plans for this project develop and further detail of specific change is identified the EIA will be updated accordingly.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

Children's Services Directorate (CSD)

| Name of SP25 proposal: | SP25 Proposal Reference: |
|---|--|
| Library Service: Staff savings (management and back office) | EIA – [CS010] Children's Services Directorate Date [2023.06.30] |

EIA writer(s) and authoriser

| No. | | Name | Directorate | Position | Email address | Phone number | Date | Issue |
|-----|------------------|------------------|--|--------------------------|--|---------------|----------|-------|
| 1 | Report Writer(s) | Sarah Keeley | Children's Services. Library Service | Project Manager | sarah.keeley@hants.gov.uk | 0370 779 6749 | 30.06.23 | V0.1 |
| 2 | EIA authoriser | Suzanne Smith | CSD Access, Resources and Business Development | Assistant Director | suzanne.smith2@hants.gov.uk | | 30.06.23 | V0.1 |
| 3 | EIA Coordinator | Rebecca Prowting | Children's Services (ARBD branch) | Business Support Manager | Rebecca.prowting@hants.gov.uk | | 30.06.23 | V0.1 |

Section one – information about the service and service change

| | |
|--|--|
| <p>Service affected</p> | <p>Library Service</p> |
| <p>Please provide a short description of the service / policy/project/project phase</p> | <p>Hampshire has one of the largest library services in the country with a network of 40 public libraries located across the county. Other services include a Home Library Service, a School Library Service and a Learning in Libraries offer. The Service employs 416 staff (254 full time equivalent posts) supported by over 500 trained volunteers.</p> <p>In 2022/23, over 3 million visits were made to Hampshire libraries with nearly 4 million physical books being issued. A further 1 million issues of digital ‘eBooks’ were made. Libraries offer a wide range of activities from their buildings such as Rhymetime, Code Club and Chatabout. 280,000 people participated in these and similar activities. Meanwhile the public computer terminals located within libraries provided nearly 100,000 hours of online access for customers during the year.</p> <p>Over 60 other organisations such as Citizen’s Advice, NHS and Community Pantries choose Hampshire Library buildings from which to operate their services.</p> |
| <p>Please explain the new/changed service/policy/project</p> | <p>This proposal incorporates reviewing and reducing expenditure on management and back-office functions which includes;</p> <ul style="list-style-type: none"> • Reduce staffing costs to meet savings target, which is anticipated to be delivered through vacancy management. • Consolidate line reports and areas of responsibility. • Integrate functions to new Directorate to maximise resources. |

Engagement and consultation

The County Council’s *Making the Most of your money budget* consultation (2024-2026) will seek residents’ and stakeholders’ views on strategic options for funding the Authority’s budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed ‘stage two’ consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

Some localised staff consultations may be required. The savings target is expected to be fully achieved through vacancy management which would not require consultation. However, staff may be impacted by other changes such as a change of line management or reports or working in a different service. It is also possible a voluntary redundancy process may need to be explored if the savings cannot be achieved through vacancy management. This would require a formal staff consultation process and any staff consultations required will follow HR advice and appropriate policies and procedures.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in protected characteristics groups or those who may be impacted by poverty or rurality. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment [add ✓ to relevant boxes)

| Protected characteristic | Positive | Neutral | Negative - low | Negative - Medium | Negative - High | Affects staff, public or both? |
|--------------------------|----------|---------|----------------|-------------------|-----------------|--------------------------------|
|--------------------------|----------|---------|----------------|-------------------|-----------------|--------------------------------|

| | | | | | | |
|---|--|---|---|--|--|-------|
| Age | | ✓ | | | | Staff |
| Disability | | ✓ | | | | Staff |
| Gender reassignment | | ✓ | | | | Staff |
| Pregnancy and maternity | | | ✓ | | | Staff |
| Race | | ✓ | | | | Staff |
| Religion or belief | | ✓ | | | | Staff |
| Sex | | | ✓ | | | Staff |
| Sexual orientation | | ✓ | | | | Staff |
| Marriage & civil partnership | | ✓ | | | | Staff |
| Poverty | | ✓ | | | | Staff |
| Rurality | | ✓ | | | | Staff |

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

| Area | Yes / no |
|------|----------|
|------|----------|

| | |
|-----------------------|-----|
| All Hampshire | Yes |
| Basingstoke and Deane | |
| East Hampshire | |
| Eastleigh | |
| Fareham | |
| Gosport | |
| Hart | |
| Havant | |
| New Forest | |
| Rushmoor | |
| Test Valley | |
| Winchester | |

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

| Protected characteristic | Brief explanation of why this has been assessed as having neutral or low negative impact |
|---|---|
| Sex, Pregnancy and maternity | Sex and Pregnancy and maternity characteristics have been identified as Negative – Low due to 87% of our workforce being female, therefore, although the change proposed does not directly impact based on this protected characteristic, any changes would likely have more impact on women in the wider workforce compared to men. |
| Age, Disability, Gender Reassignment, Race, Religion of belief, Sexual Orientation, Marriage and civil partnership, Poverty, Rurality | <p>All other protected characteristics have been assessed as neutral. At this time, the full savings target is anticipated to be completely achieved through vacancy management, therefore having a neutral impact on all individuals.</p> <p>Until the full scope of the review is defined and further developed with specific proposed workforce changes, it is difficult to know the extent of the impact of this on the protected characteristics, though it would be expected to be neutral. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes. The EIA will be reviewed and updated as more detail becomes known.</p> |

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

| Protected characteristic | Brief explanation of why this has been assessed as having medium or high negative impact | Is there a Geographical impact? If so, please explain - use list above to identify geographical area(s) | Short explanation of mitigating actions |
|--------------------------|--|---|---|
| N/A | | | |

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

| Protected characteristic | Brief explanation of why this has been assessed as having positive impact |
|--------------------------|---|
| N/A | |

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹¹.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

As plans for this project develop and further detail of specific change is identified the EIA will be updated accordingly.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

HAMPSHIRE COUNTY COUNCIL

Decision Report

| | |
|-----------------------|---|
| Decision Maker | Executive Lead Member for Children's Services |
| Date: | 22 September 2023 |
| Title: | Hampshire Youth Justice Service Youth Justice Plan 2023 |
| Report From: | Director of Childrens Services. |

Contact name: Nikki Shave, Head of Youth Offending Service

Tel: 07793308996

Email: Nikki.shave@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to present the Hampshire Youth Justice Service Youth Justice Plan 2023/24 to the Executive Lead Member of Children's Services. The report requests that the Executive Lead Member of Children's Services recommends that the Hampshire Youth Justice Service Youth Justice Plan 2023/24 is presented to Full Council for approval of the Plan. The Plan is attached to the report. The approval of the Plan by Full Council is required in accordance with 'Regulation 4 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000.

Recommendation

2. That the Executive Lead Member for Children's Services considers the Hampshire Youth Justice Service Youth Justice Plan 2023/24 and recommends it be presented to Full Council for approval of the Plan.

Executive Summary

3. This report seeks to provide a covering report to the Plan. It does not replicate the detail in the Plan but to provide additional context. This context will refer to the specific sections in the Plan. These include: the child first principles, service priorities, the service delivery plan, finance and performance.

Contextual information

4. The Youth Justice Plan is a statutory requirement under the 1998 Crime and Disorder Act each year and is necessary in order to release payment of our annual grant. The 2023/24 plan was submitted to the Youth Justice Board on the 30 June 2023 following full consultation with our partners.
5. The Youth Justice Board is the oversight authority to all Youth Justice Services in England and Wales. It sits within the Ministry of Justice. The plan

is written within a set format which is provided by the Youth Justice Board and a link is provided here: [Youth justice plans: guidance for youth justice services - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/604266/youth-justice-plans-guidance-for-youth-justice-services.pdf)

6. The purpose of the Youth Justice Service is to work with children in order to support them to avoid offending and reoffending. It achieves this through its statutory partnership with other agencies: Police, Local authority, Health and Probation. Under the crime and disorder act these partnerships are hosted by the Local authority and in most services, this is within Children's Services.
7. Underpinning the work undertaken with children is the Child First principle. This has four tenants which guides all the Youth Justice Service's work. These are replicated here:
 - Prioritise the best interests of children and recognising their needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
 - Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
 - Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers.
 - Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.

Evidence as to how this translates into practice is detailed in the first section of the Youth Justice Plan and is a theme throughout.

8. To achieve its purpose Hampshire Youth Justice Service works with children in three ways:
 - 1) Those who are given a statutory outcome through court or the partnerships of the Joint Decision-Making Panel.
 - 2) By providing diversionary outcomes, these outcomes include our Youth diversion programme and interventions attached to Community Resolutions and mean that children are not criminalised by their behaviour.
 - 3) The provision of the Youth Crime prevention service to children who are at risk of coming to the attention of the police. Appendix One provides details of the outcomes and full detail is provided in section 10 of the Plan.
9. To support the achievement of successful outcomes, Hampshire Youth Justice Service provides a range of internal interventions which children are referred to. These include our specialist Education Training and Employment team, the Restorative Justice team, and Parenting Officers. In addition, there are our CAMHs nurses and Police officers provided by our partners. Finally, children can also access the Therapeutic Wellbeing Officers service provided by the Integrated Commissioning Board (ICB) more detail is provided in the

priorities section 10 of the plan.

10. The ultimate sanction for any child is a sentence of youth detention. Over the previous years the numbers have reduced considerably to a national figure of approximately 500 children. This reduction has been replicated in Hampshire. To prevent detention, children are actively diverted away from being remanded and sentenced by the provision of robust alternatives. In addition, when children are released, there is a constructive resettlement pathway. This is all detailed within the priorities section of the plan.
11. Section 15 of the plan highlights the identified areas which will form the Service Delivery Plan for 2023/24. These are the areas which Hampshire Youth Justice Service will be concentrating on in the next year. This plan follows on naturally from the issues highlighted in content of the Youth Justice Plan. Currently the staff group are working on the underpinning detail to this plan.

Finance

12. Within section 7 of the plan there is a detailed breakdown of how the Youth Justice Service is financed, this is a mixture of cash contributions from the Youth Justice Board and Children's Services, and the provision of staffing from Police, Probation and Health. This totals an overall budget of £3.9 million.

Performance

13. The Youth Justice Service currently has three provided indicators which are reported on quarterly. This is the number of first-time entrants (FTE), the number of children who reoffend and the number of children in custody. The figures provided in the Plan are the latest figures available at the time. We also have a range of local indicators. Further, during the coming year the Youth Justice Board have identified an additional 10 indicators to be reported on. Full details are in sections 8 and 9 of the plan.
14. From 2024 there is a new inspection programme provided by HMIP. It is envisaged that Hampshire, who was last inspected in 2018, could be one of the first to be inspected.

Consultation and Equalities

15. Consultation on the plan with the Youth Justice Partnership Board is required as part of the Plans development. This was undertaken and this consultation is reflected in the content of the plan.
16. Whilst there is no direct impact on equalities, it is a requirement for the Youth Justice Service to provide a breakdown of the staff groups profile as part of the grant agreement process.

Climate Change Impact Assessment

17. Not undertaken for the purposes of this report

Other Key Issues

18. None identified for this report.

Conclusions

19. This report provides the context for Hampshire Youth Justice Plan for 23/24. In doing so it references specific sections of the Plan and enables full council it to be able to endorse the plan.

Recommendation

20. That the Executive Lead Member for Children's Services considers the Hampshire Youth Justice Service Youth Justice Plan 2023/24 and recommends it be presented to Full Council for approval of the Plan.

Appendix 1

List of disposals managed by Hampshire Youth Offending Team

1) Orders Imposed by the Court

Referral Orders (ROs)

A Referral Order requires the child to attend a panel (made up of two members of the local community and a YOT member of staff). The panel meets and agree a contract, for a period of between three months and a year.

The aim is for the child or young person to make up for the harm they have caused. An order *must* be imposed for a first offence where the child has pleaded guilty (unless the court decides that another sentence is justified) and may be imposed in other circumstances.

Youth Rehabilitation Orders (YROs)

A Youth Rehabilitation Order is a community sentence. It can include one or more requirements that the child must comply with and can last for up to three years. Some examples of the requirements that can be imposed are a curfew, supervision, unpaid work, electronic monitoring, drug treatment, mental health treatment and education requirements.

Custodial Sentences (DTO/Sec90/91)

Children can receive custodial sentences. It is a sentence to be avoided as far as possible. When they are given, they aim to provide training and education and rehabilitate the offender, so they do not reoffend. Sentences can be spent in secure children's homes, secure training centres and young offender institutions.

2) Orders imposed by the Joint Decision-Making Panel

Youth Caution (YC)

Where the child admits the offence, but an intervention is not assessed as required. They can however engage voluntarily should they so wish for a period of 12 weeks.

Youth Conditional Caution (YCC)

A YCC is given where a child admits the offence and it is assessed they need an intervention. This intervention is 16 or 20 weeks in length and is delivered by the YOT. If they do not comply, they can be sent back to court and resented for the original offence.

Youth Diversion Programme (YDP)

This is offered to the child by a Joint Decision-Making Panel (JDMP). Unlike all the above, the child is not considered as a First Time Entrant (FTE). The length of intervention is 16 weeks and if they do not comply, they are referred back to JDMP for reconsideration.

3) Youth Crime Prevention

This is a voluntary intervention offered by the Youth Offending Team. In other Local Authorities this can be delivered by other parts of the Local Authority. There are two routes for a child to gain access: The first is direct referral from other agencies and the second.


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: | 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 | |
| Regulation 4 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 | <u>2000</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> |
| Youth Justice Plan 2023/24 |  HAMPSHIRE YOUTH JUSTICE PLAN 23-24 |

EQUALITIES IMPACT ASSESSMENT:

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.

Equalities Impact Assessment:

The decision to endorse the Hampshire Youth Justice Plan 2023-24 will have no direct impact on groups with protected characteristics. The plan itself has been consulted on during its development and a primary area for attention in the plan is to enhance the delivery of youth justice service taking into account all groups with protected characteristics.

CLIMATE CHANGE IMPACT ASSESSMENTS

Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience impacts of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.

The carbon mitigation tool and/or climate change adaptation tool were not applicable because the decision relates to a programme and is strategic in nature.

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YOUTH JUSTICE PLAN 2023/24

| | |
|-------------------------------|---------------------------------|
| SERVICE | HAMPSHIRE YOUTH JUSTICE SERVICE |
| SERVICE MANAGER | NIKKI SHAVE |
| CHAIR OF THE MANAGEMENT BOARD | STEPH HOW |

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1. INTRODUCTION, VISION, and STRATEGY

Foreword by Steph How Deputy Director of Hampshire Children's Services – chair of the Hampshire and Isle of Wight Youth Justice Management Board.

- 1.1. As the Chair of the Hampshire and Isle of Wight Youth Justice Partnership Management Board, I am pleased to introduce the Hampshire Youth Justice Plan for 2023/24. This has been produced in collaboration with board members and the Hampshire Youth Justice management team. As well as detailing a range of information, it provides a summary of the progress made in the last 12 months, the position in relation to service priorities, finance, and performance, all of which is underpinned by the four tenets of the Child First principle.
- 1.2. One of the main achievements last year was the merge of the Hampshire and Isle of Wight Boards. This prompted a review of the board arrangements against the requirements laid down in the Youth Justice Board (YJB) guidance. This is an exciting opportunity for us to develop our services to children across both Local Authorities. Despite this merge, there is a requirement to complete individual plans.
- 1.3. Hampshire Youth Justice Service serves the population of 1,400,800, which includes 128,881 children between the ages of 10-17 years. The County Council is divided into 11 Districts and Boroughs. Overall Hampshire has low levels of deprivation. It was ranked 135 of 151 across England. However, there were large variations within the County. Havant, Gosport, Rushmoor and Eastleigh with higher rates of deprivation, whilst Hart was one of the least deprived districts in the country. However, it is worth noting that even where districts are classified as having low deprivation, there are small pockets high deprivation, for example within the New Forest.
- 1.4. The Youth Justice Service currently works with approximately 400 children across its statutory, diversionary and prevention services. Of these children 13.3% are also open to Children's Services, with 6% currently looked after by the local authority. The proportion of children from other minority ethnic groups in the 10-17 population is 10.3% as compared to 10.6% of our statutory caseload. This disproportionate representation has reduced significantly in the last 12 months.
- 1.5. As chair of the Hampshire and Isle of Wight Youth Justice Team's Management Board, I endorse this plan, and with this endorsement is the assurance that oversight by myself and the board, will ensure that identified priorities will be delivered.

2. CHILD FIRST

- 2.1 On 1st June 2023 the Hampshire Youth Offending Team was renamed Hampshire Youth Justice Service (HYJS). This supports the underpinning principle of Child First by minimising the impact of labelling children by their

involvement with an organisation designed to work with offenders, in addition, all developed service facing documents uses the word Children/Child rather than young person, as does any references made in partnership meetings. However, we recognise that older children may like to be referred to as young people therefore when directly engaging we will use the terminology they are most comfortable with.

- 2.2 A new vision mission and values statement was developed and approved by the management board to support the link between the four tenets of child first and service delivery. The intention is for this to be part of the everyday language of the service.
- 2.3 A session was delivered to all staff at their quarterly briefing using materials from the YJB provided Child First training. Three practitioners have also had the opportunity to complete the Youth Justice Board Children First training.
- 2.4 Some of the aspects of delivery which is underpinned by the four tenets is detailed in the following paragraphs as examples.
- 2.5 All children who are supervised by the Youth Justice Service receive a holistic assessment. The nature of that assessment depends on the needs of the child. An AssetPlus is used for all children who are subject to a Court order. The local Short Format Assessment is used for all children (unless they are “high risk” in any of the three domains) who are considered at the Joint Decision-Making Panel. This assessment is completed prior to the decision being made. Children subject to prevention also receive an assessment after they have consented to the intervention.
- 2.6 The purpose of the assessment is to identify the child’s **needs, capacity, rights, and potential of all children (Tenant one)**. This assessment informs the plan which includes the interventions which supports desistance and therefore manages risk. These identified interventions are **child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children**. The assessment also promotes the lowest level of intervention possible and therefore **promotes a childhood removed from the justice system (tenant four)**
- 2.7 Throughout 2022/23 managers continued to countersign all assessments. A selection of short format assessments is audited with Hampshire Youth Justice Service managers to ascertain them meeting the required standard.
- 2.8 The active participation of children and their carers, in the assessment is fundamental, as are those partners who touch their lives. Parents and children are asked to complete the self-assessment when a AssetPlus or a short format assessment has been completed. This supports the identification of **children’s individual strengths and capacities (tenant two)** and enables the development of a co-produced **collaborative** plan. This plan is designed to support the development the child’s **prosocial identify for sustainable desistence, leading to safer communities and fewer victims (tenant two)**.

- 2.9 **To promote a childhood removed from the justice system (tenant four)** Hampshire continues to offer a Youth Diversion Programme. Numbers have steadily grown since its inception in November 2021 and now makes up approximately 25% of our workload.
- 2.10 In addition, the prevention programme employs 13.5 staff and is working with approximately 100 children at any one time. They offer **pre-emptive prevention (tenant four)** to children referred by other agencies, specifically schools, children's social care and the police.
- 2.11 Key to promoting **a childhood removed from the justice system** is the understanding, that there is a potential for children to be exploited to support this, all staff are trained to complete Child Exploitation Risk Assessment Framework (CERAF) Hampshire is also one of the pilot areas for the new National Referral Mechanism (NRM) process. The Hampshire management team also attend the safeguarding partnership Missing Exploited Trafficked (MET) strategic and operational groups.
- 2.12 Hampshire YJS also recognises that the relationship between the child and worker is fundamental to a child first approach (**Tenant two**). It understands that the consistency of this relationship is paramount, and change can be experienced as loss. This includes being sensitive to the impact of contact ending.
- 2.13 The Hampshire YJS has several reparation projects available. These enable children to give something back and repair the harm being caused by their offending behaviour, whilst **re-integrating the child into the community and offering pro-social identity and wider social inclusion opportunities (tenets two and three)**. There is more detail in section 9 below.
- 2.14 Hampshire YJS has a small parenting resource designed to meet the needs of parents. It understands that a change in parents' behaviour can have a positive impact on the child.
- 2.15 Practice which is Trauma Informed is intrinsic in being Child First. At a Strategic level, the Hampshire YJS is linked to the Pan Hampshire Concordat, led by the Office of Police Crime Commissioner (OPCC). This is through the Director of Childrens Services who is a signatory. The vision (detailed below) of the concordat is in accordance with the principle of Child First:
- Hampshire, Isle of Wight, Portsmouth, and Southampton (HIPS) are safe and enriching environments where children and adults, families and communities are protected from harm and have the opportunity to lead fulfilling, happy and healthy lives and to prosper, regardless of childhood adversity.*
- 2.16 We have well established practices in using the Trauma Recovery Model (TRM) as a tool to help understand children's level of functioning and plan interventions based on this. All staff have been trained in the TRM approach and receive regular refreshers. The service has a member of its management

team as its Trauma Champion to support the development within the staff group. This is further recognised in section 13 below.

- 2.17 Further activity to prevent children from becoming involved in the justice system is the work being undertaken with Health and Children's Social Care to support individual children with health needs from receiving a criminal outcome.
- 2.18 During 2022/23 HYJS continued to receive funding from the Integrated Commissioning Board (ICB) to employ three Therapeutic Wellbeing Officer (TWOs). This service delivers health interventions to both children subject to both statutory and prevention services. The intended outcome of the service is to: Improve the emotional, mental, physical health and wellbeing in children, reduce risk of further offending due to unmet emotional health need, to enhance potential to achieve improved functioning in everyday life and to prevent children's health needs escalating.
- 2.19 HYJS has a range of activity-based interventions available to children which includes, the youth offer for Hampshire Children's Services, commissioned and voluntary services. These are all designed to support children in building a more positive views of themselves and their futures. This provides a means to develop a **pro-social identity which leads to long term distance, safer communities few victims and wider social inclusion**. Examples include:
- In 2022 HYJS achieved its Arts Mark Gold award this enabled practitioners to award to undertake this work with children and we offer a more targeted programme during the school holiday period. To support this Arts boxes from Hampshire Cultural Trust (HCT) have been given out to teams. This has led to individual children receiving arts awards.
 - We have Arts champions in teams and they attend quarterly meetings hosted by HCT.
 - A Grant of £1200 has been received from HCT to support Summer Arts projects.
 - We have had our first health and happiness day, where we look at physical and emotional health with the children we are working with, and including in these sustainable activities they can take part in. For the first session, a group of 8 children completed a morning of sports (football, cricket, basketball) and had an afternoon of sessions based around wellbeing.
 - Holiday activities have included wall climbing trips, assault courses, visits to Thruxton racing circuit, baking and family cooking sessions, and 1:1 session using football, basketball and kite flying too.
 - The Southeast Football project continues with up to 10 children taking part in football skills sessions every Tuesday evening and are looking to expand.

- Made some links with local boxing academy.
 - Referred to sailing project.
 - Continued to refer to Music Fusion and are represented on the Steering Board.
 - Explored a further project with the Duke of Edinburgh schemes.
 - The Wessex Dance Academy, a project which through dance enables children from the age of 15, to engage positively with adults, develop self-esteem and a pro social identity. The academy has a strong record of enabling those children in education to re-engage. We sit on the management and project boards and second staff to support delivery.
- 2.20 Our next steps are to consolidate and expand by supporting our staff group with referring children to activities. This includes understanding the barriers to referring children in. This is supported by our newly appointed participation and communications officer who is promoting projects and activities. This has included attendance at the Local Children's Partnership which has led to new partnership working around delivery of activities.

3. VOICE OF THE CHILD

- 3.1. The voice of the child is heard through the collaborative process in completing the assessment, a co-produced plan and intervention cycle of delivery. This is underpinned by a child first approach. Staff use a strengths-based model and are skilled in motivational interviewing to get alongside the child.
- 3.2. There is an end of intervention feedback sheet is completed regularly with all children. Further work needs to be completed to collate this information to inform delivery.
- 3.3. A Communications and Participation officer has recently been appointed whose role is to improve how we hear and use children's voice. This includes developing our own social media platform, a youth panel and work with specific groups who are disproportionately represented.
- 3.4. In January 2023 we hosted a visit from the right honourable Damian Hinds MP. This visit included a video call with a child who shared their experience of a Referral Order. It highlighted how volunteers on the panel provided a richness to the experience.
- 3.5. Finally, we have occasionally used children in staff interviews.
- 3.6. It is recognised that there is more work to be done; this includes the development of a social media platform and enabling the child's voice to be heard by the Management Board.

4. GOVERNANCE LEADERSHIP AND PARTNERSHIP ARRANGEMENTS

- 4.1. In 2013 Hampshire County Council entered a partnership arrangement, with the Isle of Wight Council. This meant that the Head of Service manages both Youth Justice Services.
- 4.2. Children's Services consists of two departments Children and Families and Education. The Youth Justice Service is a standalone team within the Children and Families department. Accordingly, the Head of Service has is solely responsible for Youth Justice across both Hampshire and the Isle of Wight and no other lead responsibilities.
- 4.3. The Head of Service is a service manager grade and is line managed by the Area Director for West Hampshire who in turn reports to the Deputy Director for Children's Services.
- 4.4. The staffing structure in Hampshire is included in appendix one. This shows there are four geographical teams providing case management supervision and Youth Crime Prevention (YCP). These teams consist of Social Workers and Youth Justice Service officers who work with children subject to substantive outcomes and some diversionary programmers. Each team has a Team Manager who reports directly to the Head of Service. Teams in the south of the county have an Assistant Team Manager who is responsible for YCP.
- 4.5. In addition, there is a Specialist Services team. This team oversees the Restorative Justice (RJ), Education, Training and Employment (ETE), Parenting and Volunteer provision. The Specialist Services team manager is also responsible for the Joint Decision-Making Panel (JDMP) including the line management of the JDMPs Co-Ordinator, and the Referral Order Co-Ordinator. HYJS Therapeutic Wellbeing Service, funded by a grant from the Integrated Commissioning Board also sits within this team. Each geographical team has a proportion of ETE, RJ and Parenting resource.
- 4.6. The recently received Turnaround Grant has been used to set up a separate service consisting of an Assistant Team Manager, five case managers and a Coordinator. Whilst they are team located, they are overseen by Specialist Services. They are working predominately with children subject to Community Resolutions and the Youth Diversion programme.
- 4.7. The total number of staff directly employed by HYJS is 67.4 there is an additional 29 volunteers. The Therapeutic Wellbeing Officers and Turnaround Programme sit outside this establishment this is nine additional staff. In addition, we have a 0.5 Quality Manager and a full time Communications and Participation Officer which has been funded by our reserve.
- 4.8. HYJS delivers Youth Crime Prevention for the local authority. It is a well-respected service which has an establishment of 13.5 practitioners. This is

funded via a grant from the OPCC, contribution from Early Help and its main grant.

- 4.9. Partnership at an operational level is supported by the provision of staff from the Police, Health, and Probation. The current arrangements are:
- Police provide 6 FTE police Officers, 0.5 Police Sergeant and there is an inspector who oversees the work across all four local authorities.
 - There are 2 FTE CAMHS practitioners and one part time CAMHS lead.
 - The National Probation Service provides 1.0 Probation Officer and a 0.5 Probation Service Officer
- 4.10. There are quarterly meetings between the Head of Service and the CAMHS service manager and the respective operational leads. This provides a link across to Forensic CAMHS (FCAMHS). This service provides a service to children who are more high risk of harm to others either through harmful sexual behaviour or violence. FCAMHS also support the delivery of the Harmful Sexual Behaviour and Risk of Serious Harm forums. These forums are where practitioners from all partners can bring cases for discussion.
- 4.11. Partnership meetings with the police take place monthly and include youth justice services from all four local authorities.
- 4.12. The Head of Service and the local head of the Probation Delivery Unit meet on an ad hoc basis according to need. There is an established Youth to Adult process which is currently being reviewed across the four local authority area. Locally there is a recognition that the process can be better served with earlier planning and increased understanding of both staff groups. This work will be supported by Probation's new delivery model which includes 18-25 units.
- 4.13. The Head of Service manages both Hampshire and the Isle of Wight Youth Justice teams. They also work closely with the service leads for Portsmouth and Southampton Youth Justice Services. This is necessary when all four YJSs share common partners, for example Hampshire Constabulary and HM courts. Further, this collaboration has been crucial to developing strategies to deal with common issues, for example the development of a Pan-Hampshire youth diversion scheme and commissioning and provision of The Appropriate Adult Services (TAAS). The four YJS managers divide the Pan-Hampshire meetings between them with the Head of Service for Hampshire attending the MAPPA strategic Management Board, the Violence Reduction Management Board Unit, and the Modern-Day Slavery partnerships. Colleagues in other areas cover the Local Criminal Justice Board and regional court meetings.
- 4.14. At a strategic Partnership level, the Head of Service HYJS is actively engaged with the Local Safeguarding Partnership. The Head of Service sits on the main board and attends two sub-groups (Workforce Development and Learning Inquiry Group). They also attend the Pan-Hampshire Missing Exploited and Trafficked Group (MET). The Performance Manager attends the performance sub-group. In addition, they attend the County Strategy Group, the Children's Trust, Complex Children's needs panel and the Early Help Board.

- 4.15. HYJS has strong links with the Children's Services Willow Team (Child Sexual Exploitation/Missing, Exploited, Trafficked Team) and attend the operational MET groups. It also works closely with the Children and Families District Managers, Residential Services, Fostering and Adoption and Early Help Provision
- 4.16. At operational level managers each have lead areas of responsibility and attend meetings linked to these leads in addition to district level meetings. These district meetings include local Community Safety Partnership meetings and Missing Exploited and Trafficked (OPMET) groups. The service lead for ETE attends the YJB ETE Forum for London and Southeast, the Wessex Dance Academy Project Board and links in with Hampshire Education Inclusion Team, InFocus meetings and Hampshire Cultural Trust meetings (Arts). The Restorative Justice Lead represents all four local authority youth justice teams at the OPCC's Restorative Justice Working Group. Finally, our Performance and Quality manager is well-connected to the national and regional level stage and attends the YJB AssetPlus Working Group, Southern Performance Meeting, and the SW Business Information Group meeting.

5. BOARD DEVELOPMENT

- 5.1. Until April 2023 there was an Independent Youth Justice Management Board for Hampshire and the Isle of Wight. However, following a board development day in October 2022 the decision was made to merge the boards.
- 5.2. This resulted in the development of a new terms of reference, standard agenda, and revised list of participants. All of which were written in conjunction with the updated Youth Justice Board Guidance. The new Board is chaired by the Deputy Director for Children's Services and consists of representatives of the four statutory partners: the Local Authority, Health, Police and Probation.
- 5.3. The local authority representation includes representatives from both Hampshire and the Isle of Wight Children and Families, and Education. Police representatives are at Superintendent level and there are two Probation Delivery Unit heads. Health is represented by the Integrated Commissioning Board (IBC).
- 5.4. In addition to the statutory partners, there are representatives from the Office of the Police and Crime Commissioner, HM Courts, and the Community Safety Partnership. In addition, the board benefits from a representative of the voluntary sector, this adds value to the partnerships response to children's needs.
- 5.5. Regarding YJS staff, the Head of Service is in attendance, supported by Team Managers from Hampshire and the Isle of Wight. The board meets on a quarterly basis.

5.6. Board development next actions include:

- Developing a new induction process for new Board Members. The current process involves an individual meeting with the Head of Service where roles and responsibilities are discussed, and the Youth Justice Plan shared. It is recognised this needs to be a more formal activity.
- Embedding the new agenda which is designed to give partners more of a voice.
- Asking members to take a lead on plan priorities and reporting back.
- Inviting partners bring disproportionality data to the meeting as defined by the new National Standards
- Inviting a membership from the IOW voluntary sector
- Bridging the gap between the Board and the staff group.
- ensuring the child's voice is heard.

6. PROGRESS ON PREVIOUS PLAN

6.1. Increased participation of children:

- Hampshire YJS has recruited a Communication and Participation Officer to develop participation. The IOW will be able to access and use any ideas that are developed. There is an intention for us to develop a Social Media platform for children to access. This officer also links to the Hampshire Children's Services Participation Network.
- We have actively expanded our activities offer to children (see section 2 above). This involves supporting staff with referring children and promoting the work we do.
- Overall, whilst there have been some progresses there are still some improvements to be made. Specifically, we would like to improve the link between children and the Board. Further, we continue to collect feedback from children but need to consider this more routinely and inform action plans.

6.2. Addressing disproportionality:

- The numbers of children from minority ethnic backgrounds on our caseloads has reduced to 10.6% as compared with the general population at 10.3%
- To address this issue, we have been working in line with the HMIP. Recommendations following the black and mixed heritage boys' inspection. This has involved it being a standard agenda item on all our

staff briefing. All staff have engaged in a reflective discussion using HMIP suggested framework. This identified potential barriers in assessing the needs of children from other minority backgrounds and has led to an improvement in the quality of assessments.

- Further work to complete includes capturing the views of children from these groups specifically, identifying support networks for parents and ensuring new staff are aware of their responsibilities to challenge. We are also exploring some bespoke training for all the Pan-Hampshire YJS teams.

6.3. Developing a response to children excluded from school:

- HYJS has a dedicated full time ETE team consisting of a half time Assistant Team Manager and four ETE officers. Children are referred for support in accessing education, including post 16 training, education, apprenticeship and employment.
- Children are identified by either the case manager or ETE Officer.
- The YJS ETE Team work closely with colleagues in other Children's services departments including Education, Inclusion, SEN, School admissions and The Attendance team and others to encourage school refusers back into education.
- Board attendance from the headteacher from the pupil referral unit, the SEND Service and Hampshire futures (post 16 service).
- Work still to be completed is to revisit the HMIP ETE thematic to see what remains outstanding. In addition, the plan next year is to work towards our SEND quality mark.

6.4. Improving the assessment of risk of harm:

- The Assistant Team Manager and a Hampshire Team Manager recently retrained on the revised AssetPlus. One of the main difficulties was the perceive anomalies between AssetPlus and the definition of risk of harm. This was resulting in staff assessing the risk lower than the reality. Following discussion between HYJS and Silver Bullet, a service position was reached. This led to a revision of the Risk Policy and guidance which was recently completed.
- A training package has been developed and this is due to be delivered to staff from July 2023.
- An audit will take place in December in order to assess the success of this project.

6.5. Developing understanding and resources to address Child Adolescent to Parent Violence (APV):

- Hampshire YJS maintained its parenting provision during the last 12 months. Part of their role is to work with parents who have been harmed by CAPV.
- A small number of staff trained in the NVR programme continue to deliver with colleagues from the Family Support Service.

6.6. To improve health outcomes for children through improved assessments and identifying interventions to meet their needs:

- The health needs of children are assessed in all assessment including the Short Format Assessments. These assessments are countersigned and audited to ensure children's needs are captured.
- The action plan attached to the Health Needs Analysis was implemented throughout 2022.
- Following Hampshire needs assessment in 2021. Which identified a knowledge gap in traumatic brain injury. This led to the subject of a training event at our Service Day all in October 2022. Following this we purchased materials to support work with children.

7. RESOURCES AND SERVICES

7.1. At the time of writing, notification of next year's Youth Justice Grant has not been received, accordingly planning has had to rely on the level received last year. There has been a £178K reduction in Children's Services contribution.

Below lists the source of all our income.

| Agency | Amount | Provides |
|-----------------------------------|------------|--|
| Youth Justice Board | £1,318,000 | |
| Local Authority Children Services | £1,578,000 | |
| Office Police Crime Commissioner | £183,600 | Youth Crime Prevention |
| Turnaround (MOJ) | £332,000 | |
| Childrens Services Early Help | £130,000 | Youth Crime prevention |
| Clinical Commissioning Group | £120,000 | Therapeutic Wellbeing Officers |
| IOW recharge | £28,000 | 0.2 of salary of Head of service and performance manager |
| Probation | £5,000 | To provide support to the Probation Officer |

Payment in Kind 22023/24

| Agency | Salary value |
|-----------|--------------|
| Police | £352,850 |
| CAMHs | £188,000 |
| Probation | £65,144 |

7.2, The return to the YJB reported that the YJB grant was spent in the following way for 2021/22

| Areas of expenditure | Salary value |
|----------------------|--------------|
| Salaries | 1,216,387 |
| Activity costs | 28,719 |
| Accommodation | 0 |
| Overheads | 18,028 |
| Equipment | 54,645 |
| | 1,317,779 |

7.3. We use our grant, partner contributions and available resources to deliver these services and we believe they produce the following benefits and outcomes. Our performance will be improved in 2023/24 by providing a service which is underpinned by a child first assessment:

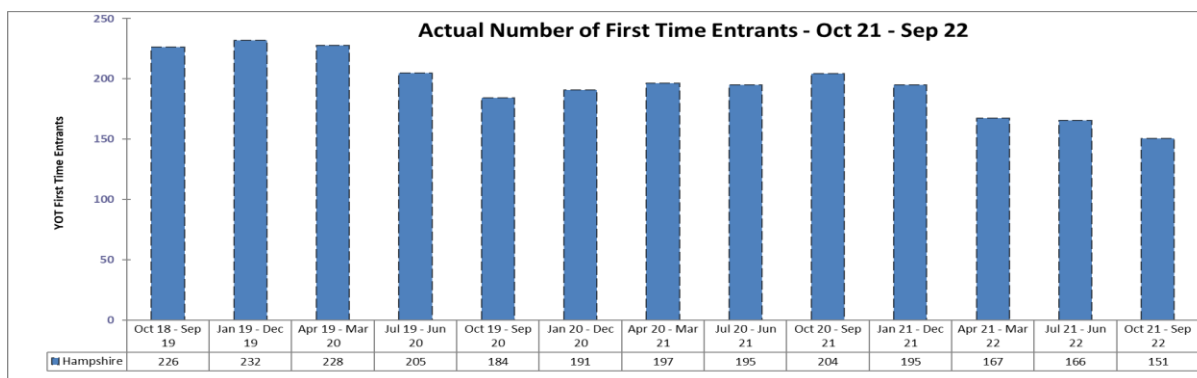
- The provision of an assessment prior to the Joint Decision-Making panel which ensures that the best decision is made to suit the child's risk and needs. This will result on a reduction in first time entrants to 117 per 100,000 through our partnership with the police which enables children to be diverted away from the Justice System.
- The provision of a CAMHs and Therapeutic Wellbeing (TWO) service to meet the Wellbeing needs of children.
- Maintained an ETE, RJ and parenting provision.
- Continued to provide a Youth Crime Prevention Service
- Introduced a Turnaround service to work with children who meet the criteria and who are subject to either a Youth Diversion Programme or Community Resolution.
- Maintain single posts which have a high impact on outcomes, including our Referral Order and Volunteer coordinator, Performance Management, Joint Decision-Making panel coordinator and Turnaround.
- Maintain a centralised Business Support of 5 FTE.

8. PERFORMANCE

8.1 EXISTING KEY PERFORMANCE INDICATORS

8.1.1 Numbers of First Time Entrants:

The data used is from Q3 22/23



This first table shows the actual numbers of FTE at 151 which equates to a rate per 100,000 of 117. This shows there has been a steady fall since the introduction of the Youth Diversion Programme in November 2021. Specifically in the last 12 months the number of children has reduced from 195 to 115 per year which is a reduction in the rate per 100,000 from 150 to 117.

8.1.2 The numbers of children reoffending:

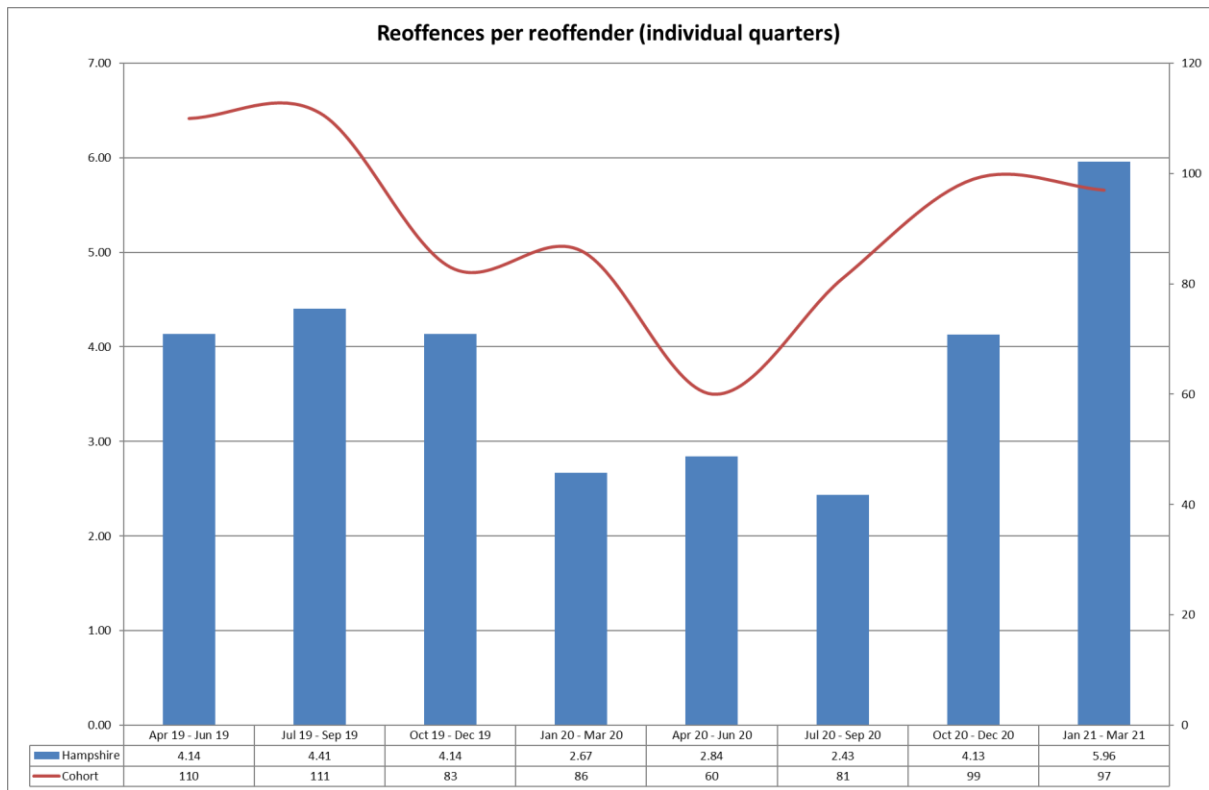
The table below shows the reoffending rate in an annualised quarter. This shows decline over time to the current level of 30.9%. During the last 12 months the rate has fluctuated in the individualised quarters but overall has fallen from 32.6 12 months ago,

| | Apr 18 - Mar 19 | | | | Apr 19 - Mar 20 | | | | Apr 20 - Mar 21 | | | |
|---------------|-----------------|--------------|-----------------------|----------------|-----------------|--------------|-----------------------|----------------|-----------------|--------------|-----------------------|----------------|
| | Cohort | Re-offenders | Reoffences/Reoffender | % Re-offending | Cohort | Re-offenders | Reoffences/Reoffender | % Re-offending | Cohort | Re-offenders | Reoffences/Reoffender | % Re-offending |
| South Central | 843 | 365 | 3.92 | 43.3% | 850 | 296 | 3.67 | 34.8% | 643 | 227 | 3.77 | 35.3% |
| England | 22338 | 8382 | 3.90 | 37.5% | 19624 | 6660 | 3.64 | 33.9% | 15142 | 4700 | 3.57 | 31.0% |
| Hampshire | 388 | 146 | 4.45 | 37.6% | 390 | 127 | 3.86 | 32.6% | 337 | 104 | 3.83 | 30.9% |

The objective of reducing this rate is a key focus of the YJS this is done by undertaking a good assessment which informs a detailed plan and implementing the interventions the child needs to desist. Further, there is a whole suite of information which the management team digest to identify what gaps there are in the provision for individual children.

8.1.3 The number of Offences per reoffender

A related measure is the average number of offences committed by a child who reoffend *is also presented in the table above*. A consistent figure over time. With the current number being 3.86. However, if you take each quarter the rate change is more pronounced. The current high rate of five is due to a small number of children who commit a high number of offences (sometimes 20+)



8.1.4 Children sentenced to custody:

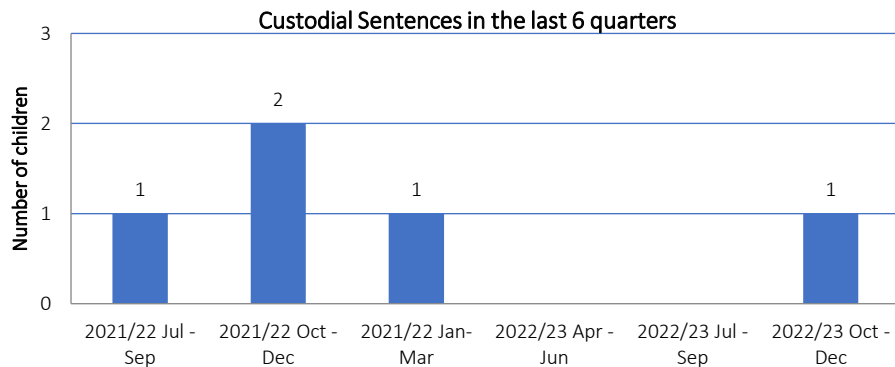
During the last four quarters the number of children who received a custodial sentence was two.

8.2 LOCAL MEASURES

In addition to the Key Performance Indicators detailed in the next section. The HYJS also reports on the following local measures:

- Reoffending on those subject to Community Resolutions (CRs). This is the percentage of children who receive a first CR, from 3-month cohorts who go on to reoffend in the 12 months following their outcome. This is reviewed by comparing those who received an intervention against those who did not. In the last measured quarter, there was 284 in the cohort, of which we worked with 60 children. Overall, 18 in the cohort reoffended of which 7 were worked with by the YJS. This shows how few children reoffend (6.8% overall) The rate was slightly higher in the children we worked with at 11.7% which shows we are selecting the right children to work with
- The suitability of children's accommodation at the end of their interventions. This was 88.6% during the last 12 months.
- The Percentage of initial assessments completed within 20 days of allocation the current figure is 74.7% for statutory orders. This reduction is partly due to changes in the way we measure the time frame.
- The Percentage of initial assessments completed within 20 days of allocation the current figure is 62 % for Youth Crime Prevention.

- The Percentage of initial referral order panel meetings which took place within 20 working days of sentence. Overall performance for this year is 68%, this was due to challenges in finding available volunteers in the required time frame.
- The Percentage of harmed people who are offered restorative justice as a proportion of all harmed persons. Overall performance for the year was 100%
- The Percentage of harmed people who are offered RJ who request a service. the overall performance was 10.4%



9 NEW KEY PERFORMANCE INDICATORS

9.1. Some of these new KPIs can be obtained through our existing reports these include:

- serious violence
- victims
- management board attendance
- special educational needs and disabilities/additional learning needs

9.2. The remaining KPIs require a response from our case record providers which is still outstanding.

- suitable accommodation
- education, training and employment
- mental health care and emotional wellbeing
- substance misuse
- out-of-court disposals
- links to wider service

9.3. In view of the above we are currently developing a contingency plan to manually collect this information.

10 PRIORITIES

10.1 CHILDREN FROM GROUPS WHICH ARE OVERREPRESENTED

10.1.1 The following section provides data in relation to the representation of key groups of children in our Youth Justice Service Cohorts. This information is presented in various formats to our Management Boards. Below is a summary of information drawn together to inform practice. In consulting our partners, feedback was received from Health Colleagues that from their perspective, children open to the YJS are recognised as a vulnerable group. Accordingly, the two Integrated Commissioning Boards (Hampshire and the IOW) and Frimley would benefit from this intelligence. A commitment is therefore made to ensure this is shared.

Children from other minority ethnic backgrounds

10.1.2 The most recent data from the YJB, which compares the number of children from other minority areas subject to a substantial outcome as compared to the % in the overall population shows the difference between has been reduced to 0.3 %. However, is note that if the 5 not know children were form other minority background the % could be as large as 12.5%. Further, the report also identified that children from mixed heritage backgrounds are overrepresented at 6.4% as compared to 4.3% in the general population. Further children form white backgrounds are overrepresented at court.

| | Asian | Black | Mixed | Other | Ethnic minority groups ⁽²⁾ | White | Not Known | Total ⁽³⁾ | % |
|---|-------|-------|-------|-------|---------------------------------------|---------|-----------|----------------------|-------|
| Hampshire 10–17-year-old offending population | 3 | 6 | 17 | 2 | 28 | 232 | 5 | 265 | 10.6% |
| Hampshire 10-17 population | 4,908 | 1,747 | 5,620 | 1,004 | 13,279 | 115,611 | - | 128,890 | 10.3% |
| Hampshire PCC 10-17 offending population | 15 | 20 | 39 | 4 | 78 | 501 | 13 | 592 | 13.2% |
| Hampshire PCC 10-17 population | 9,265 | 3,250 | 8,275 | 1,967 | 22,757 | 156,510 | - | 179,267 | 12.7% |

10.1.3 In addition, caseload data indicate that there were a small number of children from other minority backgrounds subject to diversion and prevention programmes, Q3 9% of children referred to prevention and 5% if the diversion programme were children from other minority groups. This suggest they are underrepresented therefore more can be done to divert mixed heritage children away from Cautions to Youth Diversion.

10.1.4 Actions taken in the last 12 months are detailed above in the section on progress against the plan. This includes a regular agenda item at all staff briefings, reflective discussions in team meetings on the barriers to holding open discussions and managers ensuring that this is addressed in all assessments.

10.1.5 At a strategic level the Local Criminal Justice Board has disproportionality working group. Further, following a particular incident in Hampshire, the Head of Service is also exploring the subject with the safeguarding partnership.

10.1.6 Further work to complete includes capturing the views of children from these groups specifically, identifying support networks for parents and ensuring new staff are aware of their responsibilities to challenge. We are also exploring some bespoke training for all the Pan-Hampshire YJS teams.

Over representation of girls

10.1.7 The last available data form Q3 22/23 indicates that 20.8% of First Time Entrants were girls. We have recently looked at this more closely to identify any trends and patterns (see below). This shows that the proportions of girls who become First Time entrants is consistent overtime. There is a fluctuation between outcomes, with higher proportions subject to Diversion programmes. The lower numbers in the prevention cohort suggests that Youth Crime Prevention is perhaps not considered for girls as much as boys.

Proportion of Girls Open to YJS by Type of Case per Quarter

| Q | FTE | | Diversion (CRs and YDP, YDP from Nov 21) | | Prevention | |
|----------|------------------|---------------|--|---------------|------------------|---------------|
| | Numbers of Girls | %of the total | Numbers of Girls | %of the total | Numbers of Girls | %of the total |
| Q3 22/23 | 31 | 20.8% | 21 | 20.4% | 4 | 11.7 |
| Q2 22/23 | 33 | 20.1% | 32 | 29.9% | 7 | 23.3 |
| Q1 22/23 | 37 | 22% | 28 | 28.2% | 7 | 18.4 |
| Q4 21/22 | 38 | 19.9% | 21 | 23.6% | 4 | 10.5% |

10.1.8 In addition, we looked at the numbers of FTEs in a calendar year. This shows that the numbers of girls, except for 2019 and 2020, remain within a range of 10. The latest period (2022) shows that the increase in proportion from the previous year, is about the reduced numbers of boys (due to YDP) rather than an increase in the number of boys.

| Year | male | female | Total | % girls |
|-------|------|--------|-------|---------|
| 2016 | 234 | 50 | 284 | 17.6% |
| 2017 | 228 | 57 | 285 | 20% |
| 2018 | 209 | 43 | 252 | 17.1% |
| 2019 | 218 | 31 | 249 | 12.44% |
| 2020 | 197 | 27 | 224 | 12.05% |
| 2021 | 185 | 43 | 228 | 18.85% |
| 2022 | 127 | 40 | 168 | 23.8% |
| Total | 1398 | 291 | 1690 | 17,2% |

10.1.9 It is recognised that girls needs within YJS are different and accordingly our Girls programme, was updated in 2021 and is available to meet their needs. This does however need to be consolidated further into practice.

Children assessed as having SEND or have an ECHP

10.1.10 Our FTE data indicates in the last 12-month period 39% of children had special education needs and 12% an ECHP.

10.1.11 Regarding reoffending rates, 40% of the cohort were assessed as having SEND and 16.8% an ECHP. Of these children, 22% of those assessed as having SEND and 37.5% went on to commit a further offence. This is compared to 13.9% of those children who were assessed as receiving no special provision.

10.1.12 We also measure reoffending rates for children subject to Community Resolutions. Children with SEND needs make up 32% and those with an ECHP 11.6% of the cohort. The reoffending rates are however higher at 7.7% and 15.1% respectively. This is compared to 3.3% of children not assessed as having these needs.

10.1.13 There are some broad conclusions that can be drawn from this data. Children from these groups are coming to the attention of Police and given a community resolution. However, as their reoffending rates are higher, they are more likely to become a First Time Entrant. This is reflected in the proportions represented within our FTE cohort. The reoffending rates also show higher rates for this group.

10.1.14 Therefore, overall children from these backgrounds are more likely to both enter into, and the escalate through the youth Justice system. Accordingly, we need to be developing how we deliver a service to these children. This starts in our Youth Crime Prevention Service where we need to attract referrals from children.

10.2. PREVENTION

10.2.1 The Youth Crime Prevention service works with children who are at risk of behaviours associated with offending. We manage a direct referral process where agencies can refer in children, they believe are at risk of becoming criminalised. They are predominately received from; Children's Services (including early help hubs), the community safety partnership, parents, police, education, and CAMHS.

10.2.2 Hampshire YJS receives £183,000 from the Office of Police Crime Commission. This pays for approximately 4.5 members of staff (from a total of 13.5)

10.2.3 During 2022/23, 190 children were referred to the scheme. All children are subject to an assessment and the length of intervention is based on need. To support these interventions children were referred to a range of services including Music Fusion, Family Support Service, Catch 22, Hampshire fire and rescue, sporting activity and specialist counselling and mentoring services.

10.3 DIVERSION

10.3.1 Our Youth Diversion Programme (YDP) was introduced on 1st November 2021. This is administered through our Joint Decision-Making Panel (JDMP). It is a deferred prosecution and children are given a 16-week intervention without becoming criminalised. This work should include an activity. If the child does not respond to this offer, they are re-referred to JDMP where an alternative decision can be made.

10.3.2 In addition all Community Resolutions are considered for allocation we receive an average of 100 a month. These are subject to a triage process and about 20% are allocated. The numbers of these are increasing, however reoffending rates are low with a re-offending rate of between 5 and 10%

10.3.3 Children who are given a Youth Diversion Programme or a Community Resolution can also be referred to Turnaround if they are not open to early help, supporting families, child protection or looked after. Those children have our short format assessment and an early help plan.

10.3.4 In November 2022 a report was produced which looked at the first 12 months of the Youth Diversion Programme. During that 12 months 139 children were given the opportunity. Approximately a third were girls. The programme was used to address a range of offences with the majority having committed an offence of Battery. The main reason for a child receiving a YC/YCC at JDMP was the seriousness of the offence.

10.4. EDUCATION

10.4.1 Hampshire YJS recognise the need for children to attend education, take part in training, or have meaningful employment to realise potential, and HYJS value how this can help young people avoid getting caught up in anti-social behaviour and offending.

10.4.2 The HYJS employs four ETE officer. Children are identified either by the case manager in assessing needs or the ETE officer. Support for school age children can come in measurable outcomes such as securing suitable educational placement, increasing educational hours offered, finding alternative provision etc, and challenge when these are not in place. Older children (16+) support can be in the way of training provision often including achieving qualifications in maths and English, access to suitable college courses, traineeships, apprenticeships, and employment.

- 10.4.3. In addition to the above, ETE Officers support children to improve self-esteem, expand their communication and social skills, build confidence to travel and use public transport etc, in addition to securing things like bank accounts, personal ID etc.
- 10.4.4. The YJS ETE Team work closely with colleagues in other Children's Services departments including Education, Inclusion, SEN, School admissions, the Attendance team and others when needed. External partners are many and include a range of different Training Providers (including residential), colleges, academies, Job Centres, Princes Trust etc.
- 10.4.5. Our current performance framework looks at both reoffending and first-time entrants in relation to SEND status but specific performance measures in relation to ETE needs to be developed further. This includes data on school exclusions.
- 10.4.6. Hampshire YJS is currently working towards SEND quality mark.
- 10.4.7. In addition to our ETE team, Youth Crime Prevention also support children back into school. We In addition they have worked closely with PRUs supporting short stays and a return to mainstream education.
- 10.4.8. Parents have been supported with transport needs to get their children to and from alternative provisions and arranged joint sessions with school staff to promote that important relationship building between them and the children we are working with. The LIFE project in the Waterside area of the New Forest has been created by a member of YCP in conjunction with the Handy Trust and the local ACSOs to offer an alternative provision to those on limited timetables and we have supported in the creation of bespoke packages for children with our Inclusion and SEN colleagues.

10.5. RESTORATIVE APPROACHES AND VICTIMS

- 10.5.1 As a victim led Restorative Justice service and an integral part of the Youth Justice Service, we are focused on understanding how the harmed people of offences have been affected and in what way. This enables us to provide a bespoke service to each harmed person who is involved in a Restorative process within our service. This is underpinned by the objective to **re-integrating the child into the community (tenant 2 child first)** To undertake this work we employ 6 Restorative Justice Officers (RJO's) who work with both the Harmed Person and the child. Our team are skilled at working with a wide range of offences and attend training to develop knowledge, skills, and practice.
- 10.5.2 By taking this approach it enables and empowers the victims of crime to bring closure and move forward positively with their lives, knowing that positive steps have been made to repair the harm that has been caused. Alongside this, it enables the children we work with to recognise and acknowledge that

harm has been caused through their offending and provides them with an opportunity to repair that harm. This can include direct or indirect victim led restorative work, and Community Reparation if appropriate.

- 10.5.3 The work completed with children is tailored to meet their individual needs. and that will achieve the best outcomes for the harmed people and young people we work with within our service.
- 10.5.4 In the first nine months of 2022/23 the RJ team contacted 700 people who had been attached to a crime committed by a child. Of these, 73 agreed to be involved in a restorative process, which is a 10.4%. The views of harmed persons are used in our Joint Decision-Making Panel and Referral Order panel to support the decision making.
- 10.5.5 In addition, there are a range of reparation placements available including a Bike Project, charity shops a community garden basic banks Bike Start in Aldershot, allotments, and a sensory garden. In addition, we have decorated one of the spaces we use, creating posters on emotional wellbeing for schools, creating instructions for the art activity boxes we have. Currently we are recruiting Volunteers to support children in placements.
- 10.5.6 In 2023/24 Hampshire YJS will be applying to become a 'Restorative Service Provider' following changes within the Restorative Justice Council's structure and HCC's previous accredited service status. We are working towards a minimum of sixty percent of our Restorative practitioners having either an intermediate or advanced accreditation qualification.

10.6 SERIOUS VIOLENCE AND EXPLOITATION

- 10.6.1 The Head of Service is a core member of the newly formed Strategic Violence Reduction partnership. The function of the group is to oversee the work in relation to the Serious violence Duty, including the production of a Strategic Needs Crime Commissioner. This group also oversees the work of the Violence Reduction Unit. There is links to the Local community Safety Partnerships who have a duty to deliver a local response to serious violence. The head of service and local team manager share responsibility for attending this group.
- 10.6.2 The YJB provides a Serious Youth Violence toolkit which gives the latest statistic in SYV in Hampshire. The definitions are offence involving drugs, robbery, or violence with a gravity score of 5 or more (the range is form 1-8). In the last recorded analysed 12 months from January to December 2022 there was 16 offences of serious youth violence which equates to a rate per 10,000 of 1.2. This is a reduction from 54 offences a rate per 10,000 of 4.1 and in the previous 12 months.
- 10.6.3 There are four children currently on remand, one of these has been charged with an offence of serious violence.

10.6.4 Regarding risk of exploitation Hampshire YJS works alongside the Children's Services specialist Willow Team. Team Managers attend the local safeguarding apprenticeship METRAC meeting which is a multi-agency meeting where children at risk of exploitation are discussed, and plans agreed. Hampshire is also a pilot area for the new National Referral Mechanism (NRM) arrangements. HYJS are core group members.

10.7 DETENTION IN POLICE CUSTODY

10.7.1 Few children are held in custody overnight usually this is due to an arrest for an offence. The few children who are kept overnight it is because bail has been refused and the available Local Authority accommodation is not considered suitable. The Head of Service attend the Pan-Hampshire custody concordat where overnight remands are reviewed.

10.7.2 The Hampshire and the IOW YJS also join with Portsmouth and Southampton YJS to provide a service to Saturday courts. This court currently sits in Southampton.

10.8 REMANDS

10.8.1. During 2022/23 five children were remanded into Youth Detention Accommodation, of these five, two became 18 shortly after the remand and were later sentenced to Life sentences, the other three were children looked after prior to their remand. Two of these children also qualified for secure welfare beds.

10.8.2. The number of children remanded into the care of the local authority is low with courts using bail packages to support children at home.

10.8.3 Remands are monitored at senior management level and alternatives to the remand are always considered.

10.9 USE OF CUSTODY

10.9.1 During 2022 one child remained in custody sentence the previous year and a second was sentenced to a 12-month DTO. The first child recently became 18 and remains in a YOI therefore we have made the decision to keep the case until he transfers to the young adult estate and is allocated a Prison Offender Manager.

10.9.2 The YJS service continues to regularly visit these children whilst in custody and contribute to their plan. Of particular relevance is ensuring that health and education needs are met within custody and are followed up on release.

10.10 CONSTRUCTIVE RESETTLEMENT

- 10.10.1 The second child identified above was released on Notice of Supervision licence, however as the time between sentence and release was brief, they remained in custody on a secure welfare placement pending a managed release. This child was managed under MAPPA.
- 10.10.2 To support the overall management of cases a new resettlement policy and guidance was written and implemented across the service.

10.11 HEALTH

- 10.11.1 Whilst this information is not requested in this plan, we believe that health needs of children are also a priority so are including this additional section.
- 10.11.2 It should also be stated that from a health perspective child who are within the youth Justice system face particular risks and vulnerabilities in relation to health inequalities physical and mental health) This is reflected within the health improvement strategy for both Frimley and Hampshire ICB.
- 10.11.3 In late 2022 we were approached by the Hampshire Dyslexia Association who want to donate a sum of £15k towards working with children, we have used this money to fund a day a week Speech Language and Communication worker to assess then needs of children subject to our prevention programme. The plan is to use the finding to build the case for a SLC worker and seek funding. Possible sources of funding does include the NHS.
- 10.11.4 Accordingly, we would need to include all relevant NHS commissioners potentially impacted by this future request in shaping the return on investment such a provision would need to demonstrate to meet NHS thresholds for such investment. For Hampshire wide elements of the Hampshire plan this should be shared both with HIOW ICB and with Frimley ICB in relation to their Hampshire populations for wider integration.
- 10.11.5 During the last year there has been some discussion as to who is best to represent Health at the Board. This relates to the range of needs children under the YJS can have, including mental health, emotional wellbeing, neurodiversity, physical health, reproductive health etc. Having a representative that can cover all these areas is difficult to achieve. The current attendees come from a mental health and emotional wellbeing health background; this is to the detriment of meeting physical wellbeing needs.
- 10.11.6 Accordingly, there needs to be some further discussion regarding a wider ICB representation at the board.
- 10.11.7 Currently the YJS receive funding for 2 specific services:
1. Three full time Therapeutic Wellbeing Officers (TWOs) supporting lower end (below CAMHS threshold) mental health issues in the children who are linked to the YJS.

2. A dedicated specialist CAMHS service consisting of two fulltime equivalent CAMHs nurses and a half time CAMHs manager. This sits within the NHS funded Specialist community CAMHS service.

10.11.8 Finally, there are synergies between this Youth Justice Plan and Hampshire Children and Young People's Mental Health Local Transformation Plan: [Hampshire CYP Mental Health Local Transformation Plan - 2022-23.pdf](https://hantsiowhealthandcare.org.uk/Hampshire_CYP_Mental_Health_Local_Transformation_Plan_-_2022-23.pdf) (hantsiowhealthandcare.org.uk)

11 STANDARDS FOR CHILDREN IN THE JUSTICE SYSTEM

- 11.1 A review of our self-assessment is due to be completed in the autumn. At the time of writing the review of our strategic action plan has started and the case audit activity will commence in the autumn

12 WORKFORCE DEVELOPMENT

- 12.1 In the last 12 months there has been some change in our staffing group with some staff moving to progress their careers. HYOT takes an open approach to secondments to other departments and currently have five people taking advantage of this opportunity. There have been some challenges around recruitment and delays in people starting, however, these have been overcome and we are now fully staffed.
- 12.2. The wider council offers many opportunities for career development, we have three staff undertaking the Social Work apprenticeship programme, one member taking the aspiring leaders programme and two others taking specific management training. One member of staff has also commenced the senior leaders training. We are currently looking at the YJ apprenticeship.
- 12.3 HYJS has an additional training budget which last year was spent on AIM3 training. The planned substance misuse training for all staff was delayed until this year and has just commenced. Currently we are also searching for specific training around cultural competence.
- 12.4. The local safeguarding partnership also provided a range of courses which staff are required to attend. Further training is commissioned in accordance with the need.

13 EVIDENCE BASED PRACTICE AND INNOVATION

- 13.1. Regarding evidence-based practice, the best example, is to develop the fundamental aspects of delivery which we know has an impact on good outcomes for children. This includes:

- A trusted adult relationship with the child which enables the ability to collaborate.
 - A holistic assessment which identifies their individual strengths and needs. The plan is tailored to these needs.
 - Interventions which are based on effective practice, including a strengths-based approach which builds relationships and motivates.
 - The involvement of partners either to support with the delivery of these interventions for example children's social care, or to deliver interventions themselves.
- 13.2. As part of the wider Children and Families Branch of Hampshire Children's Services, staff in the YJS adhere to the *Hampshire Approach*. This is a mindset which informs interactions with children, families, partners and each other. To support the work all staff are trained in evidence-based practice including, motivational interviewing, solution focused techniques and restorative solutions.
- 13.3. The Hampshire approach fully supports our strengths-based child first approach. We aim to prioritise the best interests of children, recognising their needs, capacities, rights, and potential. All work is child-focused and developmentally informed. We use sport, art, and other diversionary activities to do this.
- 13.4. On an organisational level we have sought to model prosocial behaviour around staff wellbeing. Throughout the year we have held staff wellbeing days where opportunities to experience activities to support health have been provided. Activities have included: kickboxing, yoga, walking, and flower arranging. These have been growing in popularity with the last event supported by two thirds of the staff group.
- 13.5. Our approach to childhood trauma as detailed in section 2 above is based on the evidence that understanding and responding to trauma is fundamental to the delivery of interventions.
- 13.6. There are several innovative projects across the service including:
- The developed activities offer detailed in section 2 which will be expanded in 2023/24, with the desire that children in all geographical teams have access to the same opportunities.
 - Our Therapeutic Wellbeing Service (TWO) bridges the gap between lever 3 and level 4 mental health services. It provides children with an opportunity for to access a service which enables them to explore issues and avoid the escalation into level 4 CAMHS services.
 - Seeking to commission some training in Trauma First Aid to deliver to children. This supports activities against knife crime.

- In 2023 we arranged for staff to engaged in an Autism Reality Experience. This provides non autistic people with the opportunity to experience some of the difficulties faced by children on the autism spectrum.
- The Speech Language and communications project designed to support the request for additional funding.
- We are working towards the Special Education Needs and Disability (SEND) Quality Mark for youth justice services, this has required the service to audit current practice and address any gaps identified which are currently being addressed.
- We are working towards achieving our Restorative Justice Service registered provider status.

14. EVALUATION

- 14.1. This year our evaluation has been limited to the first 12 months of the Youth Diversion programme. Has been completed, the results are reported earlier in this report. In coming months, we will be drawing down our first reoffending data.
- 14.2. In addition, we regularly provide performance report in relation to our Youth Crime Prevention, and Therapeutic Wellbeing Services.
- 14.3. In the coming year we will be repeating our Heath Needs analysis.

15. SERVICE DELIVERY PLAN

- 15.1. This section identifies the work which we will be focusing on in the next 12 months. This plan directly links to the priorities identified above.

| Area identified | What benefits will be delivered | What does success look like | What Board support is required | YJB Strategic Plan 2021-23 |
|---|--|---|--|--|
| Improved participation of children and families | Children and family's feedback is used to inform service improvement and development. Using black and mixed heritage boys' feedback on the services they receive and use this feedback to assess, review and improve the quality and suitability of service | Views captured from both children and families to inform. The development of a Social Media presence. The identification of other ways in which children and families can | Board support to fund the participation and communications officer post. Links to Hampshire Childrens Services service development team participation team. Support from the voluntary sector in | YJB Strategic Plan Pilar 3 priorities 1&3 Child First principle Tenant 3 |

| | | | | |
|--|---|---|--|---|
| | provision (as per HMIP thematic) | <p>directly influence service provision.</p> <p>The development of alternative and age specific methods of feedback.</p> <p>Ability to provide feedback to other partners via the Board.</p> | <p>engaging with children.</p> <p>Links to the OPCC youth Commission to support engagement.</p> | |
| Continued development of diversionary activity. | <p>Reducing the numbers of children who become first time entrants into the youth Justice system.</p> <p>Identifying all children who are subject to a CR and offering them an intervention.</p> <p>The provision of interventions and activities which has an impact on desistance. This means children will not become future First-time entrants.</p> <p>The provision of activities designed to develop positive self-esteem, and social integration.</p> <p>Children can make amends through the engagement with reparation.</p> | <p>Full range of activities which are actively referred to by case managers.</p> <p>Referring those children who meet the criteria to the Turnaround programme, with the result that HYJS reach its target for 23/24.</p> <p>Developing one of sessions for children subject to CRs for example one on the use of cannabis.</p> <p>Staff support children in engaging in activities and reparation.</p> | <p>Continued support from the police to not exclude any offence for consideration.</p> <p>Identification of activities in the third sector to support desistance.</p> <p>Continued funding of our Therapeutic Wellbeing Officer provision.</p> | <p>Pilar 2 Priority 1 – 4</p> <p>Child First tenet 1-4</p> |
| The provision of a Speech Language and Communication offer | The provision of a small resource for Youth Crime Prevention. Therefore, preventing these children from | The completion of an evaluation which is considered by Health and other providers. | <p>Support from Health colleagues to identify funding options.</p> <p>Support from children's services</p> | <p>Pilar 1 priority 3</p> <p>Pilar 2 priority 2</p> <p>Pilar 3 priority 3</p> |

| | | | | |
|--|---|---|---|--|
| | <p>entering the Youth Justice System.</p> <p>Evaluating this provision to make the business case for additional funding for a whole service provision.</p> | <p>The development of a business case which is successful in obtaining further provision.</p> | <p>with identifying funding options.</p> <p>Review of our Youth Justice Board grant and additional budgets to identify if there is any capacity to fund this work from existing resources.</p> | <p>Child First tenets 1-4</p> |
| <p>Addressing disproportionate across a range of minority groups. Including: ethnicity, gender, SEND, children looked after. (List not exhaustive)</p> | <p>Reduction in the numbers of children from minority groups areas given a substantive outcome.</p> <p>Children from other minority groups are given access to Intensive supervision and support to avoid packages to avoid remands into custody.</p> <p>All children are enabled to feel safe to express their identity.</p> | <p>The provision of data which identifies areas of disproportionate representation.</p> <p>Reduction in children from these groups becoming FTE and overrepresented in offending.</p> <p>Identity is actively explored in children and families' assessments.</p> <p>The impact of identify on engagement and desistance are addressed in the child plan and delivery of interventions.</p> | <p>All Board members to provide data on disproportionality.</p> <p>Partners who also attend other partnership boards (CSP, Childrens Partnership and the Local Criminal Justice Board, to promote and engage with any activity within these Boards.</p> | <p>Pilar 2 priority 1 Pilar 3 Priorities 1-4</p> <p>Child First tenets 3&4</p> |
| <p>Reduction in Serious Youth Violence and knife crime.</p> | <p>Children less likely to commit and offence of serious violence which can be detrimental to themselves, their families, those who are harmed and local communities.</p> | <p>A reduction in the number of offences classed as SYV is reduced.</p> <p>A reduction in instances of knife crime.</p> <p>Children continue to be diverted away from the Youth justice service.</p> <p>Availability of targeted</p> | <p>All agencies represented on the Board have a role to play including:</p> <p>Police through a collaborative response to addressing this issue.</p> <p>OPCC and CSPs through the Serious Violence Duty.</p> | <p>Pilar 3 priorities 1-4</p> <p>Child First Tenets1-4</p> |

| | | | | |
|---|--|---|--|---|
| | | <p>interventions. For example, trauma first aid.</p> | <p>Children's Services through partnership with the Willow Team.</p> <p>Health through its provision of services to meet the health needs of children who are committing this type of crime.</p> <p>Education by ensuring children is in ETE.</p> <p>Links across to Safeguarding Partnerships, CSP an LCJB.</p> | |
| <p>Continue to develop the new joint Management Board</p> | <p>There is an understanding of the role and responsibilities of the Management Board by staff.</p> <p>The Board is more has greater oversight of the work of the YJS and its partners.</p> <p>New Board members are fully inducted, so they are able to be an active participant.</p> | <p>Board members regularly attend.</p> <p>Representation is the right people and at the right level of their respective organisations.</p> <p>The agenda and minutes show opportunities for all partners to contribute.</p> | <p>All agencies to attend regularly.</p> <p>All agencies provide information on how their own service contributes to the work of the YJS.</p> | <p>Pilar 1 priority 1&3</p> <p>Pilar 2 priority 1 &2</p> <p>Pilar 3 priority 1-3</p> <p>All tenets of Child First</p> |
| <p>Education Training and Employment</p> | <p>Each child open to the YJS has a comprehensive ETE assessment.</p> <p>Children who have a ECHP are reviewed every year.</p> <p>Children open to the YJS are set the objective of</p> | <p>Access to education data for our children which allows us to:</p> <ul style="list-style-type: none"> • Understand the extent of school exclusions in our cohorts. • Understand the level of | <p>Need support from the education representatives to access education data.</p> <p>The Board need to monitor and evaluate the levels of educational attainment.</p> | <p>Pilar 3 priorities 1-4</p> <p>Child First 1-4</p> |

| | | | | |
|------------------------------|--|--|--|---------------------|
| | <p>achieving level 2 English and Maths</p> <p>Children beyond school age have access to a range of training opportunities.</p> <p>Children subject to SEND are provided with a service by the YJS which supports them with desistence.</p> | <p>attendance at ETE provision children access.</p> <ul style="list-style-type: none"> Understand the levels of engagement and attainment for groups which are disproportionately represented groups within the YJS <p>Use this data to develop improvement for those children who are; SEND, have an ECHP, permanently excluded, subject to OOC and released under investigation.</p> <p>All children open to YJS have a plan to enable them to engage fully in ETE</p> <p>Hampshire YJS achieves its SEND quality mark.</p> | <p>The SEND representative needs to be fully briefed on the support required to achieve our quality mark.</p> <p>The Board needs to monitor key data in relation to children form disproportionate groups in relation to: SEND, ECHP, permanently excluded, subject to OOC and released under investigation.</p> | |
| Review of National Standards | <p>Provide assurance that HYJS is fully compliant with National Standards.</p> <p>This means better outcomes for children.</p> | <p>Complete strategic and operational self-assessments across the 5 standards which identify have a good rating. good or above.</p> <p>Identify any areas for improvement and create and action plan.</p> | <p>Staffing capacity to undertake the audit.</p> <p>Board approval to increase in quality manager time.</p> <p>Board oversight over the process.</p> | Pillar 2 priority 1 |

16. CHALLENGES AND ISSUES

16.1. The following is an extract from our Risk Log, this is presented at each management board and added to as the years progress.


| | Current Challenges and Risks | Actions |
|----|--|--|
| 1. | <p>Grants to fund YCP provide less staff.</p> <p>the OPCC will provide funding until 2025 provides approximately 4.5 FT. However, with recent pay awards this provides a reduced number of FTE. .</p> | <p>Keep OPCC informed via performance reports and the board.</p> <p>Fund shortfall from vacancy savings and or other reserves.</p> <p>Make representations and apply for an uplift in grant money from 2025.</p> <p>Review vacant posts as they arise for affordability.</p> |
| 2. | <p>Implementation of new key performance indicators</p> | <p>Notification received from our case management providers that necessary changes will not be in place.</p> <p>Workaround discussed and agreed with the management team,</p> <p>Liaising with CS department including education in getting access data.</p> <p>Keep board informed of any support required.</p> <p>Notify YJB of the issues in advance.</p> <p>Escalate any concerns related to the case management provider.</p> |
| 3. | <p>Ensuring that all staff are following policy and processes in the intended way.</p> | <p>All teams to support buddying of new staff.</p> <p>Ensure polices are up to date through regular reviews.</p> <p>AI Team Managers have dedicated policy leads.</p> <p>Ensure polices and processes are launched, implemented, and reinforced across all teams equally, utilising various</p> |

| | | |
|---|---|---|
| | | <p>communications methods. For example, service briefings, team meetings and practice meetings,</p> <p>Individual bespoke training on specific policy areas for example the Risk policy and guidance.</p> |
| 4 | <p>Youth Crime Prevention and Community Resolutions waiting lists</p> | <p>Ensure other parts of the service is fully staffed to lessen impact on YCP staff of having to provide case cover.</p> <p>Manage the waiting list in accordance with risk and other priorities.</p> <p>Develop a more centralised recruitment to ensure vacancies are responded too quickly.</p> <p>Consider developing an alternative offer for example brief interventions for small groups. For both YCP and CRs</p> |
| 5 | <p>Reliance on singleton posts in key roles.</p> <p>For example, performance manager, Referral Order and Volunteer coordinator.</p> | <p>Cover arrangements developed for the RO and Volunteer coordinator.</p> <p>Develop contingency plans for performance manager cover.</p> |
| 6 | <p>Implementation of the new CS case record system.</p> <p>The YJS have read only access, but this is crucial to the service identifying wider safeguarding issues for children.</p> | <p>Ensuring enough business support available to ensure our required data is transferred.</p> <p>Performance manager time to undertake relevant tasks.</p> <p>Staff undertake the required training in a timely way.</p> <p>Lead identified.</p> |
| 7 | <p>Turnaround programme</p> <p>Meeting our performance requirements.</p> | <p>Develop a caseload model which ensures that numbers can be delivered.</p> <p>Identify staffing shortages and mitigate by allocating to identified wider than the team.</p> <p>Consider the use our reserve to support with delivery.</p> |

| | | |
|----|---|---|
| | | Ensure channel of communication are open with the Ministry of Justice identifying early problems. |
| 8 | Hampshire and the IOW ICS are in financial recovery which could limit its ability of the ICB to make financial commitments. | <p>Ensure that the performance reporting in relation to the Therapeutic Wellbeing Officers provides the necessary evidence to support further funding.</p> <p>Comply with any timelines required.</p> <p>Any future requests need to include all relevant NHS commissioners potentially impacted by this future request to ensure that any requests meet NHS thresholds for such investment.</p> <p>Identify any other potential grant sources for additional funding requirements.</p> |
| 9 | Proposed merger of several community NHS trusts and services into a single provider covering HIOW. Potential for short term impact during the change period. | Current progress is being informed by our CAMHs service. |
| 10 | Speech and Language Communications Needs in children not being met | <p>Evaluate current provision in order to support a business case for a more permanent resource which can be used across the Youth Justice Service.</p> <p>Ensure that Board members are informed.</p> |

17. SIGN OFF SUBMISSIONS AND APPROVAL

This report is due to be presented at the full council meeting in September 2023.

| | |
|---------------------------|---|
| Chair of YJS Board - Name | Steph How |
| Signature |  |
| Date | 06.07.2023 |

Appendix One

Service Structure Chart



HYJS HQ Structure
Chart - H YOTs Manaç

Appendix Two

Budget Costs and Contributions 2023/24

Please note that Youth Justice Board notification yet to be received.

| | Core Budget 2023/24 |
|---------------------------------|--------------------------------|
| | £'000 |
| Income | |
| Partners' Contributions: | |
| National Probation Service | (5) |
| Hampshire County Council | (1,578) |
| Youth Justice Board | (1,318) |
| Other income: | |
| Carry forward from prior years | 0 |
| CCGs | 0 |
| Isle of Wight recharge | (28) |
| MoJ Turnaround grant | (332) |
| Contribution in kind: | |
| Hampshire Constabulary staff | (311) |
| CCGs | (188) |
| Probation | (65) |
| Total income | (3,825) |

HAMPSHIRE COUNTY COUNCIL

Decision Report

| | |
|------------------------|--|
| Decision Maker: | Executive Lead Member for Children's Services and Young People |
| Date: | 22 September 2023 |
| Title: | Statements of Purpose for Hampshire's Children's Homes, Fostering, and Adoption Services |
| Report From: | Director of Children's Services |

Contact name: John Stacey, Service Manager – Residential and Secure

Tel: 07525104178

Email: John.Stacey2@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to present the updated Statement of Purpose (SOP) of Hampshire's Children's Homes, Fostering, and Adoption Services (see Appendices B-M) for approval by the Executive Lead Member.
2. Significant changes are presented in this report, whilst Appendix A highlights the specific parts of the SOP's that have been revised since they were last presented for ease of reference.

Recommendation

3. That the Executive Lead Member for Children's Services and Young People approves the updated Statements of Purpose for Children's Homes, the Fostering Service, and the Adoption Service.

Executive Summary

4. The Children's Homes (England) Regulations 2015 and National Minimum Standards for Fostering Services and Adoption Services require that the registered provider (in the case of a Local Authority, the Elected Members) formally approves the SOP of Services and reviews, updates and modifies it where necessary.

Contextual Information

5. The Regulations and Guidance for the Children's Homes, Fostering Services, and Adoption Services state that the service provider (in this instance, Hampshire Children's Services Directorate) shall compile, in relation to the service, a written statement, referred to as The Statement of Purpose (SOP), which shall consist of:
 - a) A statement of the aims and objectives of the service; and
 - b) A statement as to the services and facilities to be provided by the service.
6. The provider is responsible for providing a copy of the SOP to Ofsted, the body which inspects the services, and the following key stakeholders:
 - a) Any person working for the purposes of the service.
 - b) Any foster/adoptive parent or prospective foster/adoptive parent.
 - c) Any child placed within any of the services; and
 - d) The parent of any such child.
7. The proposals in this report are expected to support the County Council's Strategic Plan as follows:
 - a) Hampshire maintains strong and resilient economic growth and prosperity;
 - b) People in Hampshire live safe, healthy and independent lives;
 - c) People in Hampshire enjoy a rich and diverse environment; and
 - d) People in Hampshire enjoy being part of strong, inclusive resilient communities.

Finance

8. There are no financial implications applicable to this report.

Performance

9. Ofsted assesses the extent to which each SOP is an accurate reflection of the service provided.

Consultation and Equalities

10. The proposal in this report does not require consultation and equality and diversity objectives are not considered to be adversely affected by the proposal. The SOP ensure that all needs are met and addresses the protected characteristics where relevant.

Children's Residential Care

11. Hampshire County Council provides eight Children’s Homes offering places to children and young people aged between 10 and 17 years old. Please see below for details of the Children’s Homes:-

| Name of Home(s) | Location | Number of beds | Statement of Purpose |
|------------------------|-----------------|-----------------------|-----------------------------|
| Abenrise | Winchester | 4 | Appendix B |
| Amani | Dibden Purlieu | 4 | Appendix C |
| Berry View | Andover | 4 | <i>Temporarily closed</i> |
| Candle Lodge | Chandlers Ford | 4 | Appendix D |
| Crofton House | Havant | 4 | Appendix E |
| Ferne Lodge | Fareham | 4 | Appendix F |
| The Mead | Odiham | 4 | Appendix G |
| Cypress Lodge | Basingstoke | 2 | Appendix H |

12. Seven of the eight homes provide places for up to four children. One home (Cypress Lodge) has two places.
13. In addition, Hampshire provides a secure children’s home; Swanwick Lodge (Appendix I). This is a national resource for up to 10 young people aged 10¹ – 17 years who need to be placed in a secure setting to safeguard their welfare. Up to 10 placements can be occupied at Swanwick.
14. The information within the SOP is used to identify that the home is the right home for the child and that the home will be able to respond effectively to the child’s needs.

Children’s Homes Update

15. Since the last report dated 17 May 2022 and following a staff and public consultation, on 19 October 2022 a decision was taken by the Executive Lead Member for Children’s Services that the social care provision at Firvale Respite Unit should close permanently. Alternative provision was secured for the children and families who were either receiving a service from Firvale or who were on the waiting list.
16. The previous report referred to The Mead operating as a short term and emergency provision. Following a review, in common with all homes, The Mead now provides placements of a duration that are child specific to meet their individual needs, and the SOP has been updated accordingly.
17. In view of the higher staffing establishment required for a 5-bed rather than a 4-bed home, recruitment difficulties and placement matching considerations, in

¹ The Secretary of State must give prior authority to the placement of children aged under 13 years in Secure Accommodation.

May 2023 the registration of The Mead was also varied so that it functions as a 4-bed home. The feasibility of converting the 5th bedroom into a training flat with a view to matching young people with a plan for independence will be determined and implemented if appropriate.

18. The previous report also referred to a model of Urgent and Extended Care² utilising Cypress Lodge as a two rather than four bed home which was paused in November 2020 due to difficulties in rolling out the wrap around psychological service it required. The development of this model has ceased as the required additional support is now available to all homes via Specialist Intensive Worker Hubs.
19. Since January 2020, partly in readiness for the development of that model, Cypress Lodge has functioned as a 2-bed rather than 4-bed home for children whose needs are such that they cannot easily be accommodated in larger group settings. The home is now registered as such, and the SOP has been updated accordingly.
20. On 3 January 2023 Berry View was temporarily closed. This decision was taken in view of the absence of a permanent manager (and three additional vacancies) and to re-open Candle Lodge (which had remained closed since December 2021) following the appointment of a manager to that home. Berry View young people and staff effectively 'moved house'. Re-opening Berry View is dependent on recruiting a manager and staff, which is underway.
21. The total capacity of the 'open homes' is, therefore, 30 placements (previously 33) of which 4 beds are currently unavailable (Berry View).
22. At the time of writing, 20 of the 30 beds are occupied. The under-utilisation of this in-house resource reflects low recruitment of Residential Care Workers (a national issue) and the use, by a small number of children, of more than one bed due to the complexity of their needs, risks, and related staffing requirements.
23. Recruitment and retention are a service priority. Strategies include the introduction in September 2022 of market supplements and retention payments for 3 years' service and a subsequent 12 month return of service.
24. In April 2022 a new Operating Model was implemented at Swanwick Lodge. The model operates by defining placements in blocks where one block equals a core offer of 1:1 supervision and additional blocks are added where higher staffing ratios are required. The operating model is based on having a maximum of ten care units being provided at any time based on a 1:1 staffing

² Prompt 'same day' admissions for young people requiring assessment to inform onward Care arrangements with outreach to support transitions to foster or residential care or reunification.

ratio equating to 1 care unit, 2:1 being 2 care units and 3:1 being 3 care units. At the time of writing, 6 children occupy 10 care blocks which is 100% occupancy.

25. This new operating model has sustained and built upon the significant improvement in income recovery at the home. Over the past financial year Swanwick has demonstrated that the Operating Model has fulfilled its aims and provides further evidence that Swanwick can be a viable home which can cover its costs.
26. Hampshire County Council is re-developing an existing set of properties (previously used as offices) into accommodation for three young people with complex behavioural and mental health needs. The premises, known as Hockley House, is being developed so that it can flex between having three self-contained living areas and having shared accommodation as the needs of the young people change. The project's capital funding is jointly funded by the DfE and will be a collaboration across Children's Services and Health partners.
27. This new provision will meet the needs of an identified cohort of young people for whom placement stability has been a challenge due to group matching considerations. Such young people are likely to have significant mental health and behavioural needs which do not meet the criteria for detention and treatment in hospital, or the grounds for secure accommodation, but require a high level of support. Young people in this cohort tend to be placed in non-County high-cost solo residential provision - with additional support provided to maintain their placements.
28. Subject to registration by Ofsted, recruitment, and the completion of building works, this provision will be operable by January 2023. The SOP for Hockley House is being finalised and will be made available in due course.
29. At the time of writing, all homes are graded 'Good' by Ofsted apart from Abenrise which was judged as 'Requires Improvement to be Good' (May 2023) and The Mead which was judged as 'inadequate' (May 2023).
30. One of the underlying issues in respect of the inspection outcome for Abenrise is a high number of staff vacancies (now improving). The home was heavily reliant on agency staff which meant that continuity of relationships with the young people placed at the home and consistency of approach by staff was difficult to achieve. However, Ofsted noted that managers were addressing this, and this is reflected in their judgement that the 'Leadership and Management' of the home was 'Good'.
31. A key driver for the judgement reached about The Mead was the management of the young person living at the home (who was subject to a Deprivation of

Liberty Order³ due to risks to their safety). Providing the secure care that this young person needed, in an environment not specifically designed for the provision of such care, proved to be challenging. The young person is now placed in Swanwick Lodge under a Secure Accommodation Order.

32. Ofsted will carry out a further inspection of The Mead before the end of September 2023. Senior managers are providing the necessary direction and support to address the issues raised and an improvement in the grading is expected.

Changes to the Statements of Purpose

33. In addition to a change in the number of placements provided at The Mead (four rather than five) and Cypress Lodge (two rather than four – for children less suited to larger group settings), the following revisions to the SOPs have been made:
34. As well as increasing occupancy of the homes, (via recruitment and retention initiatives) there is clearly a need to maximise the use of this resource. The duration of placements in each of the Children's Homes is therefore now child specific rather than home specific ('long term', 'short term'). This requires regular reviews of each child's needs, progress and plans and ensures that the residential service is utilised effectively. This is now reflected in all SOPs.
35. To complement the Pillars of Parenting⁴ model of care, the SOPs now include the Hampshire Approach. The Hampshire Approach guides how we work with children, families, partners, and each other by working together to:
- Respond to risk and keep children safe.
 - Develop positive relationships.
 - Identify and build on strengths.
 - Grow and strengthen support networks.
36. Swanwick Lodge's SOP has been updated to reflect minor changes to the team roles and structure, the model of care and the Secure Stairs approach. The Secure Stairs approach is an integrated framework that supports staff to ensure the best outcomes for children. This is achieved through

³ The High Court can use the powers under its inherent jurisdiction to make a Deprivation of Liberty Order, which gives permission for a child to be deprived of their liberty for welfare (risks to their safety) reasons. In this case, this includes high levels of supervision within the home and in the community and restricted access to internet use/ a mobile phone. The Order is time limited and subject to review by the Court.

⁴ This model of parenting is designed to enable and empower carers to adopt a trauma informed, emotionally warm approach and ensure that the children can develop resilience, self-management, social confidence, and a sense of well-being.

multidisciplinary reviews to better understand the context of the child's formulation and determine how best to support their needs through psychologically informed interventions.

37. Further revisions to the SOPs reflect changes to the workforce. This includes new management appointments (The Mead, Candle Lodge and Cypress Lodge) and workforce development (training and qualifications achieved).
38. Detailed amendments to the SOP for each of the Children's Homes are listed in Appendix A.
39. Further revisions to the SOPs will be required this financial year to reflect a change of manager at Berry View and Crofton House (recruiting).

Fostering Services

40. The Fostering Service uses the SOP as a competitive positioning tool, which benchmarks Local Authority and independent services (see Appendix J).
41. Prospective carers can use the SOP to compare services more easily by reviewing the aims of the service, understanding the process, support and training we offer and reading Ofsted report highlights. This should put Hampshire County Council in a more favourable position within the marketplace.
42. An organisational chart of the Fostering Service and descriptions of the teams within the service are presented in a way that is appropriate to the audience, to better understand how the service operates.
43. The role of the fostering team has been clarified. It explains the support they provide; the purpose of the Placement Commissioning team and how annual household reviews are conducted.
44. An update is also provided on the Hampshire Approach to reinforce the message that Hampshire is, and has always been, child focused.

Adoption Service

45. The Adoption Service SOP sets out the core aims and objectives of Hampshire's Adoption Service (Appendix K). It explains the range of services that are provided to children, prospective adopters, adoptive parents, adopted adults and birth parents through the different strands of the adoption agency.
46. The principles and standards within the SOP apply to all agency placements.
47. The SOP reflects the emphasis that the Adoption Service places on the welfare of Hampshire's children who require adoptive placements and the

importance of minimising delay for children and meeting statutory timescales. In addition, the support services that are being offered to children and adoptive family's post-adoption, which continues to be a growing area in Hampshire's adoption agency, are described.

48. In addition to an updated organisational structure, there is a revision to this document to confirm the commencement of the new Regional Adoption Agency, Adopt South, in April 2019. From September 2022 Hampshire's Adoption Service has been managed under Adopt South, the regional adoption agency, as a pilot for a year. Therefore, children's adoption is currently being delivered under Adopt South management.

Conclusion

49. The SOP will drive the delivery of children's residential care and the Fostering and Adoption services during 2023-24. As required, they will be updated within 12 months to reflect the development of services and needs.

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 |
| OR | |
| This proposal does not link to the Strategic Plan but, nevertheless, requires a decision because: | |

Other Significant Links

| | |
|--|---|
| Links to previous Member decisions: | |
| Statement of Purpose Executive Member Reports | <u>Date</u> 17/05/2022 20/09/2020 27/03/2019 09/05/2018 19/06/2017 |
| Direct links to specific legislation or Government Directives | |
| <u>Title</u> | <u>Date</u> |
| Care Standards Act | 2000 |
| Children's Act | 1989/2004 |
| Children's Home Regulations | 2015 |
| The Fostering Services (England) Regulations | 2011 |
| The Adoption and Children Act Register Regulations | 2017 |

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> |
|--|---|
| Guide to the Children's Homes Regulations 2015 | https://www.gov.uk/government/publications/childrens-homes-regulationsincluding-quality-standards-guide |
| Fostering Services: National Minimum Standards | https://www.gov.uk/government/publications/fostering-services-nationalminimum-standards |
| Adoption: National Minimum Standards | https://www.gov.uk/government/publications/adoption-national-minimumstandards |

EQUALITIES IMPACT ASSESSMENT:

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.

Equalities Impact Assessment:

The decision to approve the updated Statement of Purpose for Hampshire's Children's Homes, Fostering Service and Adoption Service will have no impact on groups with protected characteristics.

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Summary of changes in Statement of Purpose from previous report

| Substantive changes | | |
|---------------------------------|--|--------------------|
| Location/service area | Change | Reference |
| Abenrise Children's Home | Revision date updated to show June 2023 | P1 |
| | Details of the experience & qualifications of the registered manager – 19 years' experience changed to 20 years. | P18 |
| Amani Children's Home | Revision date updated to show June 2023 | P1 |
| Berry View Children's Home | Home is temporarily closed | |
| Candle Lodge Children's Home | Revision date updated to show June 2023 | P1 |
| | Page 19 Name Title & Mobile number of Registered Manager Registered Manager | P19 Page 20 |
| Crofton House Children's Home | Revision date updated to show June 2023 | P1 |
| | Registered Manager contact details (vacant) Current staffing structure shows Registered Manager as vacant | P21 P21 |
| Cypress Lodge Children's Home | Revision date updated to show June 2023 | P1 |
| | Reduction in placements from 4 to 2 | P4 |
| Firvale Respite Children's Home | Home permanently closed in October 2022. | |
| Ferne Lodge Children's Home | Revision date updated to show June 2023 | P1 |

| | | |
|--------------------------|--|-------------------------------|
| Swanwick Lodge | Revision date updated to show May 2023 | P1 |
| | <ul style="list-style-type: none"> 1.2.9 Health Team roles 1.3.2 Secure stairs approach. 2.2.2 Behavioural support 5.3.2 Trauma informed model of care 6.1.1 Staffing structure | P4 P5 P11 P16 P16 |
| | Substituting wording young person/ young people for child/ children throughout. | |
| | | |
| | | |
| The Mead Children's Home | Revision date updated to show June 2023 | P1 |
| | Reduction in beds 5 to 4 | P4 |
| | Appointment of manager | P20 |
| | Qualifications and experience of manager | P20 |
| Adoption Service | The Adoption Service Statement of Purpose has been subject of a complete overhaul for 2023-24 | Entire document |
| Fostering Service | Wording change to correct the tense to show past tense the changes in 2022/23 | P3, para 4 |
| | Removed sentence ' <i>so they are kept in line with recommendations by The Fostering Network</i> ' as Fostering Network no longer make yearly recommendations. | P6, para 1 |
| | All statistics updated for current year | P7 |
| | Service Structure updated | P8 |
| | Fostering Highlights updated | P9 |
| | Last paragraph and on to p12 Highlights from Ofsted focussed visit in 2023 added | P11 |

| Other amendments | | |
|-----------------------|--------|-----------|
| Location/service area | Change | Reference |

| | | |
|---|---|---|
| <p>All Residential Children's Homes</p> | <p>All Statements of Purpose have been updated in section 2, ethos and philosophy to include the following;</p> <p><i>The home operates using the Hampshire Children's Services 'Hampshire Approach' which is a mindset and is at the heart of all we do.</i></p> <p><i>The Hampshire Approach guides how we work with children, families, partners and each other by working together to:</i></p> <ul style="list-style-type: none"> • <i>Respond to risk and keep children safe</i> • <i>Develop positive relationships</i> • <i>Identify and build on strengths</i> • <i>Grow and strengthen support networks</i> <p><i>This approach is enhanced by knowledge, skills, technology, and ongoing learning and development to enable us to work in this way.</i></p> <p><i>We use a collection of methodologies such as Motivational Interviewing, Team Teach, Solution Focused Approaches, Restorative Practice, and many more to help us achieve the four key outcomes. All staff will complete mandatory eLearning in respect of Hampshire Approach.</i></p> <p><i>In residential children's homes we use the learning identified through the Workforce Development Plan to underpin the Hampshire Approach.</i></p> <p><i>We believe by doing this we will contribute to positive change, to</i></p> | <p>Section 2 – ethos and philosophy</p> |
|---|---|---|

| | | |
|----------------------------------|---|--|
| | <i>help support the children and young people now and in the long term.</i> | |
| All Residential Children's Homes | <p>All Statements of Purpose have been updated in section 'the range of needs of the children' and 'admissions criteria' to include;</p> <p><i>"The duration of placements within our home depends on each child's individual needs and Care Plan."</i></p> | <p>Section 1 – the range of needs of the children and section 22 – admissions criteria</p> |

Fostering Statement of Purpose 2023 - 2024

Aims and Objectives

Hampshire County Council's Children's Services Department manages the legal duties in relation to placing children who need to be looked after. This service is provided through the fostering service.

The service aims to meet the needs of all Hampshire's children who have been assessed as requiring a foster placement by providing a range of good quality, family-based care, for children who are unable to live with their own families.

The aims of the service are to:

- Support the development and welfare of looked after children who are placed within the service.
- Provide looked after children with a safe, stable, nurturing family experience which will promote their health, educational achievement and wellbeing, and which will assist them in coming to terms with their life experience and reaching their full potential.
- Provide different types of foster placements to meet the needs of the children being looked after, including temporary, permanent, respite including specialist respite.
- To retain a skilled group of foster carers who are able to meet the needs of children who are looked after.
- To recruit and assess quality foster carers in a consistent and transparent manner and increase number of carers to meet the needs and demands for placements.
- To offer training and support to all foster carers which will provide the necessary skills to enable them to care for looked after children and develop and enhance their potential.
- To meet the key aims of Hampshire County Council and the objectives of the Children and Young People's Plan.

Service Delivery

Children first

All work within the Fostering Service is guided by determining and acting on what is in the best interests of each child.

Placement matching

Placement matching means placing children with a family that can meet their needs. This includes considering the wishes and views of the child, the child's birth parents and significant relatives, and factors such as culture, faith and language.

Placement matching is undertaken by the Placement Commissioning Team in consultation with the area Fostering and Child Care teams.

When placing children, proximity to schools, family and friends is taken into consideration. If the most appropriate match is not available at the time of placement, a child is placed with the most appropriate carers.

Types of fostering

Fostering is a positive option for many children whose care cannot be met within their birth family. The need for care may be short term, temporary or long term. Hampshire County Council aims to provide a range of placement options to meet the needs of children who need care, including emergency placements, short term, long term, as well as managing placements with connected carers, a range of respite placements and parent and child placements.

Working together

The Fostering Service works with a range of other teams and departments to ensure good quality care for the children looked after by foster carers and support for foster carers. The Service works as partners with agencies and services in specialist fields such as children in care and children in need social workers, health and education professionals as well as with children, children's parents and wider family members.

As part of the wider directorate of Children's Services, the Fostering Service also works to develop robust policies, procedures and protocols to benefit looked after children, foster carers and others that they work with.

Marketing fostering to find new foster Carers

Hampshire County Council uses a variety of online and offline approaches to recruit a diverse range of foster carers, who can meet the needs of children in Hampshire. Hampshire County Council's insights and engagement team has provided the fostering service with research into audience profiles and feedback from current foster carers. This will help shape recruitment campaigns and messages that aim to raise awareness of fostering, drive traffic and generate leads, resulting in more foster carers. Hampshire is focusing on finding members of the public who are new to fostering to increase the overall number of placements available in Hampshire.

Recruitment and Assessment of Prospective Foster Carers

In recruiting and assessing prospective foster carers, Hampshire County Council follows the Fostering Services Regulations, (2011), Care Standards Act, (2000), The National Minimum Standards for Fostering Services as well as adhering to the good practice guidance provided by Coram British Association of Adoption and Fostering (Coram BAAF) and the Fostering Network.

The team has a recruitment stream, and an assessment stream. The recruitment stream support prospective foster carers from enquiry through to stage one. The assessment stream support prospective foster carers from the end of stage one, into stage two then through to approval.

In practice, following an initial enquiry, all prospective foster carers complete an initial application over the phone or online which is followed up with a welcome call. The fostering recruitment and assessment team offer evening and weekend calls for the convenience of prospective foster carers. Prospective foster carers are then offered an introductory visit virtually or in person at home, so they can further discuss their interest in fostering with Hampshire County Council. Prospective foster carers who meet our criteria then progress to the assessment process.

In 2022/23, we sought to improve the experience of prospective foster carers, amending the assessment process, so stage one managed by the recruitment stream starts before stage two managed by the assessment stream. However, these streams will sometimes run alongside each other to help expedite the process and avoid delay. On average the process from application takes six months, dependent on references and checks and the applicant themselves.

| |
|--|
| Makes an enquiry and sent information pack |
| Initial Application and welcome call |
| On demand support event – what happens next |
| Introductory visit and initial health and safety |
| Stage one |
| Prospective Foster Carer Application Form and Life events (C3) |
| ‘Skills to Foster’ part one three-day training |
| Checks and References, including DBS |
| GP health assessment (Medical) |
| Stage two |
| Health and Safety visit |
| Assessment |
| ‘Skills to Foster’ part two three-day training |
| Interviews with personal references |
| Discussion and visits with social worker (8-12 visits) |

| |
|---|
| Preparation and review of written application with social worker (Form F) |
| Meet with Independent Fostering Panel |
| Decision made by Agency Decision Maker |
| Formal Handover to Supervising Social Worker |
| WELCOME TO FOSTERING |

A similar process is used for those applicants who are currently with another fostering agency or authority and wish to transfer to Hampshire. On average, this process takes four months to complete.

Recruiting and approving connected carers

| |
|--|
| Connected carers identified |
| Home Visit |
| Stage 1 |
| Checks and References |
| Stage 2 |
| Assessment |
| Pre-approval training |
| Discussion and visits with social worker |
| Preparation and review of written application with social worker |
| Meet with Independent Fostering Panel |
| Decision made by Agency Decision Maker |
| Formal Handover to Supervising Social Worker |
| WELCOME TO FOSTERING |

Approval of Foster Carers

The assessment process ends with a written report which is then read and signed by the prospective foster carers and presented to an independent fostering panel for review. Hampshire's fostering panels consist of members who have relevant personal and/ or professional experience or expertise in looking after children. They review the written report and ask relevant questions to enable them to make a recommendation.

The recommendation of the panel is sent to the Agency Decision Maker for Hampshire County Council. The Agency Decision Maker has the final decision for approval of foster carers.

On approval, a supervising social worker from the area Fostering Team is allocated to support the foster carer with their role.

Training Foster Carers

Hampshire County Council's training pathway includes all essential and developmental training. All foster carers are expected to participate in training, which is essential in undertaking the fostering task and enabling them to progress to the next skills level. They are also required to complete the Training, Support and Development Standards (TSD Standards) for foster carers.

Training is delivered by staff, foster carers and specially commissioned trainers and the programme is managed by Hampshire's Workforce Development Team. The programme included the use of e-learning and is flexible and reactive.

Social workers help create a Personal Development Plan for foster carers that provide a framework to identify carer's skills, strengths and goals, identifying any training needs along the way.

During the assessment, prospective carers attend two three-day training courses; 'Skills to Foster part one and two'. These courses focus on topics that carers need to be aware of before taking a child or young person into placement, such as paediatric first aid and safeguarding.

Supporting Foster Carers

Financial support

All foster carers receive an allowance for each child they foster, according to the age of the child. For foster carers who are able to demonstrate their skills and experience in supporting children and young people with complex needs, a skills fee is also possible. A formal panel-based skills appraisal reviews foster carers against a set of specific criteria. Any skills fees awarded are paid per child in placement. Allowances are set annually by Hampshire County Council.

Practical support

All foster carers work with an allocated supervising social worker who has responsibility for managing and supporting them. Six-weekly supervision visits are complemented by a series of support groups, automatic membership of Hampshire's Fostering Network (other organisations are also available) and access to 'out of hours' duty services. Placement stability workers can offer intensive support to maintain the placement.

In addition to formal support, foster carers are encouraged to participate in informal support and social activities organised by other foster carers and foster carer support networks.

Reviewing Foster Carers

Formal supervision with foster carers also includes reviews of foster carers' record keeping and the outcomes they are delivering for the children in their care. The Fostering Service will undertake unannounced visits to the foster home and there is a formal annual review of each fostering household. The first annual review is presented to the independent Fostering Panel. Alongside this, Hampshire's procedures indicate situations in which further reviews should be undertaken, for example in the case of a serious complaint or if a change in approval is recommended.

Service Statistics

Children living in care

In March 2023, there were 1,856 children in the care of Hampshire County Council. The number of children placed in foster care was 1,281.

| Foster Care provision | No of children | % of HCC overall Children in Care |
|------------------------------|----------------|-----------------------------------|
| Connected | 267 | 14% |
| Hampshire County Council | 527 | 28% |
| Independent Fostering Agency | 487 | 26% |
| Total | 1,281 | 69% |

At March 2023, Hampshire County Council had approximately 499 registered fostering households.

Complaints about the Fostering Service

Feedback is vital to our growth and development. We take great pride in the services we provide and want to ensure we deliver a quality service to all. We welcome all feedback and deal with all comments promptly and professionally.

As part of our commitment to safeguarding, we ensure that children and young people in care and foster carers are aware of our 'Comments, Complaints and Compliments Procedure' and know how to raise concerns.

From April 2022 to March 2023 the Fostering Service received two complaints from foster carers, which were progressed under a formal complaint process.

More information about the comments, complaints and compliments process can be found by visiting: www.hants.gov.uk/childrens-services/contact-cs/cs-complaints.htm

Complaints against foster carers

All complaints against foster carers are investigated using the 'Complaints and Allegations against Foster Carers Procedure'. Emphasis is placed on resolving complaints of this nature swiftly and locally where possible.

In supporting foster carers, the Fostering service commissions FosterTalk, an Independent Fostering Support Service to aid foster carers who are subject to investigation following a complaint or allegation.

Contacting the Regulator

Ofsted is responsible for inspecting the Fostering Service. They will also receive and investigate any complaints about the Fostering Service. Significant incidents are also reported to them.

Ofsted, Piccadilly Gate, Store Street, Manchester, M1 2WD

Telephone: 0300 123 1231

Management Structure

The Fostering Service is part of Hampshire County Council's Children's Services Directorate.

The Area Director for North East is responsible fostering recruitment and assessment and fostering support. Day-to-day operational management of the service is the responsibility of the Fostering Service Manager.

Team Managers lead the work of social workers, and supervising social workers, children and family support workers and the administration services to support foster carers within their district.

The Fostering Service comprises of a Service Manager, Team Managers, Assistant Team Managers, Qualified Social Workers, Family Support Workers, Social Work assistants, Marketing and Communications professionals and administrative staff.

| Fostering Service Manager | | | | | | Corporate Comms | Children In Care Lead |
|-------------------------------------|-------------------------------------|--------------------------|-------------------------|-----------------------------|------------------------|---|--|
| West Fostering Team Manager | East Fostering Team Manager | Recruitment Team Manager | Assessment Team Manager | Hampshire Hive Team Manager | Senior Admin Officer | Marketing and Communication Manager | Family Connections Service Team Manager |
| Assistant Team Manager | Assistant Team Manager | Assistant Team Manager | Assistant Team Manager | Assistant Team Managers | Admin Officers | Marketing and Communication Officer | Assistant Team Managers |
| Social Workers | Social Workers | Social Workers | Social Workers | Hive Carer Support Workers | Senior Admin Assistant | Events and Volunteering Officer | Connected Persons Assessing Social Workers |
| Children and Family Support Workers | Children and Family Support Workers | Recruitment Officers | | | TM PA's | Partnerships/community engagement Officer | Children and Family Support Workers |
| | | Trainers | | | Finance Lead | | |

Staff Qualifications and Experience

Team Managers and social workers all have social work qualifications to support their extensive experience in providing services for children. They are registered with Social Work England.

Children and Families support workers do not hold a professional social work qualification but have experience of working with children, young people and families gained from working with a range of services. They work under the close supervision of social workers or team managers.

All Hampshire County Council employees and contractors are subject to rigorous selection and checking prior to commencing work within their teams as set out in regulations. The recruitment process for the Fostering Service is also monitored by Ofsted.

Fostering Highlights 2022/23

Marketing, recruitment, and assessment

During 2022/2023 the Fostering Service has continued on a journey to improve recruitment and retention of foster carers through Hampshire County Council's Modernising Placements Programme. This has seen investment into the service which include new roles.

In support of the new targets and expanding the team we have continued in our mission to find caring, compassionate, and nurturing people within our community to start their journey to becoming skilled and engaged foster carers for Hampshire

Focusing on recruitment, we want to ensure we generate as many enquires as possible and then support them through their journey to becoming a Foster Carer, maintaining strong conversion rates. In 2022/23 we achieved:

- Secured 322 firm enquires, a slight decrease from 336 last year;
- Provided 899 information packs, an 11% increase on last year
- Recruited 49 new county carers an increase of 48% on last year.

Out of Hours support

In 2022 we launched a support line dedicated to foster carers to use outside of usual office hours. This line is manned by fostering staff who can provide support and advice. This line has been received positively by foster carers and helped in preventing placement breakdown.

Hampshire Hives

One success in recruitment and retention of foster carers has been the growth of our Hampshire Hives. The Hampshire Hives provide networks of foster carers supporting each other in small hubs with the aim to improve foster carers experience and placement stability.

At March 2023, there were 16 Hives across Hampshire with a further seven planned to launch in April 2023.

- There are **350** Looked after children across the 16 hives
- There are **132** birth children across the 16 hives
- A total of **482** children.

16% of families in the Hives are Family Connections Carers. Family Connections Carers make up approximately **26%** of all approved Hampshire Foster Carers.



Most recent Ofsted Inspection Highlights

The service's last Ofsted inspection in 2019 concluded an overall quality rating of 'outstanding'. This is recognition of the quality of our service provided by staff and

foster carers. Inspection is the main way Ofsted check the quality of services for children and young people. The purpose of inspections is to assure children and young people, parents, the public, local authorities and government of the quality and standard of the service provided. The inspection was carried out under the Care Standards Act 2000.

Report highlights include:

Tenacious and creative work is undertaken to support children to safely remain in the care of their families wherever possible. Intensive support workers demonstrate skill through their sensitive, relationship-based work with families. Thorough, well-evidenced rehabilitation assessments and plans provide a sound basis from which to support children to successfully return home when this is in their best long-term interests. Appropriate and well-balanced decisions concerning children who do come into care are informed by thoughtful and rigorous management oversight.

Social workers build consistent and important relationships with children in care. They undertake insightful direct work that is carefully tailored to children's individual needs. Social workers' verbal accounts and written records of this work powerfully convey a strong picture of children's lived experiences, and the views of their birth families, supported by ongoing life-story work to help children understand their earlier lives. Social workers record their work with children diligently and sensitively, using a personalised and straightforward style of writing that demonstrates warmth and concern.

Children's participation is active, influential and widespread. Regular surveys, activity days, digital feedback initiatives, participation conferences and the recruitment of a growing number of care ambassadors are some of the wide range of methods and approaches that are routinely used to understand how children experience their lives in care. The local authority is innovative about how it encourages participation, for example through a theatre project which promotes children's well-being and mental health through the creative arts. Lead participation champions in each district organise an array of events and forums each month through which children's views are sought, for example about the qualities of a good social worker.

Children live with carers who meet their needs well and go to great lengths to improve their outcomes. Residential care is considered where it is appropriate for older children, including the use of the highly rated children's homes managed by the local authority. Comprehensive and highly evaluative assessments of connected carers and special guardians result in appropriate and lasting arrangements for children, underpinned by strong support plans. Carers receive determined support when they are struggling with children's behaviours and this helps them overcome challenging periods and to build resilience.

Assessments of prospective foster carers and the training and support subsequently provided are of a high standard. Children are carefully matched with carers, and the support offered by their supervising social workers helps them to remain resilient and child-focused during challenging times.

A further Focused Visit in 2023 looked at the Local Authority's arrangements for children in care.

Highlights include:

Social workers are knowledgeable, confident and child-centred in their discussions about children and their needs. Their practice is inclusive of the child's wishes and feelings, ensuring they have a meaningful voice in decisions that affect them.

Children live in stable homes. Their carers and consistent social workers build meaningful relationships, know their children and advocate for them effectively. Family relationships are given due weight and consideration so that children in care continue to have the benefit of relationships that are important to them. Family time is usually well considered and planned, with the child's best interests in mind. When children are unable to see family members, sensitive work helps them to understand why. Brothers and sisters have opportunities to live together when this is in their best interests.

For more information or to view the full report visit www.ofsted.gov.uk

Family Connections Service (Previously Connected Carers Assessment Team)

The Family Connections Service sits under the Children in Care lead, ensuring close links with Children's Teams to advise on the processes of assessing Connected Carers.

The Family Connections Service Administrative support and the knowledge base of the Children and Family Support Workers (CFSWs) ensure that the assessing social workers are fully supported throughout and new staff have a good level of guidance and support.

The Family Connections Service is working to improve the consistency of post SGO support to ensure that connected carers have the right support to care for children without the need for care orders where this is right for the child.

The Family Connections Service model ensures the understanding of fostering regulations and National Minimum Fostering Standards is considered across the county within Care Planning with Childrens Social Workers working closely with the team.

Fostering Support Teams

The teams continue to support both Hampshire County Carers and Connected Carers. Management has remained stable which has added to the continuity of high-quality oversight and support for foster carers.

The teams provide;

- Supervision to foster carers;

- Support to foster carers, their birth children and any other household members including children in placement;
- Provide training to approved and pre-approved foster carers;
- Manage complaints and allegations against foster carers;
- Foster carer assessments;
- Support Staying Put placements;
- Arrange foster carers for out-of-hours (OOH).

Hampshire County Council support foster carers in their day-to-day care of the children, providing; advice, emotional support, talking through issues, arranging respite placements, liaising with the children's teams, managing payment issues, ensuring that foster carers have all the correct paperwork and know-how to complete it to ensure they comply with Fostering Regulations and meet the required standards.

The Placement Commissioning Team (PCT) ensure that identified placements will meet the needs of the child(ren), ensure that carers are supported to receive the child and liaise with the children's team to ensure that a placement planning meeting is held. The Fostering Support Teams ensure that the carer has all the practical equipment to care for the child and where needed, source this for them. Foster carers can call and speak to a supervising social worker for telephone support when required and we have a duty system to facilitate this.

Annual Household Reviews with foster carers are conducted. These reviews assess the past year of fostering, provide evidence to support the National Minimum Standards and make recommendations for the future. Reviews are presented to panel after the first year of fostering or after a complaint and allegation. At all other times these are authorised by the team manager. If carers continue to meet the required standards each year a new Foster Carer agreement is signed.

It is ensured that all carers have up-to-date statutory checks and additional checks to ensure the suitability of the household.

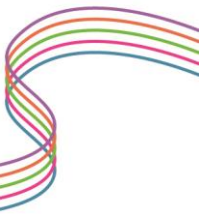
Hampshire Approach

In particular, the strengths-based approach has informed the way supervision sessions are held and the language used to address any challenges. The service has always been child-focused, and all forms are being re-written to reflect more the voice of the child.

We continue to promote and embed the Hampshire Approach in all our practice.



Statement of Purpose





This Statement of Purpose sets out Adopt South’s aims and objectives. It explains who we are, our values and principles, the services we provide and the way that we provide them.

The Statement of Purpose is intended to provide information to:

- Prospective and approved adoptive parents
- Children and young people
- Adopt South staff
- Adoption panel members
- Local authorities
- Birth family members
- Other adoption agencies
- Inspectors
- Members of the public
- Partner agencies including Health, the Police and other relevant organisations

Who are we?

Adopt South is a partnership Regional Adoption Agency created in April 2019, as part of the Government's move towards a more focused, consistent and timely delivery of adoption services to provide children in care with an adoptive family. Adopt South is delivered in partnership and brings together the majority of the adoption services previously provided by Hampshire County Council, Isle of Wight Council, Portsmouth City Council and Southampton City Council, with support from voluntary adoption agencies Barnardo's and PACT. Statutory children's adoption work remains a local authority responsibility for the Isle of Wight, Portsmouth and Southampton.

Our Aims and Objectives

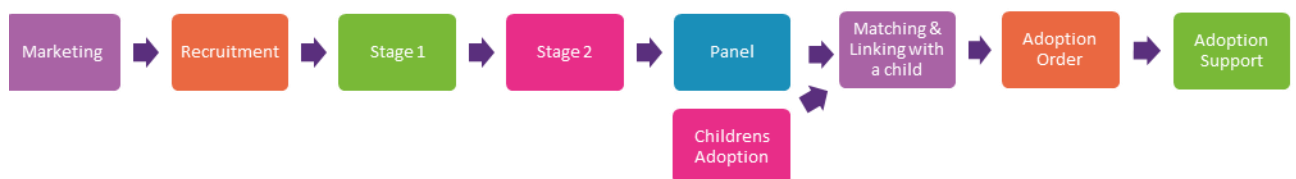
- To ensure that adopted children grow up as part of a loving family, who can meet their needs and keep them safe during childhood and beyond.
- To work with all people impacted by adoption in an open, fair and understanding manner.
- To recruit, assess, train and approve sufficient suitable families, who are able to meet the varied needs of the children referred to Adopt South.
- Match children with families who are best able to meet their needs in the timeliest way possible.
- To ensure that our services promote equality, and do not discriminate against anyone on the basis of their age, marital status, gender, sexual orientation, transgender, disability, ethnic origin, religion and culture.
- To ensure that all staff who work for Adopt South are appropriately qualified, experienced, recruited, supervised and supported to carry out their responsibilities.
- To ensure that we maintain confidentiality and security of all adoption records and information.
- To ensure all requirements of the Adoption Agency Regulations and National Minimum Standards for Adoption Services are met.
- To ensure that all children are well prepared and supported to move onto an adoptive family with a support plan that considers their individual needs.
- To promote brothers and sisters being brought up with opportunities to have enduring relationships with each other in a way that best meets their needs.
- To provide parents with independent advice and support when the Court agrees a plan of adoption for their children.
- We aim to work closely with partnership local authority's Children's Services to ensure that our service remains consistent to their requirements.
- To ensure that we involve service users in the delivery and the development of the service.
- To ensure that we work in partnership with the Voluntary Adoption Agencies.



- To work with early years provision, schools and colleges, CAMHS and Health in delivering a holistic approach of adoption support in regard to the impact of trauma and attachment needs.
- To provide practical support and training in regard to parenting and therapeutic approaches.
- To ensure everyone involved in a child's life understands their dual identity within their birth and adoptive families.
- To promote children to keep in touch with those most important to them, in the most meaningful way possible.
- We support children retaining their first name given to them by their parent(s).
- To ensure public funds are spent wisely to recruit adopters and support families most in need.

The Adoption Pathway

The road to becoming a prospective adopter is split into a number of stages. These are:

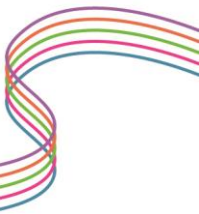


Marketing

Our marketing objectives are to appeal to a wide range of people in our community who want to, or could be, adoptive parent(s). We want to attract those whose experience, love and understanding, and will nurture child/ren who may have experienced early trauma or difficulties.

In order to engage with as wide an audience as possible and to provide a broad a range of different and diverse families, Adopt South utilises several publicity outlets. An innovative and contemporary approach to marketing is employed using the most current methods of engaging with potential adopter(s) and utilising various tools to help such as, digital marketing; analytics; social media with the main areas of engagement being:

- Across the Adopt South region, we offer regular, confidential, drop-in events both day, evenings and weekends to talk to the adoption team and meet adopter(s).



- We offer face-to-face appointments in the evenings through an Eventbrite booking system. These appointments give applicant(s) the opportunity to talk through any questions they may have in the early stages of considering adoption.
- Having a presence at large community events such as the New Forest Show, The Great South Run, ABP Southampton, as well as others including Romsey and Alresford Shows, to enable people to meet us and learn more about the adoption process.
- Build relationships with communities including faith groups, LGBT+ and large organisations who wish to support adoption in the region, such as Hampshire FA.
- Fortnightly Adoption Information Session Webinars and regular applicant communications to support and encourage applicant(s) to register their interest.

Our clear timescales make sure that all applicant(s) know what to expect and how long each stage will take. Our emphasis is on excellent customer service with the aim to make enquiring about how to become an adopter easily accessible.



Recruitment

Our Recruitment Team places high value on providing a welcoming and safe environment to hold discussions and share personal details, with confidentiality being paramount. Individuals can make contact with us by calling, completing a call back form, email, social media, attending one of our drop-in events or our one-to-one Eventbrite appointments.

The Recruitment Team's focus when considering an application is on identifying the individual's qualities and abilities, the possible family potential and helping them understand what Adopt South are looking for in considering applicant(s) who may wish to adopt. All people are welcomed and treated equally, and individuals are measured on their potential capacity to provide sensitive and understanding parenting, a permanent home and stability. We offer training, information sessions and recruitment events in the day, evenings and at weekends which we hope, offers all individuals flexibility as to when they can join us for a further conversation. The Recruitment Team value the contribution of current adopter(s) and they are supported in fortnightly online Adoption Information Sessions which include a presentation on the adoption process and the opportunity to hear from an adopter.



Adopt South have one team that delivers the first stage of the Adoption pathway. The team is based centrally, at Glen House in Swanwick, Southampton, providing a service across all four local authorities. The team aims to nurture and encourage prospective adopter(s) by providing a bespoke package of support to each applicant at the start of their adoption journey. Prospective applicant(s) have a social worker allocated for a period of two months while this initial assessment is completed. The team has a proactive approach which allows for the early exploration of the applicant's individual circumstances, strengths and areas for development. The main values and themes at this stage are of development, participation, learning and community.

Stage 1 emphasises and supports the principle that the best preparation for adoption is having high quality childcare experience. The team works with applicant(s) during Stage 1, by helping to build their childcare experience and knowledge of the needs of adopted children. This will include an exploration of the type of families that are required for children and the levels of complexity that individual children's behaviours or sibling groups they may have to consider in an adoptive family.



The Stage 1 training course introduces the key aspects of the adoption journey and the team use innovative technology through the use of Virtual Reality. This session provides applicant(s) with an invaluable learning experience, increasing understanding of the impact of early abuse and trauma on a child's development and future wellbeing. A detailed learning log, which is presented to the Adoption Panel, supports applicant(s) to record their active involvement with childcare and their learning throughout the adoption process.

Safeguarding is the key responsibility of the Stage 1 team and in line with the Adoption Regulations and good practice guidance.

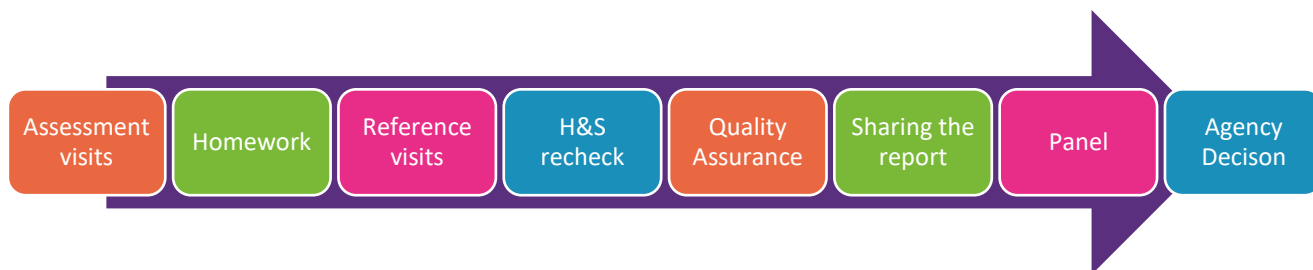
The team will gather such evidence through:



These checks all form part of evidencing safeguarding and has been considered as broadly as possible. The team undertakes Health and Safety home assessments and refer applicant(s) for professional dog assessments when required. The team promotes the idea



that adopter(s) become part of a community-based approach whereby approved adopter(s) support potential adopter(s). The involvement of adopter(s) in Stage 1 is highly valued through their contribution in training and operating as mentors to provide individual support and to share their invaluable first-hand experience with prospective adopter(s).



Once Stage 1 has been completed, then the applicant’s assessment will be moved into the second and final stage of the adoption assessment for prospective adoptive applicant(s). The applicant(s) will be allocated a new social worker in the Assessment Team. The second stage of the assessment process will take up to four months and at the end of this stage, the prospective applicant(s) completed assessment will be presented to the Adoption panel as a completed document called the *Prospective Adopters Report*, or PAR, as it is commonly known. The PAR will cover all different areas that enables the assessor to understand the sort of parent the applicant is or may be.



It is true that this period of the assessment is in depth, but Adopt South have skilled and experienced team members who are there to support applicant(s) through the process. This is about ensuring that each applicant is given the best opportunity to be listened to and that the information that is shared is understood. Applicant(s) will be supported to explore what skills they have to offer a child/ren who needs a family via adoption and how they can further develop their skills and experience. We will work with applicant(s) to explore what their future family may look like and their ability to offer an early permanence opportunity for a child/ren.

At the end of the assessment process, all prospective applicant(s) will be asked to read and sign the PAR, to confirm that they accept the details recorded and add any comments they wish to make. If at this stage, they disagree with any of the recorded details, then they must raise the matter initially with their social worker. There may be times that a manager agrees that a second opinion visit may be helpful to support the assessment recommendation. The assessor will make a recommendation as either suitable or not suitable to adopt. In both these cases, assessments will be presented to panel to enable the Agency Decision Maker to make the decision.



The purpose of an Adoption panel is to consider and make a recommendation for approval to the Agency Decision Maker about suitability to adopt and in regard to matching a child/ren with individual approved prospective adoptive parent(s). Adopt South has a number of panels which meet every month. Each panel has an independent Chair and has a number of independent members. Applicant(s) will be invited to attend the panel with their assessing social worker, where they will be asked a number of questions. At the end of the panel, applicant(s) will be informed of the panel's recommendation. The Agency Decision Maker will make a decision on an approval or match within 10 working days of panel. Applicant(s) will then be notified by their assessing social worker of the decision. As the assessor and panel only make a recommendation to the Agency Decision Maker, it is possible for them to make a different decision. If the Agency Decision Maker makes the decision not to approve, then applicant(s) will be supported to fully understand their options (make representations to the Agency or Independent Review Mechanism).



Adopt South has a dedicated Family Finding Team whose purpose is to work in partnership with the four local authority Children's Teams, to understand which children are waiting for an adoptive family and to seek to match them with an approved prospective adoptive

parent(s). The needs of children are placed at the centre of all matching decisions, with finding the family who is best able to meet their needs. Close working with all professionals involved with the child/ren and prospective adopter(s) is important.

Family finding for children starts at the earliest opportunity to ensure that all children have the same opportunities, irrespective of gender, disability, ethnic origin, language, culture, faith, sexual orientation or gender identity. As part of the matching process, a robust support plan will be identified to ensure it will be as successful as possible.

Adopt South aims to find families for children with our in-house approved prospective adopter(s). There are times when we will need to explore prospective adopter(s) nationally to meet the needs of children waiting. Adopt South are committed to exploring all avenues to find the right family for a child/ren. Adopt South will explore with their own approved prospective adopter(s) whether finding a match through Linkmaker is the right option for them.

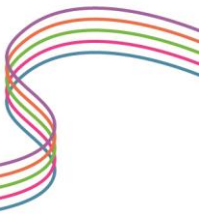
Moving In

A child/ren moving home is a big event with a lot of emotions attached. Children can be excited, nervous, anxious and dysregulated. It is around this time that children are having their 'goodbye for now' time with their families. Professionals will support prospective adopter(s) with a transition and introductions plan. Transition plans will be centred around the needs of the child and may look different for each child/ren and will be subject to regular reviews. Once a child/ren moves in, the family will be supported by regular visits from professionals.

Adopt South provides a strong focus upon supporting a new adoptive family, to ensure that the child's needs are being met appropriately. At the point of Adoption Order, parental responsibility transfers fully to the adoptive parents.



Adopt South encourages parent(s) to meet the prospective adopter(s) for their child/ren when it is assessed safe to do so. This is to promote a greater understanding for adopter(s) of the child/ren's parent(s) and to support a relationship to promote any 'keeping in touch'



arrangements that are being considered. It also allows parents to better understand the people who will be caring for their child/ren.

Childrens
Adoption
Team

Adopt South delivers statutory adoption work on behalf of Hampshire County Council, acting as an Adoption Agency to provide adoption services as required under the Adoption and Children Act 2002, the Adoption Agencies Regulations and Guidance 2013 and the Adoption National Minimum Standards (Care Standards Act 2000).

Adopt South aims to fulfil its range of duties and responsibilities under the above legislation and the Children Act 1989 and Children Act 2004 in meeting the needs of those child/ren who have or may be adopted, their birth parents and those people who are or may be adoptive parents.

Adopt South recognises that children for whom adoption is the plan and adopted children may have specific education, health, and emotional needs. Every effort is made to find families who can meet a child's religious, cultural and ethnic needs and promote a child's sense of identity which is important to a child's well-being and helps them to enjoy and achieve in life. This includes a child's identity with their birth family members.

The Children's Adoption Team will work closely with Care Planning Teams across Hampshire to ensure that adoption is considered at the earliest opportunity to support children to achieve permanence in a timely way. Adoption is not a suitable option for all children, and children will be supported to stay within their family network when it is safe to do so. Adoption will be explored rigorously when there are no other alternative options for children, and this is assessed to be the permanence option that is most suitable to meet their presenting needs. Children's needs are always placed at the centre of their care planning.

A child's identity will be supported, which will include helping them understand their plan of adoption in a way they are best able to understand, providing a life story book and a later life letter. Life story books will include balanced information about a child/ren's parent(s) within a strength-based model of practice.

Support to Birth Parent(s) and Relative(s)

Information is given to birth parents about this service at an early point in the permanency planning process. Birth parents and relatives have access to independent support and counselling if the Court agrees a plan of adoption.

Intercountry Adoption

For families who reside in the Hampshire area (excluding the Isle of Wight, Portsmouth and Southampton), there is a service level agreement with the Inter-Country Adoption Centre, a registered voluntary adoption agency, to assess, train and prepare those who are seeking to adopt a child/ren from overseas. However, Adopt South (on behalf of Hampshire Adoption Agency) retains some responsibility for child/ren entering the country from Non-Hague Convention countries who require their overseas adoption to be ratified within UK legislation.

Ofsted

Statutory Children Adoption work remains subject to inspection by Ofsted (Office for Standards in Education, Children's Services and Skills) as they remain a Statutory Local Authority function of Hampshire Children's Services.

Inspection is the main way Ofsted check the quality of services for children and young people. The purpose of inspections is to assure children and young people, parents, the public, local authorities and government, of the quality and standard of the service provided.

Ofsted can be contacted to ask more about their inspection of Children's Services, make a complaint or raise a concern about a service that Ofsted inspects or regulates, or inspection reports can be viewed online.

Details are:

Ofsted, Piccadilly Gate, Store Street, Manchester, M1 2WD

Telephone: 0300 123 1231; e-mail: enquiries@ofsted.gov.uk; website: www.ofsted.gov.uk



The Adoption Support Team provides support for adoptive families. Adopt South provides a range of support services to the child/ren and to adoptive parents and siblings as and when required. The team supports families by understanding their needs by completing an Adoption Support Needs Assessment (ASNA).

The adoption support needs of a child are initially considered before they are linked to prospective adopter(s). Each child who is placed through Adopt South will have what is called an Adoption Support Plan. This plan will outline a number of agreed tasks for individual agencies such as Education, Health and the GP. It will reference the details about keeping in touch with birth families and expectations about how it could be managed in the future. There will be details about the life story work that has been completed. As part of the provision of adoption support to an individual family, it is crucial that the child's voice is heard, and their identity promoted.

An Adoption Support Plan is a document which will change over time and should be regularly reviewed throughout a child's life, until they are 18 years old.

Adopt South is committed to providing a range of services to adoptive families to support the child's journey and to sign post the parent(s) to other services when the needs are beyond those that can be addressed via Adoption Support.

Adopt South considers the following areas to be priorities:

- Promoting the best outcomes for children and young people
- Hearing the voice of the child
- Supporting therapeutic parenting skills
- Supporting and sustaining attachments
- Support around identity, life story and talking about adoption
- Support around sensory and emotional regulation
- Building support networks for adoptive parents via informal events, and a formal peer mentor service
- Promoting Children and Young People's identity and support them to understand their relationships with those people who are most important to them.

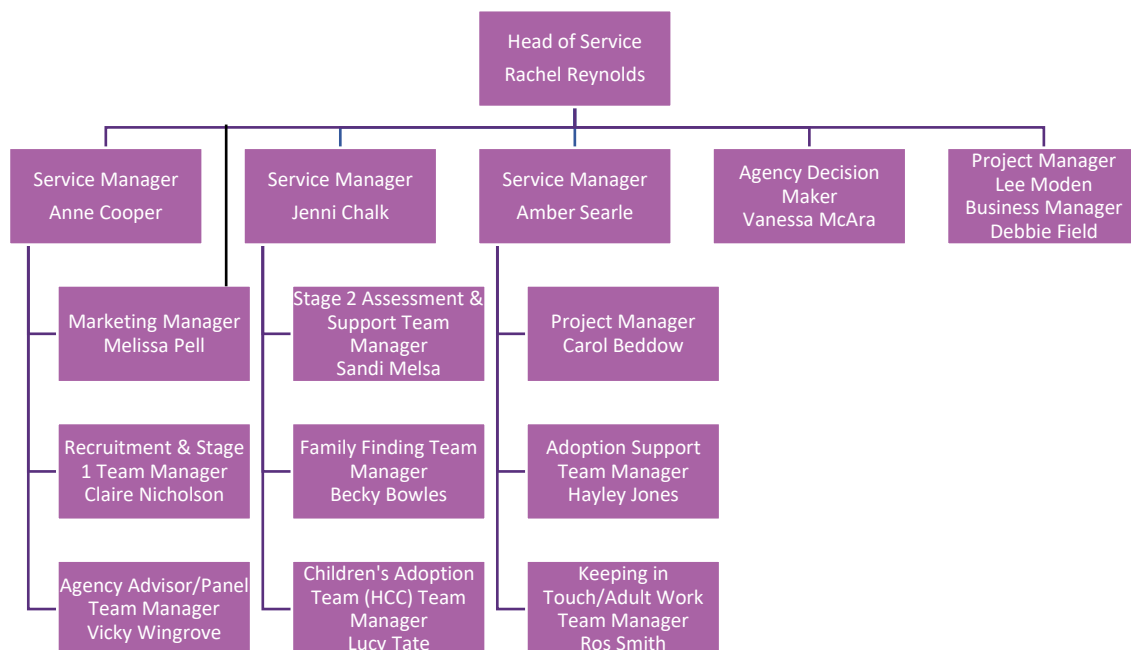
Adopt South is committed to providing flexible adoption support.



Focus Groups

It is important to us at Adopt South, that the voice of children and adults who are impacted by adoption, is used in a meaningful way to always consider how the best possible service can be delivered. We run a range of focus and feedback groups to help us make informed decisions about our service. Anyone who is interested in hearing more about these opportunities can contact Adopt South at comments.adoptsouth@hants.gov.uk. We are especially keen to hear from adopted young people and adults, and birth families.

Organisational Structure



Feedback and raising concerns

Adopt South welcomes both positive feedback and the opportunity for applicant(s) to raise their concerns. Adopt South recognises that as a learning organisation, it needs to be open and transparent about how concerns are considered and then progressed. This reflects the value base of Adopt South which seeks as an organisation to continue to develop and support good practice in the delivery of our Adoption services. Clearly not all concerns may have an accepted outcome from the applicant(s) perspective, but Adopt South is committed to ensuring that everything possible has been done to support and assist applicant(s) in order that they can understand how the matter has been explored and a decision made.

Adopt South is committed to communicating with all those who access their service in an honest, respectful and empathetic way. We welcome the opportunity to meet with people and hear their experiences when they fall below what they expect. We encourage people to talk to their allocated worker in the first instance. However, there may be times when it will be appropriate for one of the management team to meet with people to hear their experiences and feedback.

We can be contacted by email at comments.adoptsouth@hants.gov.uk or write to us at Adopt South, Glen House, Glen Road, Swanwick, SO31 7HD.

Reviewing the services we provide

This Statement of Purpose is regularly reviewed and updated every twelve months. The information provided meets the requirement of the National Minimum Standards for Adoption and the related Regulations.

Version control

| Reviewed and updated | Actions taken |
|----------------------|---------------|
| May 2023 | Full update |
| | |



By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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HAMPSHIRE COUNTY COUNCIL

Decision Report

| | |
|------------------------|----------------------------------|
| Decision Maker: | Executive Member for Education |
| Date: | 22 September 2023 |
| Title: | Oakmoor Secondary School, Bordon |
| Report From: | Director of Universal Services |

Contact name: Colin Jackson/John Cantwell

Tel: 0370 7796580 **Email:** colin.jackson@hants.gov.uk
03707 791723 john.cantwell@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to seek spend approval to the project proposals to expand Oakmoor School by 2 forms of entry at the total cost of £9,250,000 conditional upon Planning Permission being secured.

Recommendation

2. That the Executive Member for Education grants spend approval to the project proposals for Oakmoor School at the total cost of £9,250,000 conditional upon Planning Permission being secured.

Executive Summary

3. Oakmoor School currently provides education for up to 900 children (6 forms of entry) aged between 11 and 16 years old.
4. The proposed project will extend the school by 2 forms of entry (fe) providing an additional 300 pupil places increasing the school's capacity to 1,200 places.
5. The project comprises 16 new general teaching rooms with ancillary office and sanitary accommodation, together with some internal remodelling of the existing accommodation to provide additional suited ICT, science and art classrooms and a relocated SEN resource base.
6. The project is included in the Children Services Capital Programme, approved at the Executive Lead Member for Children's Services Decision Day on 12 January 2023 with a budget of £9,250,000.

7. A planning application was submitted in June 2023 and a decision is anticipated in October 2023. The recommendation therefore is conditional upon Planning Permission being secured.

Contextual information

8. Oakmoor School provides education for children aged between 11 and 16 years old. There are currently 825 pupils on the roll (Summer 2023).
9. The project is included in the Children’s Services Capital Programme, approved at the Executive Lead Member for Children’s Services decision day on 12 January 2023, which outlines the available budget for the project.
10. Oakmoor School opened in November 2019 replacing the existing Mill Chase Secondary School (subsequently closed). This met the existing secondary age pupil demand together with the new demand arising from the new residential development to expand the town of Whitehill and Bordon, Hampshire. (EME Decision 19.06.2017)
11. The proposed extension to the school is required to meet the anticipated ongoing demand for secondary school places arising from the Whitehill and Bordon redevelopment.
12. Oakmoor School is run by the University of Chichester Academy Trust (UNICAT). The proposals for the extension have been discussed and agreed with the Trust.
13. The number of pupils attending the school is currently planned to increase by 300 as a result of these proposals.

Finance

Capital Expenditure:

14. The Capital Expenditure has already been approved in principle; the following table outlines the breakdown of its distribution across the project.

| Capital Expenditure | Current Estimate | Capital Programme | |
|----------------------------|-------------------------|--------------------------|--------------|
| | | £’000 | £’000 |
| Buildings | 7,940 | 7,940 | 7,940 |
| Fees | 1,310 | 1,310 | 1,310 |
| Total | 9,250 | 9,250 | 9,250 |

Sources of Funding:

15.

| Financial Provision for Total Scheme | Buildings £'000 | Fees £'000 | Total Cost £'000 |
|---|----------------------------|-----------------------|-----------------------------|
| 1. From Own Resources | | | |
| a) Capital Programme (as above) | 7,940 | 1,310 | 9,250 |
| Total | 7,940 | 1,310 | 9,250 |

a) Building Cost:

Net Cost = £3,371/m²

Gross Cost = £4,590/m²

Cost Per Pupil Place = £23,761

b) Furniture & Equipment:

Included in the above figures is an allocation of £283,000 for the provision of all loose furniture, fittings, equipment and I.T. (inclusive of fees).

c) School Balances:

The school has the following level of balances:

- Published revenue balance as of 31 March 2023: N/a – Academy School
- Devolved capital as at 31 March 2023: N/a – Academy School

Revenue Issues:

13. Overview of Revenue Implications:

| | (a) Employees £'000 | (b) Other £'000 | (a + b) *Net Current Expenditure £'000 | (c) Capital Charges £'000 | (a + b + c) Total Net Expenditure £'000 |
|--|------------------------------------|----------------------------|---|--------------------------------------|--|
| Revenue Implications Additional +/ Reductions | 0 | 0 | 0 | 0 | 0 |

Details of Site and Existing Infrastructure

14. Oakmoor School is located off Budds Lane, Bordon, Hampshire.

15. The site is comprised of four existing buildings arranged around a central courtyard; two teaching blocks sit to the north and south with the school assembly hall and sports hall to the east and west. The teaching blocks are 2 storeys, the northern block was designed to be extended to accommodate the 2fe increase proposed. Externally the buildings are of finished in brick, with

aluminium double glazed curtain walling, doors and windows with high performance low pitched roofs.

16. Oakmoor School was completed and opened in November 2019, when the former Mill Chase School moved to the new site.
17. The school site is 9.06Ha in area which is sufficient for an 8fe secondary school. It has mature woodland to its northern boundary and housing to the western boundary. The eastern boundary is shared with the adjacent Bordon Infant and Junior Schools with Budds Lane to the South. The school buildings are set back from Budds Lane to creating a public space and community presence for the school.
18. The existing services infrastructure to the site is sufficient to accommodate the project proposals.

Scope of the Project

19. The proposed project comprises of a 2-storey extension to the school's northern teaching block, car parking and modest external works.

The Proposed Building

20. The proposed new building will comprise:
 - 16 general teaching classrooms
 - 6 offices
 - Pupil and staff toilets
 - Other ancillary support facilities

The remodelled accommodation includes:

- 2 ICT suites
- 2 Science classrooms
- An Art classroom

21. The proposed extension will follow the existing architectural language of the school using good quality red facing brickwork, aluminium framed double glazed curtain walling, windows and doors with a high-performance parapeted roof with an additional solar PV panel array.

External Works

22. The proposed external works will provide an extension to the staff car park, with additional cycle storage.
23. The project will provide additional car parking on the school site, which will be in line with the Hampshire County Council On-Site School Parking Policy. There will be 28 additional car parking spaces provided for staff and visitors, one of which will be fully accessible.

24. The existing vehicular access from Budds Lane is to remain unchanged.

Planning

25. A planning application was submitted in June 2023 and a decision is anticipated in October 2023. As stated above, the recommendation therefore is conditional upon Planning Permission being secured.

Construction Management

26. The school site will remain in use during the construction period and local management arrangements will be put in place to manage the health and safety impact for all school users. The contractor will access the school site via the main vehicular access from Budds Lane. Contractor access around working areas will be segregated from the school users.

27. No deliveries or movements of vehicles will take place at the start or end of the school day, in order to avoid traffic conflict when pupils are arriving at or departing from the school.

28. The works have been procured through the Southern Construction Framework (SCF) Framework and are anticipated to commence on site during the summer 2024 with the new building completing in the summer 2025.

Building Management

29. The existing building management arrangements will remain in place.

Professional Resources

30.

| | |
|---------------------------|---|
| Architectural | Universal Services – Property Services |
| Landscape | Universal Services – Property Services |
| Mechanical and Electrical | Universal Services – Property Services |
| Structural Engineering | Universal Services – Property Services |
| Quantity Surveying | Universal Services – Property Services |
| Principal Designer | Universal Services – Property Services |
| Drainage Engineering | Universal Services – Hampshire Engineering Services |

Consultation and Equalities

31. A public / preplanning application consultation was undertaken in March 2023.

32. The following have been consulted during the development of this project. All those that have been consulted have provided a positive response.

- Headteacher;
- University of Chichester Academy Trust
- School Governors;
- Children's Services;
- Executive Lead Member for Children's Services;
- Local County Councillor; Cllr A Tree
- Local Residents;
- Fire Officer;
- Access Officer;
- HCC Planning Department

33. An Equalities Impact Assessment has been carried out and is included in Appendix 2.

Risk & Impact Issues

Fire Risk Assessment

34. Sprinkler systems shall be installed in new and refurbished buildings where appropriate, based upon a risk assessment methodology.

35. With respect to fire safety and property protection, the proposals have been risk assessed in line with the agreed Property Services procedures and it is confirmed that the provision of sprinklers is not required in this instance. The building's management and maintenance is the responsibility of the Academy Trust. They will also insure the buildings independently against fire and other occurrences.

36. The proposals will meet the requirements of the Building Regulations (BB100 Fire Safety in Schools), including enhancements beyond minimum provision, and are consistent with current fire safety legislation, the partnership arrangement with Hampshire Fire and Rescue Services, and are in line with the County Council's policy to manage corporate risk.

37. The project proposals include the following fire and safety and enhanced features:

- additional automatic fire protection, with full (24/7) remote monitoring;
- external finishes specified as fire resistant;
- reduced fire compartment sizes; and
- consideration of secure by design principles, including specific site security, bin storage away from buildings, external lighting etc.

Health and Safety

38. Design risk assessments, pre-construction health & safety information and Health & Safety File will be produced and initiated in accordance with the Construction design and Management Regulations for the proposed scheme.

Climate Change

39. The project has been assessed against the County Council's climate change targets of being carbon neutral and resilient to the impacts of a global average 2°C temperature rise by 2050. Along with the existing buildings, this extension will also be vulnerable to the future extreme heat, rain and wind events that will occur with the climate consequences of a global average 2°C temperature rise by 2050. Such events could cause significant disruption to the use of the school, like many schools and buildings across the estate.
40. The project will incorporate the following features to reduce energy consumption and carbon emissions to help to mitigate the impact of climate change:
- a highly insulated building envelope for the extension including high performance windows, doors and roof lights.
 - provision of good levels of day lighting to all teaching areas to reduce the need for artificial lighting and energy use.
 - solar controlled glass will be installed to south facing windows to assist in the control of solar gain.
 - strategic placement of an extended roof canopy above the western stair well glazing to avoid summertime overheating.
 - strategic placement of solar shading over the additional stairwell glazing areas to avoid summertime overheating.
 - natural ventilation to teaching spaces with night-time cooling strategy through Natural Ventilation Heat Recovery (NVHR) boxes with acoustic attenuation.
 - energy efficient lighting and heating controls, as each light fitting will be daylight linked with absence detection to ensure the minimum energy is used.
 - the extension will include the addition of Photovoltaic Solar Panels to supplement the school's electrical demand.
 - low water-consumption sanitary installations
 - the use of timber from sustainable sources.
 - a site waste management plan will be developed to ensure that during construction the principles of minimising waste are maintained.

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 |

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:

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.

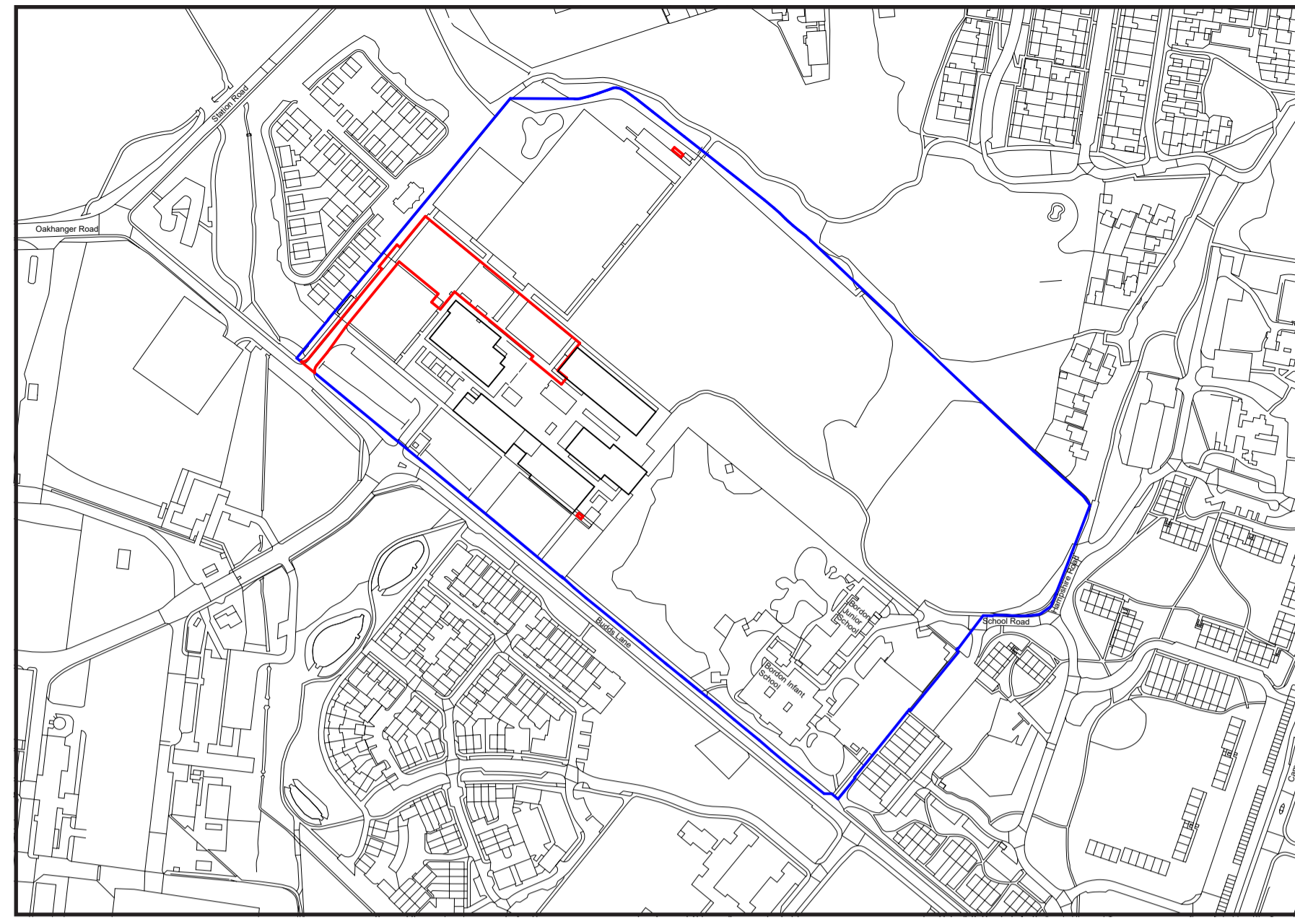
Equalities Impact Assessment:

An Equalities Impact Assessment has been carried out and is contained in Appendix 2.

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Oakmoor School 2FE Extension

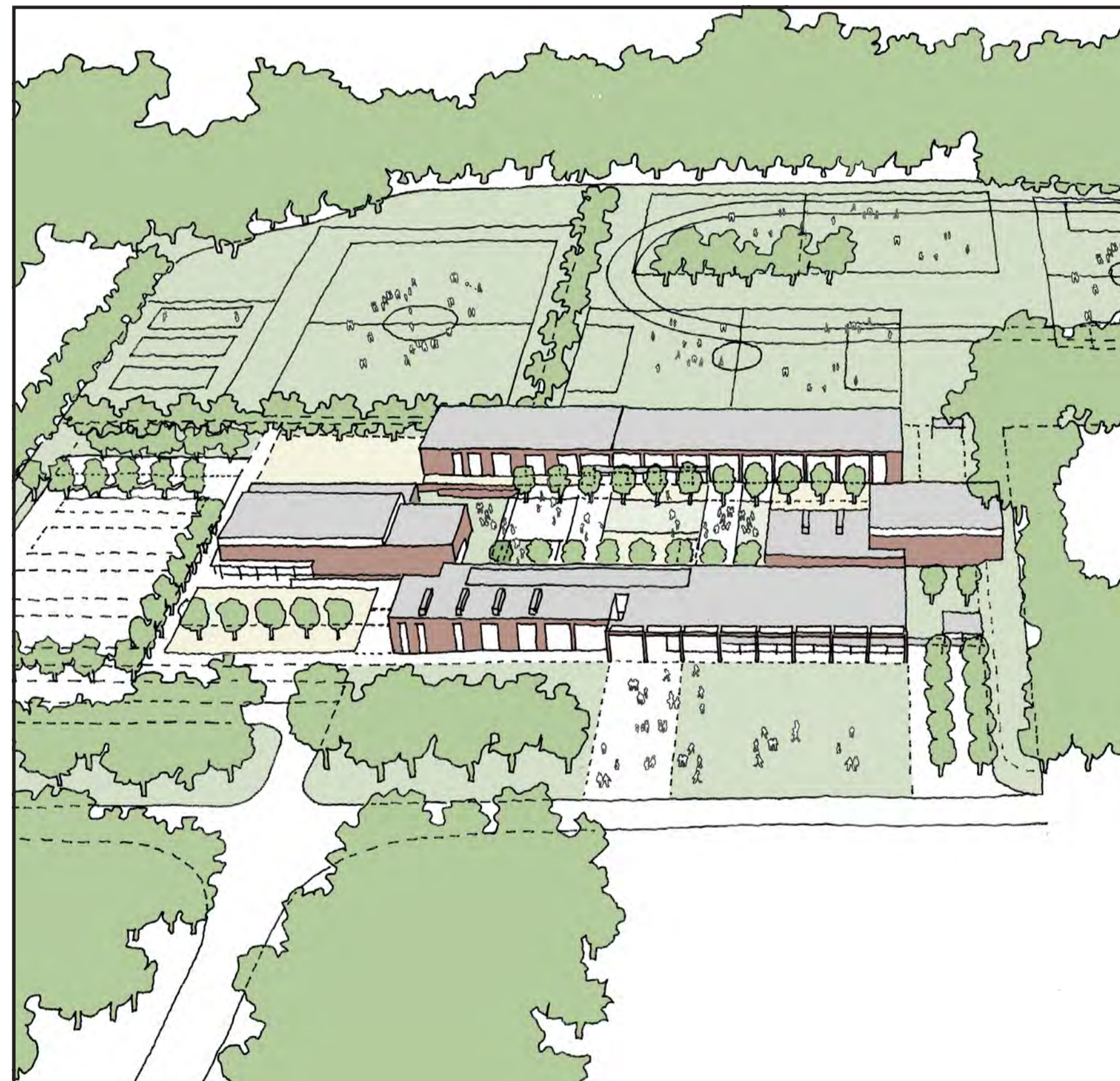
Budds Lane, Bordon



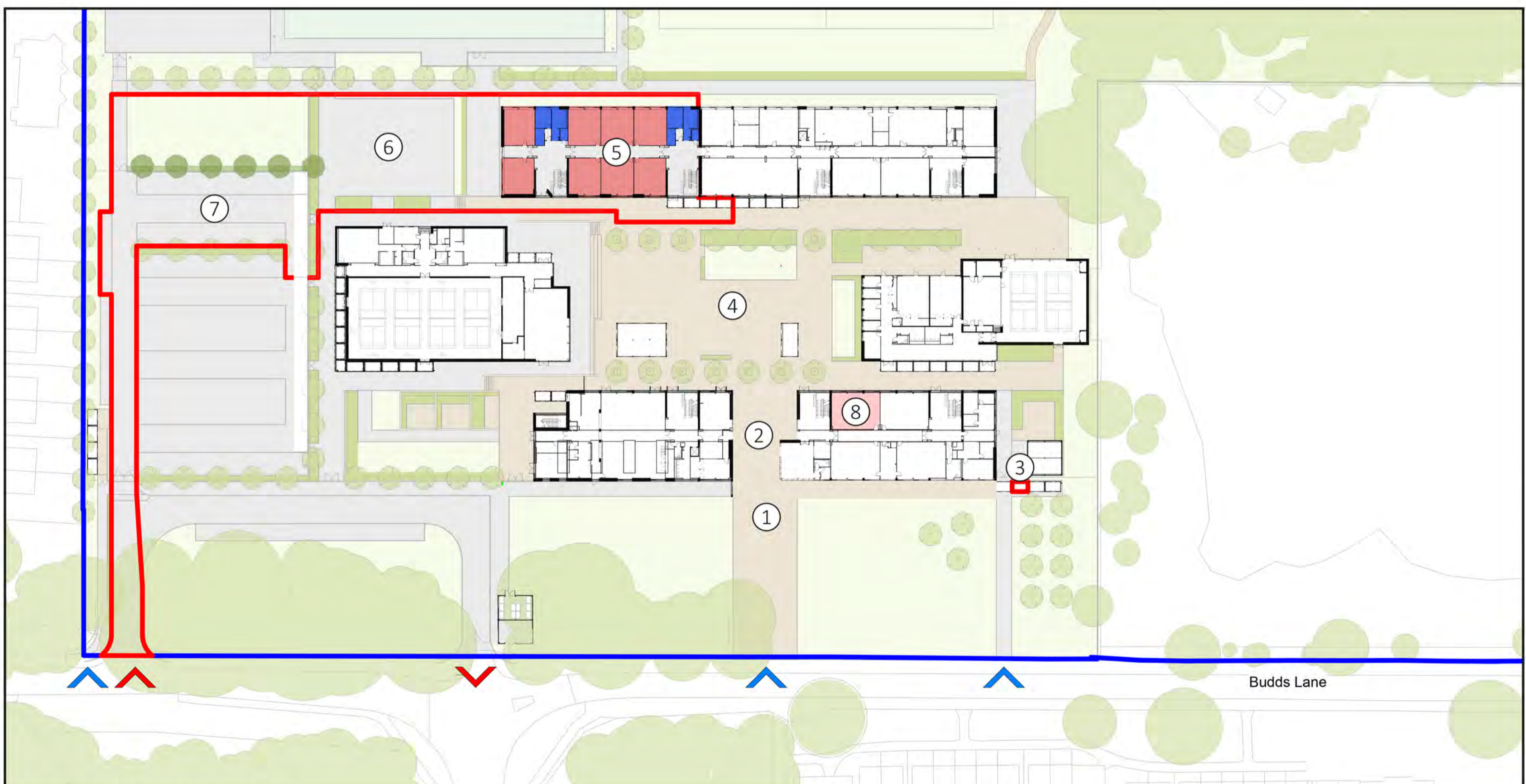
Existing Site Location Plan



Proposed Site Plan - First Floor



Proposed Aerial View Looking North East



Proposed Site Plan - Ground Floor

- Development Boundary
 - Other HCC Ownership
 - ↗ Vehicular Access Point
 - ↘ Pedestrian Access Point
 - Existing Trees
 - Proposed Trees
 - Existing Shrubs / Hedges
 - Proposed Shrubs / Hedges
 - Teaching - New Build
 - Teaching - Refurbishment
 - Non - Teaching - New Build
 - Non - Teaching - Refurbishment
- 1 Existing School Entrance
 - 2 Existing Main School
 - 3 Proposed Additional Bicycle Parking
 - 4 Existing Courtyard
 - 5 Proposed North Block Extension
 - 6 Retained Hard Playground
 - 7 Additional Car Parking
 - 8 Science Lab Refurbishment
 - 9 Art Room Refurbishment
 - 10 ICT Room Refurbishment
 - 11 Admin Office Refurbishment

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Proposed Courtyard Elevation



Project Appraisal

Not to Scale

P13050-HCC-ZZ-ZZ-DR-A-1080

31/07/2023

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Equality Impact Assessment

What is an Equality Impact Assessment (EIA) and why does the County Council do them?

The [Public Sector Equality Duty](#) (PSED) is an obligation within the [Equality Act 2010](#) ("the Act"), which asks public authorities, like Hampshire County Council, to give 'due regard' to equality considerations, in particular to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

This includes assessing the impact of policies and practices on individuals and communities with a protected characteristic, as defined in the Act and some other specific groups. The County Council uses EIAs to ensure it has paid 'due regard' to equalities considerations when there are changes to a service or policy, a new project or certain decisions.

| EIA author | Position & Department | Contact |
|--------------|--|---|
| Amy Chambers | Project Officer Children's Services | amy.chambers@hants.gov.uk Tel:03707 798802 |

| | |
|---------------|--|
| Title: | Proposal to create an additional 2 form of entry at Oakmoor School, Bordon |
| Related EIAs: | None |

| | |
|---|--|
| EIA for Savings Programme: | No |
| Service affected | Oakmoor School, Bordon. |
| Description of the service/policy/project/project phase | Oakmoor School is a secondary school in Bordon for children between the ages of 11 and 16. The school became part of the University of Chichester Multi Academy Trust in 2013. The school has capacity currently for up to 900 students and has a resourced provision for students with Moderate Learning Difficulties. |
| New/changed service/policy/project | There has been an increased demand for extra places at Oakmoor School as a result of the development of housing in the Bordon and the surrounding area. The proposal is to provide additional accommodation to expand the school by 300 places, to 1,200, to provide sufficient school places in the Bordon area for pupils wanting a place at one of the local secondary schools. The proposal will provide a new block attached to the northern teaching block and will also include some internal reconfiguration of the specialist spaces. The school will continue to operate as normal during the building works. Everything will be done to minimise the impact on pupils teaching and learning. The County Council is liaising fully with the headteacher, governors and the academy trust on the project to ensure that the planning for the building works runs as smoothly as possible. |

| |
|---|
| Engagement |
| <p>A non-statutory Principle of Enlargement consultation was conducted from Friday 17 March until Friday 14 April 2023. 135 local residents living within the direct vicinity of Oakmoor School were notified by letter and directed to the consultation website: Pre-Planning Consultation – Proposal to create an additional 2 forms of entry at Oakmoor School, Bordon About the Council Hampshire County Council (hants.gov.uk)</p> <p>The consultation information was also emailed to key stakeholders including: • Parents of children attending Oakmoor School • Headteacher, school staff and Governing Body of the school • Headteachers and Chairs of Governors of neighbouring schools • East Hampshire Borough Councillors • The town and parish council • Local Diocese • Local MP • HCC Elected Members • Residents of the immediate areas • Other relevant community stakeholders</p> |
| <p style="text-align: center;">Page 412</p> <p>A drop-in session for stakeholders to be able to see the proposed plans and discuss the proposal with officers of</p> |

the County Council was held on Tuesday 28 March at Oakmoor School between 3pm and 6pm. This pre-planning drop-in event was not a formal presentation but an opportunity for anyone interested to come in and look at the plans for the proposed internal and external works and discuss them directly with Council officers.

Equalities considerations - Impact Assessment

Age

| | |
|------------------|---|
| Impact on public | Positive |
| Impact on staff | Positive |
| Rationale | The proposed expansion and alterations to the school site will have a positive impact on both children and staff. By expanding the school, more local young people will be able to attend their local secondary school which will enable them to form relationships with other students who live in the locality, help build a sense of community and support enhancement of their social skills. By providing additional places at a local school, travel times will be reduced which will have a positive benefit on both the environment and the student's day to day lives. The expansion of the school will create additional jobs which will be open to all including local residents |
| Mitigation | |

Disability

| | |
|------------------|--|
| Impact on public | Positive |
| Impact on staff | Positive |
| Rationale | The new extension will be fully accessible for both children and staff. The extension will be accessible by the existing lift provided in the existing north block building ensuring all staff |

| | |
|------------|--|
| | and pupils have access to all rooms in the existing and new build. |
| Mitigation | |

Gender Reassignment

| | |
|------------------|--|
| Impact on public | Neutral |
| Impact on staff | Neutral |
| Rationale | There will be no change in benefits to this protected characteristic group, over and above the current circumstances and over other protected characteristics groups, therefore the impact has been assessed as neutral for both staff, children and young people. |
| Mitigation | |

Pregnancy and Maternity

| | |
|------------------|--|
| Impact on public | Neutral |
| Impact on staff | Neutral |
| Rationale | There will be no change in benefits to this protected characteristic group, over and above the current circumstances and over other protected characteristics groups, therefore the impact has been assessed as neutral for both staff, children and young people. |
| Mitigation | |

Race

| | |
|------------------|--|
| Impact on public | Neutral |
| Impact on staff | Neutral |
| Rationale | There will be no change in benefits to this protected characteristic group, over and above the current circumstances and over other protected characteristics groups, therefore the impact has been assessed as neutral for both staff, children and young people. |
| Mitigation | |

Religion or Belief

| | |
|------------------|--|
| Impact on public | Neutral |
| Impact on staff | Neutral |
| Rationale | There will be no change in benefits to this protected characteristic group, over and above the current circumstances and over other protected characteristics groups, therefore the impact has been assessed as neutral for both staff, children and young people. |
| Mitigation | |

Sex

| | |
|------------------|---------|
| Impact on public | Neutral |
| Impact on staff | Neutral |
| | |

| | |
|------------|--|
| Rationale | There will be no change in benefits to this protected characteristic group, over and above the current circumstances and over other protected characteristics groups, therefore the impact has been assessed as neutral for both staff, children and young people. |
| Mitigation | |

Sexual Orientation

| | |
|------------------|--|
| Impact on public | Neutral |
| Impact on staff | Neutral |
| Rationale | There will be no change in benefits to this protected characteristic group, over and above the current circumstances and over other protected characteristics groups, therefore the impact has been assessed as neutral for both staff, children and young people. |
| Mitigation | |

Marriage and Civil Partnership

| | |
|------------------|--|
| Impact on public | Neutral |
| Impact on staff | Neutral |
| Rationale | There will be no change in benefits to this protected characteristic group, over and above the current circumstances and over other protected characteristics groups, therefore the impact has been assessed as neutral for both staff, children and young people. |
| Mitigation | |

Poverty

| | |
|------------------|---|
| Impact on public | Positive |
| Impact on staff | Positive |
| Rationale | As mentioned previously, the expansion will create more local jobs in addition to extra spaces for students which could potentially prevent them from having to travel as far to school. By creating local schools for local young people we are increasing the opportunities for active travel and the possibility to walk or cycle. |
| Mitigation | |

Rurality

| | |
|------------------|--|
| Impact on public | Neutral |
| Impact on staff | Neutral |
| Rationale | There will be no change in benefits to this protected characteristic group, over and above the current circumstances and over other protected characteristics groups, therefore the impact has been assessed as neutral for both staff, children and young people. |
| Mitigation | |

Geographical Impact: East Hampshire

Equality Statement

Additional information:

The project is included in the Children's Services Capital Programme, approved at the Executive Lead Member for Children's Services decision day on 12 January 2023.

Overview Statement:

A summary assessment to show that due regard to the Public Sector Equality Duty has been paid, which is undertaken when a full EIA is not needed:

EIA reference number: 00426

Date of production of EIA for publication: 25/05/2023