

## NOTICE OF MEETING

<b>Meeting</b>	Cabinet
<b>Date and Time</b>	Monday, 20th March, 2017 at 10.30 am
<b>Place</b>	Wellington Room, EII South, The Castle, Winchester
<b>Enquiries to</b>	members.services@hants.gov.uk

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

## FILMING AND BROADCAST NOTIFICATION

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

## AGENDA

### 1. APOLOGIES FOR ABSENCE

To receive any apologies for absence received.

### 2. DECLARATIONS OF INTEREST

All Members who believe they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Part 3 Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore all Members with a Non-Pecuniary interest in a matter being considered at the meeting should consider whether such interest should be declared, and having regard to Part 5, Paragraph 2 of the Code, consider whether it is appropriate to leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with the Code.

### 3. MINUTES OF PREVIOUS MEETING (Pages 1 - 10)

To confirm the minutes of the previous meeting held on 3 February 2017.

### 4. DEPUTATIONS

To receive any deputations notified under Standing Order 12.

**5. CHAIRMAN'S ANNOUNCEMENTS**

To receive any announcements the Chairman may wish to make.

**6. FINDINGS OF AUDIT INSPECTION BY THE INFORMATION COMMISSIONER'S OFFICE (Pages 11 - 22)**

To receive a report of the Director of Transformation and Governance outlining the findings of the recent audit of the County Council by the Information Commissioner's Office.

**7. UPDATE OF THE CORPORATE SUSTAINABILITY POLICY (Pages 23 - 32)**

To receive a report of the Director of Economy, Transport and Environment with an update to the Corporate Sustainability Policy.

**8. CABINET ADVISORY SUB-COMMITTEE FOR ECONOMIC DEVELOPMENT (Pages 33 - 42)**

To receive a report of the Director of Economy, Transport and Environment with proposals for a Cabinet Advisory Sub-committee for Economic Development.

**9. ATTAINMENT OF CHILDREN AND YOUNG PEOPLE IN HAMPSHIRE SCHOOLS (Pages 43 - 54)**

To receive a report of the Director of Children's Services outlining attainment information for Hampshire Schools.

**10. JOINT TARGETED AREA INSPECTION - REPORT AND LETTER OF FINDINGS (Pages 55 - 74)**

To receive a report of the Director of Children's Services providing an overview of the recent Joint Targeted Area Inspection.

**ABOUT THIS AGENDA:**

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

**ABOUT THIS MEETING:**

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

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

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# Agenda Item 3

AT A MEETING of the Cabinet of HAMPSHIRE COUNTY COUNCIL held at the Castle on 3 FEBRUARY 2017:

**Chairman:**  
**p Councillor Roy Perry**

Councillors:

p	Peter Edgar	p	Mel Kendal
p	Liz Fairhurst	p	Keith Mans
p	Andrew Gibson	p	Stephen Reid
a	Rob Humby	p	Patricia Stallard
p	Andrew Joy		

Also present with the agreement of the Chairman: Councillors Bennison, Bolton, Carter, England, Heron, House, Huxstep and Latham.

## 264. **BROADCASTING ANNOUNCEMENT**

The Chairman announced that the meeting was being recorded for broadcast on the County Council's website and would be available for repeated viewing. The press and members of the public were also permitted to film and broadcast this meeting. Those remaining at the meeting were consenting to being filmed and recorded, and to the possible use of those images and recording for broadcasting purposes.

## 265. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Humby.

## 266. **DECLARATIONS OF INTEREST**

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

## 267. **CONFIRMATION OF MINUTES**

The minutes of the meeting held on 12 December 2016 were confirmed as a correct record and signed by the Chairman.

## 268. **DEPUTATIONS**

No deputation requests had been received.

## 269. CHAIRMAN'S ANNOUNCEMENTS

The Chairman noted that the proposed Solent Combined Authority would now not proceed as there was not full agreement for it to do so. He recognised the position of the Secretary of State who was supportive of local government reorganisation where there was a strong local consensus.

It was confirmed that the "South East 7" Leaders had agreed the establishment of a sub-national transport body, which would have a focus on overall infrastructure planning. Being the largest net contributor to the national economy, it was vital that the South East maintain key road and rail infrastructure connectivity.

## 270. REVENUE BUDGET AND PRECEPT 2017/18

The Cabinet considered the report of the Director of Corporate Resources regarding the revenue budget and precept 2017/18 (Item 6 in the Minute Book).

The Chairman introduced the report, noting the Council's requirement to balance its budget and the difficulties some other Authorities were facing in achieving this. He highlighted that a high level of service provision had been maintained in Hampshire and that Council Tax precepts had been frozen for a number of years, therefore the proposed increase still equated to a real terms reduction since the start of the administration. The ability to use the flexibility around the additional social care precept would enable the County Council to avoid putting undue pressure on the NHS. The extensive £500 million programme of capital expenditure sitting alongside the revenue budget was drawn to Cabinet's attention as part of the Council's means of investing in the future of the area. The Chairman also proposed an additional recommendation following feedback from the Policy and Resources Select Committee, to retain devolved Member budgets at £8000 for the next two years, with no carry forward of underspend each year.

The Director of Corporate Resources provided further detail on the content of the revenue budget, confirming that incorporated the Transformation to 2017 savings and no new savings proposals had been included. Departmental performance in meeting their targets had been strong, although all departments were feeling the pressure, this was particularly strong in Adults Services and Children's Services. The individual departmental positions were outlined and a number of key points explained. It was confirmed that an efficiency plan had been submitted to and accepted by Government as part of the four year grant settlement, which continued the Council Tax policy introduced in the previous year. It was noted that the Parliamentary debate on the local government finance settlement was not scheduled until after the County Council meeting and confirmed that measures would be in place to ensure robust budget setting. The options relating to an increase in social care precept were set out and it was noted that even at 3% the additional income would still be insufficient to meet the increase in cost pressure in the department.

With the agreement of the Chairman, Councillor House addressed Cabinet:

Councillor House questioned the strategy of increasing the social care precept on a 3%+3%+0% basis, when 2%+2%+2% would achieve more income. He also suggested that not permitting the carry forward of underspend on devolved Member budgets would incentivise rapid spending and therefore proposed a partial carry forward limit of £2000 per year be considered.

It was clarified by the Director that although the 3%+3%+0% would result in less income overall to the Council, this was very marginal and that there would be a benefit in the initial increase in income.

Cabinet discussed the budget proposals, highlighting the acceptance of the efficiency plan and the level of security that gave the Council. A number of key features of the revenue and capital budgets were identified, including: the transfer of underspent winter maintenance budget to highway repairs, development opportunities for Council assets which could result in future rental income, the model of building extra-care housing to support people to live independently and reducing pressure on the NHS, investment in libraries and country parks, the programme of school building for the provision of school places and the progression of other infrastructure projects with the LEPs. There was support for the 3%+3%+0% model with regard to the increase in social care precept and it was noted that without the previous years of Council Tax freeze the precept would have been 13% higher. High levels of productivity by Council staff were acknowledged, as was high levels of performance demonstrated in recent inspection feedback.

The recommendations within the report were proposed and agreed, with the addition of a recommendation regarding devolved Member budgets and a recommendation acknowledging the commitment of Council staff and thanking them for their efforts and contribution. The decision record is attached to these minutes as Appendix 1.

#### **271. CAPITAL PROGRAMME 2017/18 - 2019/20**

The Cabinet considered the report of the Director of Corporate Resources regarding the Capital Programme 2017/18 - 2019/20. (Item 7 in the Minute Book).

Cabinet noted that the key features of the Capital Programme had been raised and discussed during consideration of the revenue budget (Minute 270 refers). Members welcomed and reiterated their support for the significance and scale of the Programme.

The recommendations within the report were proposed and agreed. The decision record is attached to these minutes as Appendix 2.

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Chairman, 20 March 2017

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## HAMPSHIRE COUNTY COUNCIL

### Executive Decision Record

<b>Decision Maker:</b>	Cabinet
<b>Date:</b>	3 February 2017
<b>Title:</b>	Revenue Budget and Precept 2017/18
<b>Reference:</b>	7885
<b>Report From:</b>	Director of Corporate Resources – Corporate Services

**Contact name:** Carolyn Williamson

**Tel:** 01962 847400

**Email:** Carolyn.Williamson@hants.gov.uk

#### 1. The decision:

##### That

- 1.1. The council tax increase for 2017/18 of 4.99% in line with the details set out in paragraph 5.18 be approved.
- 1.2. The revised budget for 2016/17 contained in Appendix 2 be approved.
- 1.3. That in principle approval be given to transfer any one off under spend on the 2016/17 winter maintenance budget to the highways maintenance budget for 2017/18.
- 1.4. The updated cash limits for departments for 2017/18 as set out in Appendix 3 are approved.
- 1.5. The proposed service budgets for 2017/18 (which include the implications of the annual review of charges) as set out in Appendix 4 are approved.
- 1.6. The overall budget for the County Council for 2017/18 as set out in Appendix 5 be approved.
- 1.7. Delegated authority be given to the Director of Corporate Resources, following consultation with the Leader and the Chief Executive to make changes to the budget following Cabinet to take account of new issues, changes to figures notified by District Council's or any late changes in the final Local Government Finance Settlement.
- 1.8. That Members' devolved budgets are increased for the next two years to £8,000 per Member, in 2017/18 and 2018/19, with no carry forward of underspent grants, with the additional funding to be met from P&R Other Reserves.
- 1.9. That Cabinet acknowledge the commitment of staff and thank them for their efforts and contribution.

**That it be a Cabinet recommendation to Council that:**

- 1.10. The Treasurer's report under Section 25 of the Local Government Act 2003 be taken into account when the Council determines the budget and precept for 2017/18 (Appendix 7).
- 1.11. The Revised Budget for 2016/17 set out in Appendix 2 be approved.
- 1.12. The Revenue Budget for 2017/18 (as set out in appendices 4 and 5) be approved.
- 1.13. Funding for one off priorities linked, both directly and indirectly, to additional capital investment and economic growth totalling £13.75m as set out in paragraphs 4.24 to 4.32 be approved.
- 1.14. Delegated authority be given to the Director of Economy, Transport and Environment to explore investment options with Veolia for Material Recovery Facilities as set out in paragraphs 4.33 to 4.34 and if favourable, to commit in principle funding to the scheme in consultation with the Executive Member for Environment and Transport, the Leader and Director of Corporate Resources.
- 1.15. The total budget requirement for the general expenses of the County Council for the year beginning 1 April 2017, be £730,934,758.
- 1.16. The council tax requirement for the County Council for the year beginning 1 April 2017, be £566,827,145.
- 1.17. The County Council's band D council tax for the year beginning 1 April 2017 be £1,133.10, an increase of 4.99% of which 3% is specifically for adults' social care.
- 1.18. The County Council's council tax for the year beginning 1 April 2017 for properties in each tax band be:

	£
Band A	755.40
Band B	881.30
Band C	1,007.20
Band D	1,133.10
Band E	1,384.90
Band F	1,636.70
Band G	1,888.50
Band H	2,266.20

- 1.19. Precepts be issued totalling £566,827,145 on the billing authorities in Hampshire, requiring the payment in such instalments and on such date set by them previously notified to the County Council, in proportion to the tax base of each billing authorities area as determined by them and as set out overleaf:

Basingstoke and Deane	63,376.90
East Hampshire	48,900.79
Eastleigh	44,118.34
Fareham	42,371.60
Gosport	26,409.70
Hart	39,441.51
Havant	39,937.00
New Forest	70,155.20
Rushmoor	30,424.24
Test Valley	47,315.00
Winchester	47,794.31

1.20. The treasury management and annual investment strategies, prudential and financial health indicators for 2017/18 be approved, in accordance with the recommendations in Appendix 8.

**2. Reason(s) for the decision:**

2.1. The County Council must agree the 2017/18 budget and set the council tax for 2017/18 at its meeting on 16 February 2017. The Leader will present his budget speech and recommendations at the meeting. This report provides the background to those budget decisions and presents the recommendations from the Leader and Cabinet to the County Council.

**3. Other options considered and rejected:**

3.1. In effect the number of options for setting the budget are limitless and Leaders of the Opposition Groups may wish to present alternative recommendations on the budget and council tax at County Council as an amendment to the proposals.

**4. Conflicts of interest:**

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

None

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

None

5. **Dispensation granted by the Conduct Advisory Panel: None.**
6. **Reason(s) for the matter being dealt with if urgent: Not applicable.**
7. **Statement from the Decision Maker:**

**Approved by:**

**Date:**

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**3 February 2017**

**Chairman of the Cabinet**  
Councillor Roy Perry

## HAMPSHIRE COUNTY COUNCIL

### Executive Decision Record

<b>Decision Maker:</b>	Cabinet
<b>Date:</b>	3 February 2017
<b>Title:</b>	Capital Programme 2017/18 to 2019/20
<b>Reference:</b>	7884
<b>Report From:</b>	Director of Corporate Resources – Corporate Services

**Contact name:** Carolyn Williamson

**Tel:** 01962 847400

**Email:** carolyn.williamson@hants.gov.uk

#### 1. The decision:

Based on the recommendations of the Leader and Cabinet to the County Council, for the capital programme for 2017/18 to 2019/20 and the revised capital programme for 2016/17 that:

- 1 Within the 2016/17 programme for Environment and Transport, the budget for A30/A340 Winchester Road Roundabout scheme be reduced from £4.0million to £3.410 million in line with latest estimates and the balance (£0.59 million) be reinvested in an adjacent scheme within the agreed corridor
- 2 It be a recommendation by Cabinet to Council that:
  - a) the capital programme for 2017/18 and the provisional programmes for 2018/19 and 2019/20 as set out in Appendix 3 be approved.

#### 2. Reasons for the decision:

2.1 The County Council must agree its Capital Programme for 2017/18 at its meeting on the 16 February 2017. The Leader will present his budget speech and recommendations at that meeting, including proposals for the capital programme. The report provides the background to the capital programme and presents the recommendations from the Leader and Cabinet to the County Council.

#### 3. Other options considered and rejected:

3.1. Other options are not available as far as process and timetable are concerned, but the Leader of the Opposition may wish to present alternative recommendations on the capital programme at County Council, as an amendment to these proposals.

**4. Conflicts of interest:**

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

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

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

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

**7. Statement from the Decision Maker:**

**Approved by:**

**Date:**

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**3 February 2017**

**Chairman of the Cabinet  
Councillor Roy Perry**

## HAMPSHIRE COUNTY COUNCIL

### Report

<b>Decision Maker:</b>	Cabinet
<b>Date:</b>	20 March 2017
<b>Title:</b>	Findings of Audit Inspection by the Information Commissioner's Office
<b>Report From:</b>	Director of Transformation and Governance

**Contact name:** Peter Andrews, Head of Risk and Information Governance

**Tel:** 01962 847309

**Email:** peter.andrews@hants.gov.uk

#### 1. Executive Summary

- 1.1. The purpose of this paper is to brief the Cabinet on the findings of the recent audit of the County Council by the Information Commissioner's Office (ICO) of the County Council's Data Protection arrangements.
- 1.2. A more detailed report will be presented to the next meeting of the Audit Committee.
- 1.3. The ICO undertook a consensual audit of the County Council in November 2016. This was a comprehensive and detailed assessment of how the County Council manages Data Protection. During the 3 day review visit over 50 staff were interviewed, in multiple locations across the County Council by a team of auditors from the ICO.
- 1.4. The ICO has awarded the County Council its highest assessment, that of "High Assurance".
- 1.5. A copy of the summary report that the County Council has agreed for the ICO to publish is appended to this report.
- 1.6. It is very unusual for the ICO to award this standard, in the 12 months prior to the County Council's inspection only 1 other organisation, the DVLA, achieved this.

#### 2. Contextual information

- 2.1. The County Council deals with tens of thousands of highly sensitive pieces of information on a daily basis – from the mundane to the very specialised, from bank account details to adoption records.
- 2.2. The ICO is the independent regulatory office (national data protection authority) dealing with the Data Protection Act 1998 and the Privacy and Electronic Communications (EC Directive) Regulations 2003 across the UK; and the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 in England, Wales and Northern Ireland. It acts as the regulator in matters relating to data protection.

- 2.3. In December 2015 the County Council agreed to the ICO undertaking a consensual audit of the County Council's data protection arrangements.
- 2.4. A considerable programme of improvements in the County Council's arrangements for information governance and data protection had been implemented over an 18 month period prior to the inspection and it was felt that it would be useful to have these validated by an independent respected source.
- 2.5. It was clear to the auditors that the County Council is a learning organisation, not only improving previous processes and practices, but also in the forefront of implementing effective best practice.
- 2.6. The audits findings provide independent assurance that the County Council has the necessary control processes and systems are in place to safeguard sensitive and business related information.

### **3. The Conduct of the Audit**

- 3.1. Preparation and supervision of the audit was led by the Director of Transformation and Governance in his role as Senior Information Risk Officer, and the County Council's Monitoring Officer. Project management was overseen by the Head of Risk and Information Governance, with the full participation of individuals from all Departments, led by their own Senior Information Risk Officers and Data Protection leads.
- 3.2. The audit looked at 3 areas of the County Council's information governance arrangements. These were:
  - a) The processes for managing both electronic and manual records containing personal data
  - b) The technical and organisational measures in place to ensure that there is adequate security over personal data held in manual or electronic form
  - c) The provision and monitoring of staff data protection training and the awareness of data protection.
- 3.3. The ICO team reviewed several hundred documents and procedures over a 6 week period, as well as undertaking a 3 day inspection visit. A team of 2 auditors undertook interviews with more than 50 members of staff in offices across the County Council.
- 3.4. The ICO produced a detailed report of its findings, along with a summary, which the County Council has agreed to be published on the ICO's website.
- 3.5. The County Council has received the final audit report from the ICO. The ICO have given an overall finding of "High Assurance". This is the highest assessment that it can award.
- 3.6. In its report the ICO stated, "There is a high level of assurance that processes and procedures are in place and are delivering data protection compliance". It goes on to state that there is "only limited scope for improvement in existing arrangements".
- 3.7. Analysis of the 40 audits the ICO has undertaken in the last 12 months (including private sector companies) identified only 1 example of "High Assurance". This was the DVLA. We are aware of only 3 Local Authorities



that have been awarded with this grade since 2011; the latest being Essex County Council in 2015.

#### **4. Key Messages from the Audit**

- 4.1. Amongst the areas of good practice that the auditors were impressed with were:
  - a) The high level of awareness and understanding of staff in relation to data protection matters and the achievement of the Council's e-learning training programme having reached 96% of staff.
  - b) The commitment of senior managers and staff to protecting the privacy of individuals' information, and the quality of the guidance and procedures used by staff, as well as the level of compliance they found with those policies.
  - c) The County Council's IT security arrangements, particularly the quality of anti virus, firewall and the overall IT security arrangements.
  - d) The high level of security and the effective processes operated by the Records Management Service provided by CCBS.
- 4.2. The auditors were also impressed that the governance and reporting structures facilitated by the Transformation and Governance Directorate were effective and represented best practice.
- 4.3. The audit inevitably raised a small number of areas for improvement. These are limited to low areas of risk, such as ensuring consistent document management on policy and procedure documents. An audit action plan has been drawn up and the agreed management actions are being implemented as part of its commitment to continuous improvement.
- 4.4. Although the result of the audit was a significant achievement and provides a high level of assurance, the County Council acknowledges the importance of retaining focus to ensure that high standards are retained, and improved. The County Council recognises the trust placed by the public on its entire staff to ensure that sensitive information is treated with respect – as if it were our own or our children's or our parents'.

#### **5. Recommendation**

- 5.1. That the Cabinet note the contents of this report and the findings of the Information Commissioner as a result of their audit, awarding the County Council the assessment of "High Assurance" for its data protection arrangements.

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

Hampshire safer and more secure for all:	yes
Maximising well-being:	yes
Enhancing our quality of place:	yes
<b>OR</b>	
<p><b>This proposal does not link to the Corporate Strategy but, nevertheless, requires a decision because:</b></p> <p><i>NB: Only complete this section if you have not completed any of the Corporate Strategy tick boxes above. If it is not applicable, please delete.</i></p>	

*NB: If the 'Other significant links' section below is not applicable, please delete it.*

**Other Significant Links**

<b>Links to previous Member decisions:</b>		
<u>Title</u>	<u>Reference</u>	<u>Date</u>
<b>Direct links to specific legislation or Government Directives</b>		
<u>Title</u>	<u>Date</u>	

**Section 100 D - Local Government Act 1972 - background documents**

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

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

## IMPACT ASSESSMENTS:

### 1. Equality Duty

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

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

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

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

### 1.2. Equalities Impact Assessment:

See guidance at <http://intranet.hants.gov.uk/equality/equality-assessments.htm>

*Inset in full your **Equality Statement** which will either state*

- (a) why you consider that the project/proposal will have a low or no impact on groups with protected characteristics or*
- (b) will give details of the identified impacts and potential mitigating actions*

Non decision is being requested that would an impact on groups with protected characteristics.

### 2. Impact on Crime and Disorder:

2.1. None

### 3. Climate Change:

- a) How does what is being proposed impact on our carbon footprint / energy consumption?
- b) None

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

None

# Hampshire County Council

## Data protection audit report

Executive summary

## 1. Background

The Information Commissioner is responsible for enforcing and promoting compliance with the Data Protection Act 1998 (the DPA). Section 51 (7) of the DPA contains a provision giving the Information Commissioner power to assess any organisation's processing of personal data for the following of 'good practice', with the agreement of the data controller. This is done through a consensual audit.

The Information Commissioner's Office (ICO) sees auditing as a constructive process with real benefits for data controllers and so aims to establish a participative approach.

Hampshire County Council (HCC) has agreed to a consensual audit by the ICO of its processing of personal data.

An introductory meeting was held on 28 September 2016 with representatives of HCC to identify and discuss the scope of the audit and after that on 09 November 2016 to agree the schedule of interviews.

## 2. Scope of the audit

Following pre-audit discussions with HCC, it was agreed that the audit would focus on the following areas:

- a. Records management (manual and electronic) – The processes in place for managing both manual and electronic records containing personal data. This will include controls in place to monitor the creation, maintenance, storage, movement, retention and destruction of personal data records.
- b. Training and awareness – The provision and monitoring of staff data protection training and the awareness of data protection requirements relating to their roles and responsibilities.
- c. Security of personal data – The technical and organisational measures in place to ensure that there is adequate security over personal data held in manual or electronic form.

### 3. Audit opinion

The purpose of the audit is to provide the Information Commissioner and HCC with an independent assurance of the extent to which HCC, within the scope of this agreed audit, is complying with the DPA.

The recommendations made are primarily around enhancing existing processes to facilitate compliance with the DPA.

<b>Overall Conclusion</b>	
<b>High Assurance</b>	<p>There is a high level of assurance that processes and procedures are in place and are delivering data protection compliance. The audit has identified only limited scope for improvement in existing arrangements and as such it is not anticipated that significant further action is required to reduce the risk of non-compliance with the DPA.</p> <p>We have made two high assurance ratings in relation to Training and Awareness and Security of personal data. We have made one reasonable assurance rating in relation to Records Management.</p>



## 4. Summary of audit findings

### Areas of good practice

- The Risk Management Board (RMB) is responsible for ensuring corporate risk is identified and managed effectively. It is chaired by the Senior Information Risk Owner (SIRO) and attended by Departmental SIROs, which are in place across HCC.
- The RMB receives reports about information risk from the Information Governance Steering Group (IGSG) which is chaired by the Deputy SIRO. Attendees include the Data Protection Officer, Departmental Data Protection Coordinators (DPCs) and representatives from the Records Management Service. Information Management Steering Groups have also been set up within Adults' Services and Legal Services.
- Information Asset Registers have been created within each Department. They are reviewed each year by the Departmental SIROs, DPCs and Information Asset Owners to ensure they remain accurate. Adults', Children's and Legal Services have retention schedules in place for all the personal data they hold.
- It is a requirement for all staff with access to HCC's IT system to complete a specific data protection e-learning training programme. The course is comprehensive and includes a test that staff must pass. Refresher training is completed annually. At the time of the audit 96% of staff with IT access had completed the training programme.
- A wide range of information security management policies and procedures are in place. The IT Policy Review Panel maintains a policy register and ensures they are regularly reviewed and updated. HCC's IT Department has held the ISO27001 Information Security Management System certification since 2008.

### Areas for improvement

- There are no routine checks on the casework management systems in Adults' and Children's Services to monitor whether staff are only accessing records on a 'need to know' basis. Legal Services are unable to study a user's viewing history in their casework management system.
- Manual records out on loan from Legal/Adults'/Children's Services central storage location are not recalled after a certain period of time. There is a risk manual records could potentially be held off-site indefinitely.

- There is no process in place for ensuring that staff assigned with Mass Storage Devices, such as USB sticks, are still in possession of them.

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**The matters arising in this report are only those that came to our attention during the course of the audit and are not necessarily a comprehensive statement of all the areas requiring improvement.**

**The responsibility for ensuring that there are adequate risk management, governance and internal control arrangements in place rest with the management of Hampshire County Council.**

**We take all reasonable care to ensure that our audit report is fair and accurate but cannot accept any liability to any person or organisation, including any third party, for any loss or damage suffered or costs incurred by it arising out of, or in connection with, the use of this report; however such loss or damage is caused. We cannot accept liability for loss occasioned to any person or organisation, including any third party, acting or refraining from acting as a result of any information contained in this report.**

## HAMPSHIRE COUNTY COUNCIL

### Decision Report

<b>Decision Maker:</b>	Cabinet
<b>Date:</b>	20 March 2017
<b>Title:</b>	Update of the Corporate Sustainability Policy
<b>Report From:</b>	Director of Economy, Transport and Environment

**Contact name:** Chitra Nadarajah

**Tel:** 01962846771

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#### 1. Executive Summary

- 1.1. The purpose of this paper is to recommend that the Corporate Sustainability Policy be updated and formally adopted to support the County Council's Transformation agenda.
- 1.2. This paper sets out the requirements for a Corporate Sustainability Policy and outlines the financial implications and performance regime if the policy is adopted.

#### 2. Contextual information

- 2.1. Hampshire County Council has long had a commitment to acting sustainably and has embedded many of the key principles of sustainability throughout the organisation. However, in line with other large organisations with the same level of reach and profile, the Council needs to ensure that this commitment is visible and clearly demonstrated to staff, communities, and to potential customers.
- 2.2. At the same time the County Council is embarked on its fourth major cost reduction programme since 2010 known as 'Transformation to 2019' (Tt19). This is likely to require radical and bold solutions to the financial challenge that the Council faces. Within this context charging and trading are likely to be key areas of focus.
- 2.3. In order to put itself in the strongest possible position to capitalise on charging and trading opportunities, Hampshire County Council needs to ensure it employs sound business practices, applying the same standards to itself as it expects from those who work on its behalf. This includes demonstrating a robust commitment to sustainability.
- 2.4. At this stage the County Council does not have a formally adopted Sustainability Policy which demonstrates its commitment and approach to sustainability. The Sustainability and Climate Change pages on Hantsweb

give information on the Council's past work on sustainability and provide links to various relevant areas of work. This information replaced the previous Sustainability Policy and Framework which was based on reporting against the Aalborg commitments. Although this was an appropriate process at the time it was developed, there has been no recent formal reporting against the Aalborg commitments, and the work done since then to embed sustainability throughout the organisation, coupled with current levels of resource available to support this work, means that this approach is no longer fit for purpose.

- 2.5. Therefore it is recommended that the Corporate Sustainability Policy be refreshed to provide a method of demonstrating the Council's continued commitment towards sustainability in a way that is transparent and easily accessible to customers, staff, Members and the wider community, without investing substantial resource into a complex reporting framework.
- 2.6. In addition to demonstrating its continued commitment to sustainability, a refreshed policy will enable the council to celebrate and promote projects that contribute to building a sustainable future for Hampshire, as well as its own aim of being carbon neutral by 2050. Examples include:
  - the installation of a network of Electric Vehicle charge points (seven rapid and five fast charge points) across the County to encourage the take up of low carbon electric vehicles;
  - the successful installation of 23 Solar Photovoltaic systems across the County Council's buildings;
  - Street Lighting improvement programme that has halved street lighting energy consumption since 2010 and
  - an overall reduction in carbon emissions of 35.8% across the estate since 2010.
- 2.7. The recommended Sustainability Policy wording is included in Appendix 1 of this paper.
- 2.8. To ensure the Sustainability Policy is robust, a supporting document outlining how sustainability is embedded within existing policy/strategies from key service areas across the organisation has also been drafted (in Appendix 1 of this paper).

### **3. Finance**

- 3.1. There are limited resource implications involved in adopting a new Sustainability Policy. It is envisaged that it will be a Hantsweb-based self service resource, with some specialist support available from within the Economy, Transport and Environment Department.
- 3.2. The Sustainability Policy will require annual review to incorporate any substantial changes to the existing policies/strategies, which is not envisaged to be resource intensive and will not require additional layers of monitoring or performance reporting.

3.3. Service managers across the organisation have been involved in developing the wording in the policy document and have also been canvassed on their views on this concise approach. The general consensus was that the policy would support their service delivery, particularly when bidding for contracts/traded services and that the approach to monitoring was appropriate.

#### **4. Performance**

4.1. It is proposed that the new Sustainability Policy wording will be added to Hantsweb and the new approach adopted corporately.

4.2. Arrangements will be put in place for the Sustainability Policy to be reviewed and updated (if applicable) on an annual basis to ensure that it remains current and correct.

#### **5. Other key issues**

5.1. In line with the long-term objectives of the Council's Corporate Strategy, the adoption of a corporate sustainability policy will ensure that Hampshire County Council

- is committed to providing efficient and competitive services which deliver economic and social progress
- aims to provide services without compromising the future interests of Hampshire and its communities
- has embedded sustainable principles into key services across the organisation

5.2. To put Hampshire County Council in the strongest possible position to deliver Tt19 and capitalise on charging and trading opportunities, we need to ensure we employ sound business practices.

5.3. In line with most organisations of our size and reach, these practices should include a Corporate Sustainability Policy.

5.4. Given the current and likely future financial landscape in which the Council operates, any Sustainability Policy needs to be resourced efficiently, whilst being robust enough to support the Transformation agenda.

#### **6. Recommendation**

6.1. That Cabinet approve the formal adoption of a Corporate Sustainability Policy.

Rpt/ref/CN

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

<b>Hampshire safer and more secure for all:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Maximising well-being:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Enhancing our quality of place:</b>	yes
Corporate Improvement plan link number (if appropriate):	

**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.)

DocumentLocation

None

## **IMPACT ASSESSMENTS:**

### **1. Equality Duty**

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

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

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

- 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.

### **1.2. Equalities Impact Assessment:**

This Policy links a raft of existing HCC policies and strategies which demonstrate the Council's commitment to embedding sustainability in its work, including reducing inequality across the County, an example of this is the Children's and Young People's Plan. The formal adoption of the Policy will help to reinforce and drive future action to tackle inequality.

### **2. Impact on Crime and Disorder:**

2.1. No impact

### **3. Climate Change:**

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

The adoption of a Corporate Sustainability Policy will help to reinforce and drive projects such as the Carbon Reduction Strategy and Energy Strategy

which provide a sustainable, cost effective approach to energy management and consumption.

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

To ensure that sustainability of the organisation and services it provides the Council will need to ensure that it is resilient to the impacts of the changing climate. The adoption of a Corporate Sustainability Policy will help to reinforce and drive the incorporation of climate change adaptation measures across the organisation and in the communities it serves.



## **Sustainability Policy**

Sustainability is based on the principle that successful, thriving communities are created by balancing the three key pillars of social, economic and environmental needs. Successful organisations also understand that these pillars are interlinked and equal in importance, and by applying this principle they achieve both profitable growth and positive social impact.

Hampshire County Council is committed to this principle, delivering efficient and competitive services which deliver economic and social progress without compromising the future interests of Hampshire and its communities.

Hampshire County Council has embedded sustainable principles into key services across the organisation. Details can be found in the Supporting Policy Document.

## **Supporting Policy Document**

Sustainability is a central part of decision making across the organisation, and our [Strategic Plan](#) (to be approved by Cabinet in March 2017) outlines our strategy for reshaping our services to create a modern, efficient and resilient organisation for the future. The descriptions and links below outline how the County Council has embedded a sustainable approach throughout the organisation.

### **Our buildings and estate:**

We are working through our [Carbon Management Plan](#) to reduce carbon emissions from our own estate and through our [Strategic Asset Management Plan](#) to ensure that our buildings are energy efficient and renewable energies are used where appropriate and financially viable.

Our [Energy Strategy](#) addresses the three key issues posed by security of supply, affordability and carbon emissions to Hampshire County Council and the communities of Hampshire. By addressing these challenges and opportunities, Hampshire County Council and the communities it serves will continue to be supported by energy in the way we are accustomed to, overcoming the challenges and exploiting the opportunities, in order to maintain and improve current standards. The [Energy Strategy Action Plan](#) aims to deliver high quality and cost effective projects to reduce the energy consumption and carbon footprint of Hampshire County Council and the wider community.

*Contact: Steve Clow, Assistant Director of Property Services*

### **Procurement**

We recognise that procurement decisions have major socio-economic and environmental implications, both locally and globally, now and for future generations. Our [Corporate Procurement Strategy](#) helps us promote and deliver sustainability objectives through our procurement activities. We contribute towards carbon reduction targets through the consideration of the costs and benefits of environmentally-friendly goods and services, including minimising 'procurement miles'. We also communicate our sustainability objectives to our suppliers and persuade them to adopt environmentally-friendly processes and supply environmentally-friendly goods and services.

*Contact: Holly Humble, Senior Process & Improvement Policy Officer*

**Education and Families:**

Working with partners through our [Children and Young People's Plan](#) we are committed to removing barriers to access, participation and achievement for children and young people, and are taking a sustainable, whole community approach, to make Hampshire an even better place for all children and young people to have the best possible start in life.

*Contact: Graham Ferguson, Business Change Manager, Childrens Services*

**Health and Wellbeing, Social Care and Public Health:**

We work with Partners to plan and deliver a sustainable public health and social care system across the county. There is a clear focus on improving health outcomes for local people, reducing inequalities and maximising the future wellbeing of Hampshire residents, including maintaining a sustainable supply of social care. Our [Health and Wellbeing Board](#) is responsible for overseeing this process and works to improve the lives of local people and ensure that partners work together to plan and deliver high quality services.

*Contact: Marie-Claire Lobo, Public Health Consultant*

**Community Resilience**

Building resilience is a key part of creating sustainable communities, and many of the services listed in this policy contribute to making stronger, healthy communities with sustainable economies.

Creating resilience to emergency events is a key part of Hampshire County Council's work both internally and within the [Hampshire and Isle of Wight Local Resilience Forum](#) and we work with Hampshire communities to help increase their resilience to emergency situations.

*Contact: Ian Hoult, Head of Emergency Planning Resilience, Policy and Governance*

**Economy:**

As well as being a major employer, the County Council has an important role to play in creating the conditions for [Sustainable Growth](#). We aim to do this by working through local partnerships and businesses, equipping the current and future workforce with key skills, encouraging local supply chains and networks and using innovative ways of generating income to pay for new infrastructure. We also have a pivotal role in conserving and using our natural resources more efficiently and balancing [Economic Growth](#) whilst safeguarding Hampshire's environment and quality of life. Our work to increase broadband coverage across the County and projects to create employment opportunities close to people's homes help to create thriving local economics, particularly in rural areas, whilst reducing traffic congestion.

*Contact: David Fletcher, Assistant Director Economic Development*

**Planning and Environment:**

Our [Minerals and Waste Plan](#) is based on the principle of delivering sustainable minerals and waste development in Hampshire, ensuring we maintain a reliable supply of minerals and excellent management of our waste, at the right time,

whilst protecting the environment and our communities. Hampshire's [Strategic Infrastructure Statement](#) aims to minimise the risk of a growing infrastructure deficit in Hampshire which is key to ensuring the continued prosperity and sustainability of the county, particularly at this time of major economic challenge.  
*Contact: Chris Murray, Head of Strategic Planning*

Through joint working with our [Project Integra](#) partners, we provide an integrated and flexible solution for dealing with Hampshire's household waste in an environmentally sound, cost effective and reliable way in the best interests of our communities. We now benefit from a suite of waste infrastructure, which, combined with services on the ground and the enthusiastic participation of residents enables waste to be managed in a sustainable manner across Hampshire. Our [Waste Prevention](#) programme aims to engage residents and help them to reduce the amount of waste they generate.  
*Contact: Sam Horne, Strategic Manager - Waste and Resources*

Our role as a [Lead Local Flood Authority](#) means that we work with a range of partners across the region to develop sustainable long term solutions to manage flood risk. These include developing innovative catchment based solutions using the natural flood management, as well as more traditional engineering and maintenance options.  
*Contact: Clare Mills, Flood Water Manager*

Through our [country parks wildlife and heritage sites](#), we provide a wide range of opportunities to visit and enjoy Hampshire's countryside while conserving the quality of our landscape, wildlife and historic places. The County Council works with partner organisations to help improve access to the countryside and green spaces through the delivery of the [Hampshire Countryside Access Plan](#). In addition, the Hampshire Biodiversity Information Centre in partnership with other organisations also provides a specialist advice and data service which supports the planning system and a variety of projects and initiatives to help ensure that the benefits of [Biodiversity and the Historic Environment](#) are secured and readily available to everyone.  
*Contact: Jo Heath, Head of Countryside, Nicky Court, Specialist Environmental Services Manager*

### **Transport and Highways:**

Our [Local Transport Plan \(2011-2031\)](#) shows how we will improve our transport systems and infrastructure and increase the resilience of our highway network to benefit people living and working in Hampshire and contribute to sustainable economic development. Along with the [My Journey](#) project, the Plan includes actions to improve local travel options, so that public transport, walking and [Cycling](#), on their own or in combination, can provide viable, attractive alternatives to the car. Our [Planned Maintenance](#) schedule continues to make more of Hampshire's roads resilient to the effects of extreme weather and increasingly heavy traffic as part of a long term strategy to 'future-proof' the network, and enables waste prevention by recycling existing road material into highways repairs and new capital schemes. Our highways contracts use local supply chains to

support SMEs where possible and foster social inclusion and increase the skills of our future workforce by offering a range of apprenticeships.

*Contact: Colin Taylor, Deputy Director Highways*

## HAMPSHIRE COUNTY COUNCIL

### Decision Report

<b>Decision Maker:</b>	Cabinet
<b>Date:</b>	20 March 2017
<b>Title:</b>	Cabinet Advisory Sub-Committee for Economic Development
<b>Report From:</b>	Director of Economy, Transport and Environment

**Contact name:** David Fletcher

**Tel:** 01962 846125

**Email:** david.fletcher@hants.gov.uk

### 1. Executive Summary

1.1. Following Cabinet's considerations of the report 'Future Approach to Economic Development and Business Engagement' on 12 December 2016 and its approval to establish a Cabinet Advisory Sub-Committee for Economic Development, this report seeks to brief Cabinet on:

- a) the proposed Cabinet Advisory Sub-Committee for Economic Development and its suggested terms of reference;
- b) the associated proposed Business Engagement Forum and its suggested terms of reference.

1.2. This report also seeks Cabinet's approval of:

- a) the terms of reference for the Cabinet Advisory Sub Committee for Economic Development (*see Appendix 1*);and
- b) the terms of reference for the Business Engagement Forum (*see Appendix 2*)

### 2. Contextual information

2.1. The County Council works closely with both the local enterprise partnerships (LEPs), and with Hampshire district councils to support economic prosperity in Hampshire. This partnership working is particularly important in helping to secure and deliver major development and regeneration projects on key sites, such as the Enterprise Zones. This type of activity is expected to increase across Hampshire in the future, as, for example, the ministry of defence rationalises its estate, bringing forward new sites and opportunities for redevelopment or regeneration.

2.2. The Cabinet report of 12 December 2016 proposed two key measures to enhance both the County Council's approach to economic development and its engagement with the business community:

- a) The establishment of a Cabinet Advisory Sub-Committee for Economic Development, chaired by the Leader and involving the following key Cabinet portfolios:
  - Leader of the County Council and Executive Member for Policy and Resources;
  - Deputy Leader and Executive Member for Childrens Services;
  - Executive Member for Economic Development;
  - Executive Member for Environment and Transport.
- b) The establishment of a Business Engagement Forum, consisting of:
  - The Cabinet Sub-Committee for Economic Development;
  - The Board of the Hampshire & Isle of Wight Business Alliance (HIBA);
  - The Chairs of the Enterprise M3 and Solent Local Enterprise Partnerships.

### **3. Cabinet Advisory Sub Committee – Purpose and Terms of Reference**

3.1. The County Council fulfils a very significant role in supporting the local economy:

- a) Infrastructure (including transport and digital), skills and development sites and premises are all recognised as 'key drivers of growth', and the County Council is a central player in these agendas;
- b) Direct interventions, including support for key sectors, transformational regeneration projects and the promotion of the visitor economy, which are delivered by the County Council through the Economic Development function within the Department of Economy, Transport and Environment (ETE);
- c) Through the County Council's significant procurement of goods and services from local businesses.

3.2. Given that several Cabinet portfolios contribute to the economic agenda, the proposed Cabinet Advisory Sub-Committee could add value by:

- a) encouraging a more holistic approach to supporting the economy;

- b) ensuring the County Council contributes most effectively to the Strategic Economic Plans of the two Local Enterprise Partnerships (LEPs) and responds in a comprehensive manner to major consultation and policy development initiatives such as the Government's recently launched Industrial Strategy Green Paper;
- c) establishing clarity on the nature of specific economic development related interventions and relative priorities as and when required;
- d) facilitating a co-ordinated approach to supporting major development projects such as Solent Enterprise Zone (Daedalus) or Whitehill Bordon for example;
- e) advising and assisting in the development of revised delivery arrangements for economic development, as set out in the Cabinet report approved on 12 December 2016;
- f) participating in the proposed Business Engagement Forum (see below).

3.3. Appendix 1 provides the draft terms of reference for the Cabinet Advisory Sub-Committee. An informal and exploratory meeting of the proposed members of the Cabinet Advisory Sub-Committee met on Tuesday 14 February 2017 where the draft terms of reference were discussed.

#### **4. Business Engagement Forum – Purpose and Terms of Reference**

4.1. Last year's consultation with local businesses provided clear evidence that the business community wishes to engage more closely and effectively with local government, especially give the prospect of a move to 100% business rates retention by 2020 to help fund Council services.

4.2. The Business Engagement Forum would provide direct feedback from the private sector to the Cabinet Sub Committee to help inform the County Council's approach to economic development, incorporating:

- a) issues and challenges facing the business community, including skills, planning and development, transport, and business premises etc;
- b) current and anticipated trading conditions (especially relevant in context of Brexit);
- c) views and intelligence which can inform policy making and delivery arrangements (local and national);
- d) key business issues which influence regeneration and development;
- e) effectiveness of current business support arrangements in Hampshire;

- f) intelligence and support for informing dialogue with central government and its agencies and work with other strategic partners, e.g. the emerging Sub National Transport Body for the South East.

4.3. Appendix 2 provides draft terms of reference for the Business Engagement Forum. An initial informal and exploratory meeting of the proposed members of the Forum has been scheduled for Monday 27 March 2017, to discuss the purpose of the Forum and its terms of reference, to ensure that the private sector is both comfortable with the approach and confident that this will be a value added initiative. Any suggested amendments arising from this further consideration will be reported to Council in the County Council's report on this matter.

## **5. Recommendations**

- 5.1 That Cabinet approves the terms of reference for the proposed Cabinet Advisory Sub-Committee for Economic Development; and
- 5.2 That Cabinet approves the terms of reference for the proposed Business Engagement Forum.



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

<b>Hampshire safer and more secure for all:</b>	no
Corporate Improvement plan link number (if appropriate):	
<b>Maximising well-being:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Enhancing our quality of place:</b>	yes
Corporate Improvement plan link number (if appropriate):	

**Other Significant Links**

<b>Links to previous Member decisions:</b>		
<u>Title</u>	<u>Reference</u>	<u>Date</u>
<a href="http://www3.hants.gov.uk/councilmeetings/advsearhmeetings/meetingsitemdocuments.htm?sta=0&amp;pref=Y&amp;item_ID=7931&amp;tab=2&amp;co=&amp;confidential=">http://www3.hants.gov.uk/councilmeetings/advsearhmeetings/meetingsitemdocuments.htm?sta=0&amp;pref=Y&amp;item_ID=7931&amp;tab=2&amp;co=&amp;confidential=</a>	7931	12 Dec 2016

**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>
Business Consultation Summary Report	Hantsweb (Serving Hampshire) <a href="http://documents.hants.gov.uk/economic-development/HCCSPCBusinessConsultationSummaryReportNov2017.pdf">http://documents.hants.gov.uk/economic-development/HCCSPCBusinessConsultationSummaryReportNov2017.pdf</a>

## **IMPACT ASSESSMENTS:**

### **1. Equality Duty**

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

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

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

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

### **1.2. Equalities Impact Assessment:**

It is considered that this report will have no adverse impact or cause no disadvantage to groups with protected characteristics.

### **2. Impact on Crime and Disorder:**

2.1 This report raises no issues related to crime and disorder.

### **3. Climate Change:**

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

3.2. How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

The recommendation in this report raises no issues in respect of climate change resilience or adaptation, energy consumption or impact on our carbon footprint.

## Appendix 1

### Draft Terms of Reference for the Cabinet Advisory Sub Committee for Economic Development

#### Overall Purpose

To advise the Leader and Cabinet on Hampshire County Council's strategic approach to Economic Development across all relevant portfolios, to ensure that our activities achieve the optimum outcomes in terms of supporting the local economy.

#### Objectives

- a) To provide a more holistic approach to supporting the economy across the whole of the county of Hampshire, encompassing the key drivers of growth including:
  - investment in infrastructure (transport and digital);
  - skills development;
  - development and regeneration;
  - stock of business premises.
- b) To ensure that the County Council contributes most effectively to the Strategic Economic Plans of the two LEPs and responds in a comprehensive manner to major consultation and policy development initiatives such as the Government's recently launched Industrial Strategy.
- c) To establish clarity on the nature of specific economic development related interventions and relative priorities as and when required;  
This could include, but is not limited to:
  - Support for key sectors in the Hampshire economy;
  - Relationship management for the existing business community, especially Hampshire's largest private sector employers;
  - Business support for SMEs;
  - Promotion and facilitation of transformational development projects;
  - Promotion of Hampshire as a key visitor destination.
- d) To ensure a co-ordinated approach to supporting major development projects, such as Solent Enterprise Zone (Daedalus) or Whitehill Bordon, across key functions of the County Council, and supporting work with District Council partners – where relevant.
- e) To advise and assist in the development of revised delivery arrangements for economic development, as set out in the Cabinet report approved on 12 December 2016, including scope, partners, governance and funding.
- f) To provide an economic perspective on Hampshire County Council's procurement approaches to ensure that local businesses can, where appropriate, bid effectively contracts for goods and services.

g) To participate in the Business Engagement Forum.

**Frequency of Meetings**

Proposed as quarterly.

**Membership**

- Leader of the County Council (Chair)
- Deputy Leader of the County Council and Executive Member for Childrens Services
- Executive Member for Economic Development
- Executive Member for Environment & Transport

**Supported by the following officers:**

- Chief Executive
- Director for Economy, Transport & Environment
- Assistant Director for Economic Development

## Appendix 2

### Business Engagement Forum – Draft Terms of Reference

#### Overall Purpose

To enhance the nature and effectiveness of engagement between the local business community and Hampshire County Council and to provide direct feedback from the private sector to the Cabinet Advisory Sub Committee to help inform the County Council's approach to economic development.

#### Objectives

- a) To ensure that Hampshire County Council receives current intelligence with regards to:
  - issues and challenges facing the business community, including skills, planning and development, transport, connectivity and stock of business premises;
  - current and anticipated trading conditions (especially relevant in context of Brexit);
- b) For the business community to provide views and intelligence which can inform policy making, delivery arrangements (local and national) and the prioritisation of resources;
- c) To enable the business community to influence the County Council's response and contribution to key national and local economic strategies, including the Government's Industrial Strategy and the respective LEP Strategic Economic Plans;
- d) To identify key business issues which influence regeneration and development, especially in relation to major developments and the supply of business premises;
- e) To ensure that business support arrangements in Hampshire are as effective as possible;
- f) To provide Hampshire County Council with intelligence and support for engagement with central government and its agencies and to inform work with other strategic partners, eg the emerging Sub National Transport Body for the South East.
- g) To ensure that business is engaged in the development of any plans for revised delivery arrangements for economic development activities.
- h) To identify opportunities for greater collaboration between the public and private sectors, to the benefit of businesses, county council services and/or the residents and economy of Hampshire.
- i) To provide a mechanism for the County Council to consult with the wider business community via the member businesses of the component HIBA

organisations (Hampshire Chamber of Commerce, FSB, IOD, EEF, etc.) for example to support the County Council's annual budget consultation.

**Frequency of Meetings:** Proposed as quarterly.

**Membership**

- Cabinet Advisory Sub Committee for Economic Development
- Current members of Hampshire & Isle of Wight Business Alliance (HIBA) Board
- Chair – Solent LEP
- Chair – Enterprise M3 LEP

## HAMPSHIRE COUNTY COUNCIL

### Report

<b>Decision Maker:</b>	Cabinet
<b>Date:</b>	20 March 2017
<b>Title:</b>	Attainment of children and young people in Hampshire Schools
<b>Report From:</b>	Director of Children's Services

**Contact name:** David Hardcastle

**Tel:** 01252 814755

**Email:** david.hardcastle@hants.gov.uk

#### 1. Purpose of Report

- 1.1. This report has been produced using the data sets released by the DfE during December 2016. The data set for Key Stage 4 is still provisional and therefore changes could still occur when the final data set is produced. At the time of writing, there are elements even of this provisional set that are still to be published, so the picture and analysis, whilst having a sufficiency, is not the complete picture. In particular, we still await the information regarding the performance of disadvantaged children in Hampshire. The data for Key Stage 2 are drawn from the recently published national datasets, as are those for Key Stage 1 and Early Years Foundation Stage. The comparisons with statistical neighbours at Key Stages 1 and 2 are based on provisional data.

#### 2. Contextual Information

- 2.1. Pupils perform well against the national averages in the new, more challenging standards at all key stages, with performance generally being above, or well above these measures. Performance is strong, too, when compared to the group of our statistical neighbours. Schools have been well-prepared for the introduction of the new standards and in most cases performance against them is relatively greater than it was previously when compared to the national averages. The impact of the work of the local authority can be evidenced in this improvement.

### **3. Consultation and Equalities**

- 3.1. There is no consultation proposed in relation to the contents of this report. Similarly, there are no equalities issues raised in Appendix B of this report.

### **4. Early Years Foundation Stage Profile**

- 4.1. Performance by children in the foundation stage is well above that nationally and has been so for the past three years. Standards, as measured by the proportion of children judged to have reached a good level of development (GLD) have risen over this time albeit at a slightly slower rate than nationally.

Good Level of Development (GLD)	2016	2015	2014
National	69.3%	66.3%	60.4%
Hampshire	75.2%	72.6%	67.5%

- 4.2. For all key published statistics, Hampshire's performance can be compared to a group of local authorities that are statistically most like Hampshire. The group is selected on the basis of the 10 authorities most like Hampshire, with 5 being more advantageous and 5 being less so.
- 4.3. The group is set up so that Hampshire's performance should be in line with the group average, with the County being placed in 6th position on the group ranking. For this measure, performance is above the group average, resulting in 2nd place in the ranking.
- 4.4. This strong performance has been as a result of the work that the Early Years team have carried out in Hampshire schools that has focussed particularly on helping teachers understand the requirements of the standard and how to structure learning to enable pupils to learn to that level. The team has also provided significant support for early years providers across Hampshire

### **5. Key Stage 1 Performance**

- 5.1. The performance standard at Key Stage 1 has changed this year. Levels are no longer used to assess performance and have been replaced by a new, more challenging measure known as the expected standard. This means that the figures this year cannot be compared to those in any previous years.
- 5.2. Hampshire's performance against the old levels was generally 3 or 4% above that nationally. However, performance relative to the national figures in this new standard has improved in all subject areas so that it is now 4 or 5% above.



Expected standard or above	reading	writing	mathematics
National	74%	65%	73%
Hampshire	80%	70%	77%

- 5.3. The performance against these measures is above the statistical neighbour average and places the local authority at the top of the group in all these subject areas.
- 5.4. There is evidence that indicates that Hampshire schools have been better prepared for the changes to national standards in the primary phase than has been the case nationally. This is discussed in more detail in the section on Key Stage 2 performance but it is worth noting that HIAS inspectors spent significant time over the past couple of years working with schools to help them develop an accurate understanding of these new, more challenging standards. In particular, the thorough, developmental approach taken to moderation – unlike that used in some local authorities - has underpinned this work. The Standards and Testing Authority, the national body that oversees the quality of testing and moderation arrangements in schools and local authorities, was complimentary about our processes when they reviewed our arrangements in the summer term.

## 6. Key Stage 2 Performance

- 6.1. Performance measures for Key Stage 2 also changed this year. Schools are now measured on the proportion of pupils who reach the expected standard, or age related expectation (ARE) as it is known, in reading, writing and mathematics combined.
- 6.2. This is a more challenging standard than that previously and again, this hinders any easy comparison with previous years' performance.
- 6.3. Performance across Hampshire was well above that nationally, with 59% of pupils reaching ARE against 54% nationally. It was above the average for our statistical neighbours and placed us top of our group.
- 6.4. Performance in the individual subject areas was also strong, with 71% of pupils reaching ARE in reading, 80% in writing and 72% in mathematics against national figures of 66%, 74% and 70%. Performance in all three subject areas topped the group of statistical neighbours.

	Percentage of Pupils attaining age related expectations in reading, writing and mathematics	Percentage of Pupils attaining age related expectations in reading	Percentage of Pupils attaining age related expectations in writing	Percentage of Pupils attaining age related expectations in mathematics
Hampshire	59%	71%	80%	72%
National	54%	66%	74%	70%

- 6.5. Having said this, there was considerable variation at an individual school level, with some schools achieving high levels of performance and others disappointingly low figures.
- 6.6. There are many factors that might lead to this set of circumstances. However, a careful analysis indicates that this year, a significant element to schools' success lay with understanding the challenge inherent in the new standards and translating them into the classroom.
- 6.7. Over the past couple of years the Local Authority has run training across Hampshire to build this understanding. This training has had three elements: moderation sessions to deepen understanding about the standards; assessment updates to ensure that schools have been fully informed of the processes and related information from the DfE; and work on using the standards to plan schemes of work, teach them and assess children accurately.
- 6.8. The analysis shows no one strand was more important than any other. The key lies with the amount of exposure to this thinking, as indicated by the number of courses and sessions that were attended.
- 6.9. For schools that attended up to three meetings across the range offered, there was a 2.4% relative improvement. The comparative figure for the group that attended between 4 to 6 meetings was 3.4%, and those that attended 7 or more improved by 6.6% relative to the national. (The relative improvement was calculated by taking the difference between the difference between school's 2016 performance and the national average, and the difference between the school's 2015 performance and the national average).
- 6.10. Generally, in the schools in which relative performance slipped, this drop can be tracked back to a relative fall in mathematics. Follow up visits that inspectors have carried out to these schools show that generally whilst the work was of a higher standard in books than it had been previously, pupils struggled to answer questions in the tests in which they had to apply this knowledge to solve problems. Further training is being made available to schools from the mathematics team to support this for this coming year.
- 6.11. We will also be focussing elements of the Leadership and Learning Partner's annual visit to help schools understand why performance was as it was in 2016, challenging underperformance and providing support for schools that need it.

## **7. Key Stage 4 performance**

- 7.1. We have now entered a period of change regarding the nature of GCSE courses and their assessment, the way in which pupils' performance is measured and the overall metric for schools. New, more challenging courses are now either being taught in schools ready for first examination in 2017, or are being prepared ready to be taught in the near future. Gradings will change to a number based system with the old C grade being replaced by a more challenging number based level. These changes will undoubtedly take time to bed down in schools, as well as presenting

challenges for understanding the performance of schools and the system over time.

- 7.2. 2016 marked the first of the changes with a significant redesign of the secondary school metric. The proportion of children being awarded 5 or more GCSEs (including English and mathematics) at grade C or above has been replaced by four measures which are explained in more detail below. To summarise, these are the proportion of pupils achieving a C or better grade in both English and mathematics; the proportion of children achieving the English baccalaureate (EBacc), attainment 8 (A8) and progress 8 (P8).
- 7.3. Colleges and employers will still want to know pupils' performance in terms of 5A\*-C (E+M). Indeed pupils will not necessarily be told of their individual A8 or P8 result. These figures have been expressly designed as a way of measuring the performance of institutions. This is a significant divergence. The measures for individual institutions are now different to those for individual pupils. The tension is that pupils might be curtailed in pursuing a curriculum that plays to their strengths and interests because of the potential to lower the school's A8 or P8 score. This is a situation that needs careful monitoring.

**8. Percentage of pupils attaining 5 GCSEs at A\*-C, including English and mathematics**

- 8.1. The DfE has now ended the publication of this figure nationally. Data is still available but there have been changes to the way in which English performance data has been included. This has caused confusion this year for some schools which have published figures which are not comparable to those in previous years, without realising the changes that have taken place.
- 8.2. The performance of Hampshire is given below against the national figures

	Hampshire	National
2014	58.9%	56.8%
2015	59.7%	57%
2016	60.3%	57%

- 8.3. GCSE performance remains above that nationally and has improved at a faster rate than the national figures over the past three years.
- 8.4. This performance is underpinned by strong performance in Hampshire schools in English and mathematics (see below).

**9. The “Basics”**

- 9.1. This is the first of the “new” measures and indicates the proportion of pupils who have achieved a C or better grade in both an English and mathematics qualifying qualification.

	Hampshire	National
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2014	61.0%	59.1%
2015	62.1%	59.5%
2016	66.3%	62.8%

9.2. Again, Hampshire schools perform above those nationally and have also improved at a greater rate over the past three years. Performance is above the average for our statistical neighbours such that we are placed 3rd in the group.

This is as a result of strong performance in English and mathematics GCSE separate subjects:

9.3. English:

	Hampshire	National
2014	70.7%	69.1%
2015	70.1%	69.4%
2016	77.4%	74.7%

9.4. Mathematics:

	Hampshire	National
2014	69.8%	67.8%
2015	71.4%	68.5%
2016	72.0%	68.5%

9.5. Performance in both these key subjects has improved at a faster rate than nationally over the past three years and is now approximately 3% above the national average in each subject.

9.6. Improvements at Key Stage 4 of this nature can be due to pupils entering secondary school with higher levels from Key Stage 2, better teaching through the years of secondary education, or a combination of both.

9.7. A review of this cohort's Key Stage 2 performance in 2011 shows that it improved by 1% on the 2010 figures in both English and mathematics. This suggests that the improvement is due to better attainment on entry and better teaching of those pupils. Unfortunately, the DfE no longer produce the three levels of progress dataset which can be used to confirm this view.

9.8. Given the difficulties reported by schools in recruiting appropriate mathematics teachers in particular, this is a particularly significant improvement.

## 10. The English Baccalaureate

10.1. The EBacc measures performance across a tightly defined group of academic subjects. To qualify, pupils must take both English Language and literature and obtain A\*-C in one of them; reach A\*-C in mathematics; obtain 2 A\*-C grades in the sciences; an A\*-C in a language (either modern or ancient) and an A\*-C in either history or geography.

- 10.2. 25.8% of pupils achieved the EBacc this year against 24.6% nationally, with Hampshire performing largely in line with its statistical neighbours.
- 10.3. Not all pupils qualify for the EBacc as specific courses need to be followed. There has been much conversation nationally about whether this is a qualification for an academic “elite” or not. There have also been associated discussions about how many pupils should be entered, with there being some thought that to focus a smaller number of pupils into this qualification and ensuring all of them achieve it is better than taking a broader approach to entry.
- 10.4. In Hampshire, a higher proportion of children than nationally qualified for the EBacc (41.2% against 39.7%). However, the pass rate for these children is still higher than that nationally (62.6% versus 61.9%).
- 10.5. Schools in Hampshire show no correlation between the proportion of the overall cohort that qualified for EBacc and those of whom achieved it.
- 10.6. There is significant variation between schools in performance against this measure.
- 10.7. The county data suggests two main reasons for this – areas that we will be working with schools to develop over the coming year.
- 10.8. First of all, there is a need for greater co-ordination of pupils’ performance across a basket of subjects
- 10.9. Secondly, data from the individual subject areas shows that Hampshire schools on average perform better than those in our statistical neighbours in English, mathematics and the sciences but not so in the humanities.

## **11. Attainment 8**

- 11.1. The calculation of A8 is complex, looking at pupils’ average performance across eight subjects from a tightly defined set that includes English, mathematics, three EBacc subjects and three other subjects. A8 is not a threshold measure, but gives the average grade that pupils have achieved across the basket of subjects. As it is an indication of the average grade, the performance of all pupils is significant. Just focussing on pupils who are on the C/D borderline will only have a slight impact on this measure. The performance of all pupils across a wide range of subjects really does count towards this measure.
- 11.2. Dividing the school’s or local authority’s A8 number by 10 gives the average grade on an eight point scale (G = 1, A\* = 8). In 2016, the A8 for Hampshire schools was 51.0, which is equivalent to the average grade being just above a C grade. The national figure was 49.9 – equivalent to an average grade just below a C grade. Another way of looking at this is to say that on average, a pupil in Hampshire achieved one grade better in one of their subjects than was the case nationally.
- 11.3. Hampshire schools also outperformed their statistical neighbours, with their performance placing them third in the group.

- 11.4. There is significant variation in the performance of individual schools. There will always be a range of school specific reasons for this, yet two themes emerge at a local authority level.
- 11.5. In some schools, the way in which they timetabled their Key Stage 4 options they limited their chances of maximising the A8 score. As identified earlier, though, there is an argument that says schools should structure their Key Stage 4 curriculum to enable pupils to pursue their interests and aspirations rather than to maximise the school's A8 score.
- 11.6. The other theme relates to pupils' performance in humanities. The overall performance of pupils in this subject area was below the statistical group average. Schools in Hampshire entered proportionally more children into these subjects than did schools in the group of statistical neighbours. This might mean that the cohort opting to study these subjects in Hampshire was more "comprehensive" than elsewhere. However, this area warrants further investigation once a full dataset has been published.

## **12. Progress 8**

- 12.1. P8 as a measure of the progress pupils have made across the A8 basket of subjects relative to their peers nationally. National performance information is used to estimate the A8 score of each pupil based on their Key Stage 2 performance. This is subtracted from their actual A8 score and the mean of the difference calculated across the school. P8 is therefore a relative measure, dependant on pupils' performance nationally. Schools cannot predict with any accuracy what it might be ahead of the examinations.
- 12.2. In a school with a P8 of zero, pupils have on average performed in line with pupils with similar starting points nationally. If the score is positive, then pupils have made more progress from their starting points than nationally; if it is negative, then pupils have made correspondingly less progress. A P8 score of +0.5 means that pupils have on average achieved half a grade better across the eight subjects than pupils with similar starting points, nationally. A score of -0.5 means that pupils have underachieved by half a grade against pupils with similar starting points nationally.
- 12.3. P8 in Hampshire was very slightly negative (-0.03) in 2016. Whilst this was a fraction below the group average, the local authority's performance placed it in the middle of its group. Hampshire schools have also performed in line with the national average, which was also -0.03.
- 12.4. In general, the performance of the different subject elements of P8 is in line with that nationally. Pupils made better progress in mathematics in Hampshire than they did nationally, but marginally less progress in English.
- 12.5. Again, at a school by school level, there is greater variation than this. One of the themes that emerges is that the weaker elements of P8 performance tend to lie in the EBacc and other subjects than they do in the core. Schools have worked hard in the past to secure strong outcomes in the core and will need to work with equal rigour in the foundation subjects.

- 12.6. The challenge for schools in improving pupils' progress, and thus the school's P8, score lies with building effectively on the high levels of Key Stage 2 attainment. Setting appropriately high expectations through Key Stage 3 so that pupils are well-placed to start GCSE courses is key. Our work with primary schools has shown that developing an understanding of the new higher expectations and translating them into effective teaching has enabled children to perform well against the new higher standards at Key Stages 1 and 2.
- 12.7. Consequently, we have initiated a programme across all secondary school subject areas that develops this understanding of the expectations now required and of pupils' standards at Key Stage 2 and how to use this information to plan and teach lessons that challenge all pupils appropriately.

### **13. Conclusions**

- 13.1. Overall, the school system in Hampshire continues to perform well. In a period which has seen significant changes to the curriculum, assessment processes and school metrics, the performance of Hampshire schools against the national performance and that of statistical neighbours has improved. There is significant evidence that the partnership between schools and Hampshire Inspection and Advisory Service has meant that schools have been well-prepared for these changes and that this has played a key role in the relative improvement.

### **14. Recommendations**

- 14.1. That Cabinet note the attainment of children in Hampshire Schools in 2015/16 set out in the report, recognises their outstanding achievement and the continued trend of Hampshire schools outperforming the national average across all levels.

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

<b>Hampshire safer and more secure for all:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Maximising well-being:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Enhancing our quality of place:</b>	yes
Corporate Improvement plan link number (if appropriate):	

**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.)

DocumentLocation

None



## **IMPACT ASSESSMENTS:**

### **1. Equality Duty**

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

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

Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;

Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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.

### **1.2. Equalities Impact Assessment:**

No decisions are required to be made on the basis of this report

### **2. Impact on Crime and Disorder:**

2.1. None

### **3. Climate Change:**

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

No decisions are required to be made on the basis of this report, so there is no impact

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

See above

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## HAMPSHIRE COUNTY COUNCIL

### Decision Report

<b>Decision Maker:</b>	Cabinet
<b>Date:</b>	20 March 2017
<b>Title:</b>	Joint Targeted Area Inspection - report and letter of findings
<b>Report From:</b>	Director of Children's Services

**Contact name:** Stuart Ashley, Assistant Director Children and Families

**Tel:** 01962 846370

**Email:** stuart.ashley@hants.gov.uk

#### 1. Executive Summary

**1.1.** The purpose of this paper is to provide Cabinet with an overview of the recent Joint Targeted Area Inspection (JTAI) of the multi-agency response to abuse and neglect in Hampshire and the positive letter of findings.

#### 2. Contextual information

**2.1.** Joint Targeted Area Inspections (JTAI) were introduced in 2016 as a multi-agency inspection that evaluates 'front door' and safeguarding services in an area across agencies that work with children, young people and their families. The term 'front door' in this context means the initial multi- or single agency response to a referral about the neglect or abuse of a child. As well as assessing front door services, the inspection also considers the response to specific children and young people through a 'deep dive' theme.

**2.2.** These multi-agency inspections involve Ofsted, Her Majesty's Inspectorate of Constabulary (HMIC), the Care Quality Commission (CQC) and Her Majesty's Inspectorate of Probation (HMI Probation). The lead inspector of the JTAI is always an Ofsted inspector which represents the local authority's statutory role in leading the partnership for children.

**2.3.** From February to June 2016 five areas were inspected, evaluating the deep dive theme '*the experiences of children and young people at risk of, or subject to, child sexual exploitation and missing from home or care*'.

**2.4.** From September 2016 the deep dive theme became '*children living with domestic abuse*' and this was the theme for Hampshire.

**2.5.** Hampshire received notification from Ofsted on 22 November, with the week of on site inspection commencing on 5 December.

**2.6.** The inspection takes place over a three week period with at least 12 inspectors on site during the last week. During the on site week, the

inspectors work across inspectorates in three pods to evaluate leadership, front door services and the deep dive theme.

- 2.7. The two weeks prior to the inspection team being on site are for the local authority and partners to gather the information required, including an extensive data requirement, known as Annex A.
- 2.8. From Annex A, produced by the local authority, the lead inspector selects 20 cases for additional information. From this 20, 5-7 cases are selected for a multi-agency audit. In Hampshire we found that the data requirements exceeded this 20 with a further requirement of;
  - 10 good practice cases
  - 10 multi-agency cases
  - 10 Multi-agency Risk Assessment Conference (MARAC) cases
  - 10 Probation cases
- 2.9. It is estimated that 150 files were ultimately audited by the Children and Families branch prior to their submission to the lead inspector.
- 2.10. During the week on site inspectors;
  - Track the cases selected for multi-agency audit, meeting with the front line staff and discussing the case in depth
  - Forensically sample the other cases selected
  - Follow cases through front door arrangements onwards through children's social care
  - Attend multi-agency meetings
  - Meet with key people both from within the organisations being inspected and in the community, such as voluntary organisations.
  - Speak to children, young people and their families

### **3. Performance**

- 3.1. Please note the final letter regarding the inspection attached.
- 3.2. This is an exceptionally positive report, and although no graded judgements are given in such reports it reads as one of the most positive JTAI feedback letters written nationally. There is recognition of the strong performance of the Children and Families branch in tackling the issue of domestic abuse and also particularly positive in respect of the mature multi agency children's safeguarding partnership arrangements across Hampshire, that are seen to be making a real difference to children and families. The inspection stated clearly that '*the local authority shows a clear commitment to partnership working*' and this is threaded through the report in terms of the local authority's leadership of the partnership, its support of other partners and the visibility and transparency of senior managers.
- 3.3. No priority actions were identified and only one area for improvement directly relates to children's social care.

### **3.4. Key joint area headlines are;**

- a) *It is evident that leaders in all organisations are committed to the partnership and that they appropriately prioritise the protection of these children. This shared commitment results in strong, established and mature partnership working.*
- b) *Strategic arrangements for responding to domestic abuse in Hampshire are robust and effective*
- c) *Across all partners, the overall standard of practice is strong and the areas for improvement are minor*
- d) *It is evident that leaders in all organisations are committed to the partnership and that they appropriately prioritise the protection of these children.*
- e) *The HSCB [Hampshire Safeguarding Children Board] is dynamic and forward thinking*

### **3.5. Key Hampshire Children's Services headlines are;**

- a) *The open style of leadership and innovation is creatively driven by the director of children's services. Considerable support for this innovation is offered from both the lead member and the chief executive*
- b) *Good examples of a sophisticated understanding of domestic abuse are evident through the innovative role of the domestic abuse workers in the family intervention team (FIT), which is based within the local authority child in need teams*
- c) *Social workers place a high priority on the voice of the child and know children with whom they work well. This was evident in all work and particularly strong in longer term casework*
- d) *There is a high level of senior leadership awareness of the 'front door' service and domestic abuse, which is assisted by a continuity of leadership and a focus on keeping in touch with frontline practice and individual outcomes for children. The director of children's services and the assistant director have a good understanding of the experiences of children in Hampshire.*
- e) *The style of both senior and operational management encourages learning and reflection within a strong culture of performance management, including, for example, the robust, well-embedded peer review process.*
- f) *Frontline social workers are committed and highly knowledgeable about individual children*

## **4. Other Key Issues**

- 4.1.** The JTAI process requires that a *statement of action* is completed which details what each partner organisation will do to address the areas of improvement identified in the feedback letter. The local authority is identified as the coordinator of the statement albeit there is only one small area of suggested improvement.

**4.2.** Children's Services is coordinating the writing of this action plan, which will go to the Hampshire Safeguarding Children Board (HSCB) in April for approval.

**4.3.** The HSCB will then monitor progress against the plan.

**5. Recommendation(s)**

**5.1.** That Cabinet note the exceptionally positive JTAI letter.

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

Hampshire safer and more secure for all:	yes
Maximising well-being:	yes
Enhancing our quality of place:	yes

**Other Significant Links**

<b>Links to previous Member decisions:</b>		
<u>Title</u>	<u>Reference</u>	<u>Date</u>
<b>Direct links to specific legislation or Government Directives</b>		
<u>Title</u>	<u>Date</u>	
Joint Targeted Area Inspections are conducted under section 20 of the Children Act 2004.		

**Section 100 D - Local Government Act 1972 - background documents**

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

## IMPACT ASSESSMENTS:

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- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

### 1.2. Equalities Impact Assessment:

See guidance at <http://intranet.hants.gov.uk/equality/equality-assessments.htm>

*Inset in full your **Equality Statement** which will either state*

- (a) Why you consider that the project/proposal will have a low or no impact on groups with protected characteristics or*
- (b) Will give details of the identified impacts and potential mitigating actions*

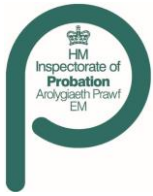
### 2. Impact on Crime and Disorder:

#### 2.1.

### 3. Climate Change:

- a) How does what is being proposed impact on our carbon footprint / energy consumption?
- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?





Care Quality  
Commission



1 February 2017

Steve Crocker, Director of Children's Services, Hampshire County Council  
Heather Hauschild, Chief Officer for NHS West Hampshire CCG  
Kim Jones, Designated Nurse Safeguarding Children  
Michael Lane, Police and Crime Commissioner for Hampshire  
Olivia Pinkney QPM, Chief Constable of Hampshire Constabulary  
Alison Smailes, Head of Hampshire and Isle of Wight Youth Offending Teams  
Kim Thornden-Edwards, CEO, Hampshire and Isle of Wight Community Rehabilitation Company  
Angela Cossins, Deputy Director, SWSC National Probation Service  
Derek Benson, Chair of Hampshire LSCB

Dear local partnership

### **Joint targeted area inspection of the multi-agency response to abuse and neglect in Hampshire**

Between 5 and 9 December 2016, Ofsted, the Care Quality Commission (CQC), HMI Constabulary (HMIC) and HMI Probation (HMI Prob) undertook a joint inspection of the multi-agency response to abuse and neglect in Hampshire.<sup>1</sup> This inspection included a 'deep dive' focus on the response to children living with domestic abuse.

This letter to all the service leaders in the area outlines our findings about the effectiveness of partnership working and of the work of individual agencies in Hampshire.

The inspectorates recognise the complexities for agencies in intervening in families where there is more than one victim and where, as a consequence, risk assessment and decision-making have a number of complexities and challenges, not least that the impact on the child is sometimes not immediately apparent. A multi-agency inspection of this area of practice is more likely to highlight some of the significant challenges to partnerships in improving practice. We anticipate that each of these joint targeted area inspections (JTAs) will identify learning for all agencies and will contribute to the debate about what 'good practice' looks like in relation to children living with domestic abuse. In a significant proportion of cases seen by inspectors, there were risk factors in addition to domestic abuse, which reflects the complexity of the work.

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<sup>1</sup> This joint inspection was conducted under section 20 of the Children Act 2004.



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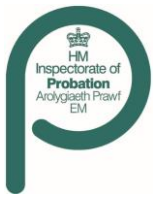
Strategic arrangements for responding to domestic abuse in Hampshire are robust and effective. Across all partners, the overall standard of practice is strong and the areas for improvement are minor. Inspectorates found some variability in frontline practice and in a small number of cases considered that improvements were required. In a county of such size this may be expected to some degree nevertheless there remains scope for a greater consistency of service provision.

Hampshire is a large local authority with geographic and demographic complexities that present significant challenge to the partnership. Leaders respond to this well, demonstrating a clear culture of strong, co-ordinated leadership which is underpinned by a commitment to continuously improving services. All partners are dedicated to improving outcomes for all vulnerable children, including those experiencing domestic abuse. It is evident that leaders in all organisations are committed to the partnership and that they appropriately prioritise the protection of these children.

This shared commitment results in strong, established and mature partnership working. A key aspect of this maturity is the ability and openness to challenge and be challenged. This was demonstrated effectively through the recent undertaking of a multi-agency audit which focused on the effectiveness of the front door Multi Agency Safeguarding Hub (MASH) as well as service provision in relation to domestic abuse. Findings showed much good work and also opportunities for the partnership to continue to do better. The partnership has sustained and continued to build upon its work, despite challenges that include constraints on finances and external pressures such as significant re-structuring in some agencies. An example of this is the effective work of the Hampshire Safeguarding Children Board (HSCB) which ensured that the National Probation Service (NPS) and Community Rehabilitation Company (CRC) were supported to remain active partners during their organisational transition.

The multi-agency service delivery arrangements in Hampshire are complex and reflect the need for an understanding of the nuance of the impact of domestic abuse rather than a 'one size fits all' approach. Good examples of a sophisticated understanding of domestic abuse are evident through the innovative role of the domestic abuse workers in the family intervention team (FIT), which is based within the local authority child in need teams. These examples of good practice evidence a highly effective service that provides one of many examples where the strategic intention of the partnership has been successfully translated into practice.

The HSCB is dynamic and forward thinking. During inspection, it was evident that individual leaders take responsibility for their organisation's role within the board and that this has led to tangible improvements in multi-agency arrangements. For example, the police have worked effectively to ensure that the data they provide to



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the board is appropriate, purposeful and in line with that of other partners, to inform planning and improve service provision.

There are a number of effective sub-groups that support and feed into the HSCB. The health sub-group is attended both by health commissioners and providers and has demonstrated some notable progress. For example, it has developed a dataset which reports on the wider commitment of health partners. This includes a 94% return rate from GP practices of section 11 audit returns. This is the first time these audit returns have been included in the dataset, and they are significant because they require organisations to have appropriate safeguarding arrangements in place. This is reflective of concerted effort and engagement with and by GPs.

The partnership has been particularly successful in ensuring that there is shared understanding of the impact of domestic abuse for all those affected by it – children, victims and perpetrators. This has informed planning and the delivery of services. This clear and distinct focus on the needs of each of these three groups means, for example, that there is a particularly impressive range of perpetrator programmes available.

Consideration and analysis of the regular multi-agency audits undertaken by the partnership promotes a high degree of self-awareness, and this knowledge is used to ensure that learning is fully shared and makes a difference to improving practice. There is a strong degree of self-evaluation and self-reflection and a relentless aspiration to achieve and continually improve services.

Overall, frontline practice is strong, although with a small degree of variability and there are some specific actions that would improve practice further. For example, the consistent use of domestic abuse, stalking and honour based violence (DASH) assessments across agencies and the sharing of the full documents with children's social care. There are no priority actions that the partnership is required to consider. The priority for the partnership is to ensure that all work is consistently of a strong standard and in line with the partnership's own expectations and intent. The wide range of existing high-quality audits, data and performance information provides a wealth of information. This is used to good effect and is leading to changes in policies and practice.

## Key strengths

- Senior leaders in Hampshire ensure that there is good planning and long-term foresight to promote the protection of children living with domestic abuse. There is clarity in commissioning arrangements that have streamlined domestic abuse services effectively into two key providers supported by smaller localised grant-supported projects and individual agency work. The range of services are very



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impressive. Through innovation, the partnership ensures that there is a range of provision, including interventions to prevent escalation of risk, such as the innovative police project Operation Cara. This is an award winning project using conditional cautions for domestic abuse offences effectively alongside other interventions. The CRC is currently working with HMP Winchester to review interventions within the prison and, where possible, to link delivery of domestic violence interventions seamlessly from 'inside' to 'outside'. The local authority dedicated domestic abuse specialists in the FIT are also demonstrating highly effective work.

- Hampshire has had a dedicated domestic abuse steering group in place for over five years, reflecting the identification by the joint task force partners of the need to focus on domestic abuse. The refreshed domestic abuse strategy for 2017 to 2022 has recently been agreed and demonstrates a good understanding of the extent and nature of domestic abuse including localised variations. The partnership has carefully considered how its response to domestic abuse aligns with other areas of complex needs, such as neglect, and continues to monitor how the issues of neglect and domestic abuse are linked. The maturity of the partnership is evident in this approach taken to understand the best way to support children and families with entrenched, multiple and highly complex needs.
- The partnership in Hampshire has thoughtful and accessible senior managers who are visible to practitioners and who know their services well. There are clear performance management arrangements in each agency, and these are particularly strong in the local authority. The narrative behind the data, and what this means for children, is well understood. Individual agencies understand the prevalence of domestic abuse and have ensured that this has had an appropriate profile within practice and service delivery. Considerable work has been undertaken within the HSCB to ensure that the shared dataset informs partnership working by focusing on the key criteria and supporting any partner who requires additional input to provide the most relevant data.
- The Community Safety Partnership and the Children's Trust are effective mechanisms by which partners work, plan and evaluate their work together. Consideration of domestic abuse has a profile in each of these groups in addition to the HSCB and the dedicated Domestic Abuse Steering Group, which leads on this area of work.
- All partners in Hampshire appropriately identify the prevalence and impact of domestic abuse. Clear referral pathways are consistently used by the partnership to ensure that children who are at risk or in need as a result of domestic abuse are referred appropriately for a service in the Children's Reception Team (CRT) and the MASH. Thresholds for referral into children's social care are clearly understood and consistently applied. Children are appropriately referred for a social work assessment if required. The majority of referrals are made by the police, but good evidence was seen to demonstrate that a wide range of partners



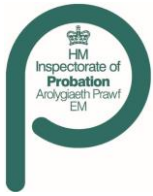
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refer appropriately when domestic abuse is a concern. These partners include staff at school, nursery, health and the perinatal mental health service. Strong specific examples were seen, including a referral from the Vulnerable Adults Safeguarding Team (VAST) in the Emergency Department of Southampton Hospital. This demonstrates a clear understanding of risk, including coercive control, the relevance of previous domestic abuse as well as the impact of social isolation.

- Children at risk of domestic abuse who meet the threshold for social work intervention are progressed to MASH for multi-agency information gathering and decision-making. Co-located agencies work well together to share information, which supports effective decision-making about the next steps. Case summaries include clear analysis and recommendations that inform appropriate management decisions for further action. Children are promptly seen by social workers and their needs assessed in a timely manner. This includes a response from the well organised and well managed out of hours service, which offers an appropriate response to risk, including the convening of strategy meetings to ensure timely action to protect children.
- There has been significant investment to co-locate key partner agencies, including children's social care, police and health in the MASH. This supports effective and timely communication between these agencies. This investment provides senior police officer oversight at chief inspector rank, MASH police inspectors leading the team on site, and police sergeants attending strategy meetings. There is a daily police safeguarding meeting chaired by a MASH inspector immediately preceding and feeding into force management meetings, which reviews overnight and ongoing safeguarding concerns as well as MASH workloads, staff resilience and other critical areas of business.
- Agencies who are 'virtual partners' in MASH, such as the NPS and CRC, find communication more of a challenge. Agencies continue to work hard to mitigate any impact from this and have found ways to ensure appropriate communication takes place. Examples include the identification of single points of contact in both of the probation services and agreements to address issues of consent. The CRC and NPS are currently reviewing their roles and contributions as virtual partners.
- Information Technology (IT) systems ensure that agencies can access and share information. For example, MASH health practitioners have access to the children's social care records. The recent facility for health services to have access to a number of GP summary care records for adults and children has been helpful, both in enhancing initial information gathering and the quality of risk assessment within the MASH. The Youth Offending Team (YOT) has access to children's social care records and is now better able to see whether young people are known to children's social care.

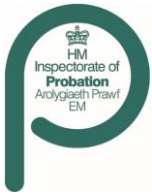




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- The voice of the child is well understood and is given a high profile across partners. The voice and lived experience of children was particularly well recorded in perinatal mental health, child and adolescent mental health service (CAHMS) and health visitors' records considered by inspectors. Social workers place a high priority on the voice of the child and know children with whom they work well. This was evident in all work and particularly strong in longer term casework. However, it is more limited by the short-term nature of work in some teams. The local authority is aware of this and is reviewing the current structure of service provision.
- The local authority shows a clear commitment to partnership working. The open style of leadership and innovation is creatively driven by the director of children's services. Considerable support for this innovation is offered from both the lead member and the chief executive. There is a high level of senior leadership awareness of the 'front door' service and domestic abuse, which is assisted by a continuity of leadership and a focus on keeping in touch with frontline practice and individual outcomes for children. The director of children's services and the assistant director have a good understanding of the experiences of children in Hampshire. The championing of Supporting Families, Hampshire's troubled families programme, by the lead member is a good example of this. The style of both senior and operational management encourages learning and reflection within a strong culture of performance management, including, for example, the robust, well-embedded peer review process.
- Frontline social workers are committed and highly knowledgeable about individual children and strive to ensure that each child has their needs met at an appropriate level of intervention. Not all case records or plans fully reflect the degree of detail, understanding or effort that is made by social workers. Inspectors observed focused skilled practitioners who understood the needs of children and the impact that domestic abuse has on them. Children are supported by social workers who they know and trust. Practitioners and managers understand the complex inter-play between neglect, domestic abuse and other forms of abuse. As a result, there is a considerable willingness and commitment to address complex issues and not seek single-issue solutions. Social workers work hard to understand the complicated experiences that children face. Demands on the service are high and some staff are managing caseloads that are higher than expected. Social workers manage these caseloads well and describe themselves as being very well supported by their managers. Child protection work is understandably given priority and a concerted focus on children in need must continue.
- Management oversight in children's social work and on case records is a strength. All cases reviewed demonstrated regular management oversight of the work undertaken by social workers. Managers authorise all key decisions and good



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examples were seen in all the teams of their oversight and analysis to improve outcomes for children. This included, for example, appropriately changing the outcome of assessments to recommend that children are protected through consideration of their needs at initial child protection conferences.

- Police leaders are highly committed to the partnership and have prioritised the protection of children living in homes where domestic abuse occurs. There is a clear determination to reduce the risks to those identified as being vulnerable, as well as evidence of police leaders working to develop a culture of continual improvement to enhance decision-making and protective practices. Significant investment in a sophisticated and robust performance management process is demonstrative of this commitment. There is clear evidence of the shift in the culture of the police towards thinking about the wider context of domestic abuse and of the force prioritising the reduction of risk and harm to children experiencing domestic abuse. This is evident at all levels of the force and is leading to improvements in processes and decision-making.
- Senior police leaders understand clearly the need to have a line of sight between strategic intent and operational delivery. The force leadership has placed clear emphasis on being assured as to the nature and quality of decision-making at the frontline.
- Frontline police officers routinely and appropriately identify and respond to domestic abuse incidents. They make appropriate referrals to social care using the appropriate forms, DASH assessments and the separate police referral forms. These are completed in the vast majority of cases, however there are further opportunities for improvement in the quality of the information contained in these forms and the way in which information is shared with children's social care to assess risk and inform the development of protective plans. In the majority of cases, it was not evident whether children had been seen, spoken to, or their welfare had been assessed. Police leaders are aware of this and work is ongoing to ensure that this information is evident and fully shared with partners.
- The five clinical commissioning groups within the complex health economy of Hampshire work collaboratively on the safeguarding agenda, including on policies, strategies and working groups. The senior safeguarding leads show commitment to improving quality across provider organisations within the county. An example of this is the Hampshire-wide Safeguarding Schedule for 2017/18 which includes reporting linked to domestic abuse.
- A strong commitment has been made to the Named GP (Safeguarding Children) role across Hampshire. The four GPs work collaboratively and lead on initiatives to support safe practice in primary care. GPs spoken to were aware of the named GP in their locality and could offer examples of work undertaken by them in relation to practice. Impact at an operational level is shown through the safeguarding primary care meetings and through Named GP safeguarding leads meetings held regularly. In one practice, a range of professionals including



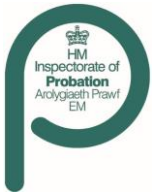
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a health visitor, a school nurse, a community mental health, a community police officer, a troubled family worker attended. An invitation had also been made to the military welfare office, and the inspector saw evidence of a number of domestic abuse cases being discussed.

- The work of the YOT, CRC and NPS is well integrated into the partnership. The needs of those people who offend are represented well by each organisation. As a result, partners understand the roles and specific contributions of these agencies to domestic abuse work. The expertise from these agencies in managing risk of harm and reducing reoffending is shared to inform policy and operational practice to help to protect victims, and includes the effective use of multi-agency public protection arrangements (MAPPA).
- Hampshire MAPPA are managed effectively and are making a positive difference to safeguarding children work. MAPPA leads actively seek to foster the engagement of partners at the right level in Hampshire and out of area. They have put measures in place to hold agencies to account, move cases through levels to help achieve their aims and are able to provide examples of joined up, effective action to protect primary victims of domestic abuse and their children.
- Assessments in the YOT as well as the impact of domestic abuse on the child are well analysed and understood. They lead to the appropriate provision of targeted interventions including the use of parenting support, restorative justice and some sensitive one-to-one work with children and young people. A considerable amount of work has been successfully undertaken to support the transition of young people who transfer from YOT to the CRC or the NPS. The YOT similarly works well with the police; for example, through the joint triage process and the flagging of young domestic abuse instigators through the police offender management hub to safer neighbourhood officers. This improves the ability of both agencies to better manage the risk of harm to others.
- The CRC has established a strategic focus on safeguarding and domestic abuse. Its new operating model means that offenders will be seen in the community and in their homes, rather than at an office. CRC managers have recognised that this provides a better opportunity to observe the interaction of families and are developing a training programme for staff to best utilise this opportunity.
- Multi-agency risk assessment conferences (MARACs) in Hampshire were already under review through the MARAC Evolution Group at the time of the inspection. Good practice was seen through MARAC, including specialist police safeguarding, involvement of independent domestic violence advocates (IDVA) support, and action to support a victim to seek a restraining order. A very small number of cases seen would have benefited from consideration at MARAC. Children's social care have been monitoring their attendance at a senior management level and this oversight needs to continue.





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- Within Hampshire there is a substantial presence of armed forces personnel. The CRC is part of an established group that considered the best way to support serving personnel and veterans, recognising their distinct needs. This has enabled the CRC to develop effective and trusted links so that assessments, planning and support can be effectively targeted. This includes finding the most appropriate support around mental health, peer mentoring and addressing offending behaviour.

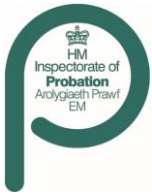
#### Case Study: highly effective practice

The dedicated domestic abuse specialist role in the FIT is an impressive and creative service, generating its own evidence of effectiveness and impact, and supported through external evaluation. It challenges misconceptions about domestic abuse, provides high-quality and sensitive direct services to families and works to dispel myths among the professional community.

As part of the Department for Education Innovation Fund, a 12-month pilot started in September 2015, and on the success that is evident to date, it will now be extended more widely. Eight domestic abuse workers are placed in eight child in need teams, but accessible to a whole locality service. Seventy seven per cent of the families in the pilot displayed issues of domestic abuse. A total of 321 families were involved, and one in five showed some early short-term improvements – an impressive performance given that more than half of the families had historical long-term entrenched issues and involvement with children’s social care.

This innovative pilot placed the domestic abuse expertise within child in need teams, and these seconded professionals work as a part of the multi-agency team. Partnership working with social workers occurs through a wide range of methods, including weekly team meetings where cases are discussed, the co-location of staff, use of tools such as the ‘abuse wheel’ and literature, including a ‘Living with a Dominator’ book. This promotes a more personalised and thought-provoking style of working, such as the sharing of poems – including ‘Why doesn’t she just leave’ – at team away days. This helps to dispel and challenge myths among professionals about the emotional impact of domestic abuse.

Initial engagement of families has been a key factor in the success of the work, as mistrust of professionals is quickly eliminated. The workers have been influential in being seen not as a ‘social worker’ but more as a separate embedded voice for the parent victim. This direct involvement in the family home has offered social workers further insight on how compliance and control might be identified. The FIT workers have



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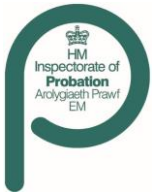
particularly seen a difference in working with issues of coercion and controlling behaviour. They have immediate and direct routes into systems and services to expedite action, for example, the immediate initiation of target-hardening activity such as the fitting of alarms and the changing of locks.

The FIT teams works closely with IDVAs and refers cases directly to MARAC. It is notable that it has been found that a victim is more likely to speak at a child protection conference and attend a one-to-one freedom programme as a result of the support and encouragement of a FIT worker. FIT workers run the Freedom programme themselves but also offer 'lower level' safety planning. As secondees, they can refer back into their own dedicated domestic abuse commissioned services for direct work with children and have undertaken direct work with children themselves when this has been appropriate as part of a plan of support.

In addition to the specific benefits with regard to domestic abuse, this work is forming part of a wider understanding and plan to move towards multi-disciplinary teams.

## Areas for improvement

- Partners need to ensure that there is greater consistency of frontline practice. Multi-agency strategy discussions take place in a timely way and are routinely attended by the three key partners of children's social care, police and health. Decision-making in respect of single or joint agency investigations is clear. This is good practice. However, the involvement of virtual partners is inconsistent and the strategy discussions do not include the written plan of how enquiries will be undertaken. This did not impact on the immediate safety of children considered during the period of the inspection.
- Greater emphasis could be placed on identifying performance information linked to domestic abuse by the partnership to ensure that it is fully exploiting all of the data already available to it. Health partners should particularly evidence that they are making a difference in this area.
- The Hampshire partnership needs to ensure that it consistently uses a single assessment tool for domestic abuse and uses it qualitatively to ensure that all partners are able to fully assess the extent of risk at the first opportunity. The police use both a DASH risk assessment and a separate referral form that incorporates the outcome of the DASH form but not the qualitative detail. Improved supervision of the frontline police response to domestic abuse would ensure that children were seen and their needs were immediately recognised. Dip



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sampling of the quality of referrals is undertaken within the force but the overview of current practice needs to be expanded.

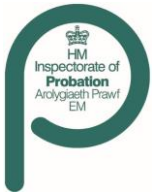
- Police DASH risk assessments are completed for every incident featuring domestic abuse. The quality varies and too often officers focused on risks in isolation and focused on the incident they are currently attending without sufficient consideration of history, type of risk indicators, vulnerability and wider factors. There are reviews of risk in MASH that are upgraded or downgraded appropriately with written reasoning. This demonstrates that the MASH effectively triages risk, but also supports a finding that there is more work to be undertaken by the police regarding their initial response.
- Health services are not routinely completing a DASH risk assessment tool when domestic abuse is suspected, disclosed or reported. Information is shared with children's social care and other relevant professionals, but this would be strengthened by conducting a full risk assessment to inform any discussions, joint decision-making and actions required to protect a child or unborn.
- The assessments and plans drawn up by the NPS and CRC varied in quality, with some missing essential details about the impact of domestic abuse on the primary victim and children. This in turn affected the quality of planning, with plans to manage risk of harm lacking, in many cases, details about how agencies would work together to protect the primary victim and children. There was evidence of timely first contact with the CRT/MASH, but it was often difficult to follow the experience of the child thereafter.
- In social care, a very small number of cases were stepped down from child protection to child in need before significant change had been maintained in a family's life, or there was an element of over-optimism of the change that had been achieved. The individual needs of children within large families should be fully evident within the plans to fully reflect the needs of each child. This is within an overall context of strong engagement and involvement of children and both parents.
- There is room for improvement in adult mental health and adult substance misuse services. For example, the impact of domestic abuse on children and parental capacity to safeguard them was not consistently well-evidenced in cases that were seen in adult substance misuse records. Referrals to children's social care by adult mental health practitioners did not consistently provide a clear analysis of the risks to and the impact on children and there is more to do to embed a 'think family' approach in this service. Adult substance misuse and adult mental health services need to ensure that they are sufficiently engaged at an operational level as key partners within local safeguarding children arrangements and processes.



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- There are areas of work within health that need strategic leadership to progress and continue to support the identification and protection of children living with domestic abuse. These include engagement with MARAC, which is not consistent across all health providers, as well as a consistent approach to routine enquiry of domestic abuse in pregnancy. This is key to early identification and assessment.
- The CRC delivers the nationally accredited domestic abuse programme, the 'Building Better Relationship' programme. There are currently delays for people trying to access this programme. The NPS and CRC are aware of the issue and some steps have been taken to resolve this; both organisations need to ensure that this vital programme is available at the optimum time for the offender.
- Since August 2015, there has been a single provider for both health visiting and school nursing. There have been some capacity issues in the school nursing service and the partnership is aware that there is still more work to be done to increase the profile of this service. Hampshire County Council (Public Health) should continue to lead on progressing this.



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### **Case study: area for improvement**

Inspectors found that in almost all cases of domestic abuse attended by police, police officers completed both a DASH risk assessment and a safeguarding referral into the CRT. Risk is therefore recognised and responded to. However, there are opportunities for improvement in the quality of the information obtained in order to understand and respond to risk. This does have an impact on the way in which information is then shared with children's social care to inform the development of protective plans. Police leaders are aware of this and work is ongoing to consolidate and rationalise the way in which information is shared with partners.

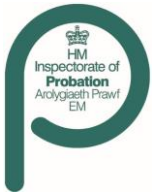
In general, assessments are routinely conducted by the police and are of a good quality. There is some variability, and where the risk was highest, the response was the best. The DASH assessments themselves are not routinely shared with children's social care, which means that the detail is not fully understood and the score or rating can be misleading. This can lead to children's social care and the MASH not having the full picture of the extent of the risk.

In the case of one adult victim that was reviewed following the disclosure of an assault, a DASH assessment was undertaken. In response to the question of whether the abuse was happening more often, the victim had answered 'no'. Underneath she had written that this was because it was happening constantly. The tick rating or score in this case would have implied that the risk was not escalating and was the opposite of what was actually happening.

The police, in conjunction with the partnership, are aware of the need to respond when the incident is 'live' and are planning to alter the way of working to offer a more comprehensive multi-agency first response.

### **Next steps**

The local authority should prepare a written statement of proposed action responding to the findings outlined in this letter. This should be a multi-agency response involving the NPS, the CRC, clinical commissioning groups and health







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providers in Hampshire and Hampshire Police. The response should set out the actions for the partnership and, where appropriate, individual agencies.<sup>2</sup>

The local authority should send the written statement of action to [ProtectionOfChildren@ofsted.gov.uk](mailto:ProtectionOfChildren@ofsted.gov.uk) by Friday 5 May 2017. This statement will inform the lines of enquiry at any future joint or single agency activity by the inspectorates.

Yours sincerely

Ofsted	Care Quality Commission
 Eleanor Schooling National Director, Social Care	 Ursula Gallagher Deputy Chief Inspector
HMI Constabulary	HMI Probation
 Wendy Williams Her Majesty's Inspector of Constabulary	 Alan MacDonald Assistant Chief Inspector

<sup>2</sup> The Children Act 2004 (Joint Area Reviews) Regulations 2015 [www.legislation.gov.uk/uksi/2015/1792/contents/made](http://www.legislation.gov.uk/uksi/2015/1792/contents/made) enable Ofsted's chief inspector to determine which agency should make the written statement and which other agencies should cooperate in its writing.