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Foreword

Doing things differently...
but still doing what is right for Hampshire

Hampshire is a great county that I have happily called home for almost 50 years, and while the years may pass, the challenges of achieving more with less, helping the county prosper, yet sustain its environment, remain the same.

At Hampshire County Council, we are embarking on the next phase of our adaptation to the unprecedented national financial pressures.



This Plan sets out how we will continue to modernise and develop new ways to deliver important local services, while locking in quality and value. Without doubt, the work we have already undertaken, resulting in cost reductions of £130 million, has made us a stronger and more resilient organisation to face the future. At the same time, we have been able to freeze council tax for the fourth year running. Hampshire's council tax remains one of the lowest for an English county council.

Now is not the time to take our foot off the pedal. Demand for services continues to grow, particularly for Hampshire's growing number of elderly and vulnerable adults, and the numbers of pupils entering our schools. We are building on our successful track record by creating new ways of providing services.

We cannot do all this alone. Hampshire County Council has taken advantage of the opportunities that a period of significant change can bring and developed strong partnerships with other public and private sector organisations – increasing our flexibility and capacity. We are also creating volunteering and community ownership initiatives, for example through our museums and libraries.

Positively adapting to change and embracing new ways of working is a formula that I am particularly supportive of as we continue to transform and create a modern, efficient and resilient organisation for the future. We remain committed to protecting and building strong, sustainable public services that improve the quality of life for residents of Hampshire.

Cllr Roy Perry
Leader

Introduction

Hampshire County Council provides a wide range of services which make a difference to residents lives on a daily basis, including education, transport, planning, social care, libraries, waste management and trading standards.

Hampshire is one of the country's leading local authorities, with many services rated as 'excellent'. We are proud to provide services across this diverse, historic and vibrant county.

The Council is funded by a combination of grants from central Government, council tax, business rates and charges for services. The economic downturn has led to significant reductions in the funding we receive from central Government. At the same time, there has been increased demand for some of our most important services, including those to protect vulnerable children and adults. We have been proactive, recognising that we need to radically change the way we work, so that we can continue to deliver high quality services with less funding in the future.



Shaping services for the future

This Plan outlines our strategy for the next four years. It sets out how we will reshape services and become more efficient. The Plan focuses on four strategic aims, which bring together a number of priorities under the themes of: health and wellbeing, economy, communities and efficiency, to form the overarching framework for our services.

We are positive about the future. Our ambition is to be a modern business providing public services – which means doing things more efficiently and providing high quality, responsive services that meet the needs of our customers and improve the quality of life for the residents of Hampshire.

By 2017, the County Council will be a very different organisation, but we are confident that it will continue to be the home of some of the best public services in the country.

Our four strategic aims



1. Health and wellbeing: Improving health and wellbeing for all

- Ensure children and young people in Hampshire thrive and achieve their full potential.
 - Promote and support healthy choices for all, reducing the difference between those with the best and worst health.
 - Help people to manage their health conditions, giving them choice and maintaining their independence.
-



2. Economy: Promoting economic prosperity and protecting the environment

- Develop the infrastructure and services required for economic, transport and housing growth; and promote a globally competitive environment for investment in the county.
- Provide opportunities for all to develop the skills needed to play a full part in Hampshire's economic success.
- Conserve and use natural resources more efficiently, protecting Hampshire's environment and quality of life.



3. Communities:

Working with communities to enhance local services

- Ensure that customer and community feedback, together with information about levels of need are used to plan and deliver services.
 - Work with communities to find the local solutions that work best, giving more control over local services to communities where appropriate.
 - Improve access to all County Council services.
 - Continue to provide high quality open spaces, libraries, museums and arts services.
 - Help residents to feel safe and be safe by working with partners to reduce crime and anti-social behaviour.
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HAMPSHIRE
**FIRE AND
RESCUE
SERVICE**



Hampshire
County Council

4. Efficiency:

Delivering high quality, cost-effective public services

- Redesign and implement new models of service delivery, ensuring that resources are targeted to where they are most needed.
- Generate more income from selling and sharing services with other public sector organisations becoming more business-like in the process.
- Equip the Council's staff with the right skills to manage change and deliver priorities.

1

Health and wellbeing

Aim: Improving health and wellbeing for all



Why this is important

Hampshire has a growing population, with an increasing birth rate and a rising number of older people. While the county's residents are living longer, they are not necessarily living healthy for longer, with multiple illnesses experienced by some middle-aged and elderly people.

The County Council has an important role in improving outcomes for local people and ensuring there is support available when things go wrong. This includes safeguarding vulnerable children and adults.

The Joint Health and Wellbeing Strategy sets out how the Council and partners will support residents to look after their own health, and ensure that the right services are delivered where and when they are needed most. In addition, our Children and Young People's Plan sets out our focus on early help for children, young people and families, supported by high-quality, specialist and targeted services.

Our priorities: what we want to achieve

- Ensure children and young people in Hampshire thrive and achieve their full potential¹.
- Promote and support healthy choices for all, reducing the difference between those with the best and worst health².
- Help people to manage their health conditions, giving them choice and maintaining their independence.

1. Hampshire's Children and Young People's Plan: www.hants.gov.uk/childrens-services/childrenandyoungpeople/cypp.htm

2. Joint Health and Wellbeing Strategy: www.hants.gov.uk/health-and-wellbeing-board/health-and-wellbeing-strategy.pdf

Examples of progress to-date

- 60.4% of students achieved five or more GCSEs grade A*-C in 2013, including English and maths (provisional results).
- 75% of primary school pupils and 77% of secondary school students attend either a *good* or *outstanding* school.
- We have established the new Health and Wellbeing Board, which brings together all those who plan and buy health services, to deliver joint priorities.
- 84% of people using adult social care made choices about their care by receiving self-directed support or direct payments in 2012/13, an increase from 35.7% in 2010/11.
- 240 new build units of Extra Care assisted living accommodation have been opened across the county since 2011, enabling older people to remain living in their own home for longer, with support available when needed. A further 457 sheltered housing units have been enhanced to Extra Care levels.



Key things we will do

- Address the incidence and reduce the impact of poverty on the achievement and life chances of children and young people. Hampshire's Children and Young People's Plan: www.hants.gov.uk/childrens-services/childrenandyoungpeople/cypp.htm
- Support children and young people's physical, spiritual, social, emotional and mental health and promote healthy lifestyles.
- Provide opportunities to learn, within and beyond the school day, that raise children and young people's aspirations, encourage excellence and enable them to enjoy and achieve beyond their expectations.
- Help children and young people to be safe and feel safe.
- Ensure services work better together to support children and adults with disabilities to achieve their full potential, including improving the transition between child and adult services.
- Help to prevent people dying early from avoidable illnesses, by promoting healthy lifestyles.
- Give people with long term medical conditions more information, advice and choice about treatment, so that they can lead active and independent lives for longer.
- Diagnose people who have dementia earlier and provide them and their families with better support.
- Help to prevent older people from falling and provide better co-ordinated support to help people recover if they have had a fall.
- Ensure that the most vulnerable are supported during extremes in weather.
- Support the Council's workforce to be healthy.

2

Economy

Aim: Promoting economic prosperity and protecting the environment



Why this is important

The economic downturn has shown that the county's prosperity cannot be taken for granted. In the last decade, unemployment has risen in Hampshire; and in some areas, significant proportions of residents depend on the public sector for employment. In addition, the way people work has changed - more are employed on a part-time basis and more are self-employed.

We know that there is more pressure on the infrastructure that underpins economic growth, including roads, housing and school places. There is some evidence that inequalities are increasing, with a growing gap in life expectancy between people in the wealthiest areas and those in localised pockets of deprivation.

Our priorities: what we want to achieve

- Develop the infrastructure and services required for economic, transport and housing growth; and promote a globally competitive environment for investment in the county¹.
- Provide opportunities for all to develop the skills needed to play a full part in Hampshire's economic success.
- Conserve and use natural resources more efficiently, protecting Hampshire's environment and quality of life.

1. Strategic Infrastructure Planning and Delivery – March 2012: www.hants.gov.uk/councilmeetings/advsearchmeetings/meetingsitem-documents.htm?sta=&pref=Y&item_ID=3567&tab=2&co=&confidential

Examples of progress to-date

- Hampshire is the fourth most visited county in the UK.
- £600 million of County Council capital investment has stimulated the Hampshire economy.
- Approximately 60% of the Council's spending is with local small and medium sized businesses.
- Over 150 miles of roads and paths were refurbished and strengthened in 2012/13 alone, through the Operation Resilience programme, which aims to make Hampshire's roads more resilient to extreme weather and heavy traffic.
- 70,712 street lights have been replaced in the last three years, with energy consumption reduced by 21% as a result.
- Only 8% of the county's household waste is sent to landfill, the lowest figure for any county council in England.

Key things we will do

- Support new and existing businesses to grow, including continuing to support local businesses through procurement processes.
- Promote opportunities for tourism in the county, encouraging investment in arts and Hampshire's cultural heritage to attract visitors.
- Ensure that at least 90% of all premises, including businesses and households, have access to broadband capable of SuperFast speeds (24Mbps+) by 2015, increasing to at least 95% by 2017.
- Provide the necessary infrastructure for new developments in the county, particularly new road access and over 8,000 additional primary school places.
- Work with our partners to address issues with affordability and availability of housing across the county.

- Support young people to achieve the skills they need to play an active role in society, particularly as the 'participation age' rises in the coming years (the age at which a child must stay in education or training).
- Promote employment opportunities for young people, including investing in our own apprenticeships and internships schemes, and by working with local universities and Further Education colleges.
- Continue to minimise the proportion of household waste sent to landfill.
- Reduce the County Council's energy consumption and carbon footprint.
- Ensure infrastructure is in place to prevent, and improve community resilience to, flooding.



3

Communities

Aim: Working with communities to enhance local services



Why this is important

Hampshire's society and communities are changing. The county is slowly becoming more diverse, with an ageing population and increasing proportions of people living in busy towns and cities.

Growing numbers of people want to be active in their own communities. More of Hampshire's residents now regularly volunteer to help run services they use and value, and some have been given more powers to make more decisions locally, finding their own solutions to problems in their neighbourhoods.

Combined with reductions in funding, these changes mean we need to target our limited resources to where they are needed most, now and in the future; balancing the needs and demands of residents to do what is right for Hampshire. By joining-up more with other public sector organisations, we can work together to enhance our services and reduce costs.

We also want to make improvements to the ways that people can access our services and information about our services.

Our priorities: what we want to achieve

- Ensure that community and customer feedback, together with information about levels of need are used to plan and deliver services.
- Work with communities to find the local solutions that work best, giving more control over local services to communities where appropriate¹.
- Improve access to all County Council services.
- Continue to provide high quality open spaces, libraries, museums and arts services.
- Help residents to feel safe and be safe by working with partners to reduce crime and anti-social behaviour.

Examples of progress to-date

- We help approximately 2,500 callers a day with queries about County Council services, through our customer service centre Hantsdirect.
- The 'Have Your Say' scheme enables people to get involved and make decisions about how funding is used to make improvements in their communities.
- The volunteer-led Village Agent programme supports older and vulnerable residents in rural areas.
- 23 village shops in rural areas received grants between 2007 and 2013, to increase use and improve access to essential services.
- All of Hampshire County Council's eligible country parks hold the prestigious Green Flag Award.
- Over six and a half million people visited our museums and libraries in 2012/13.
- Over 400 'No Cold Calling Zones', covering approximately 25,000 households, have been introduced, discouraging rogue traders from approaching homes.
- Community Development Officers help people in Black and Minority Ethnic communities find the advice and support they need.

1. Hampshire Sustainable Community Strategy: http://www.hants.gov.uk/73496_sustain_communities_2.pdf

Key things we will do

- Actively seek more feedback from our customers to improve services.
- Make it easier for customers to obtain information about our services.
- Ensure that services are providing fair and equal access.
- Work with a range of partners and residents to help communities to find their own solutions to local problems.
- Work with Local Economic Partnerships to support rural businesses.
- Provide an extra £1 million in match funding for the refurbishment and improvement of community centres and village halls.
- Work with Armed Forces communities to support and enhance relationships with the local community and economy.
- Work in partnership with the voluntary sector to remove duplication, increase volunteering opportunities and explore further options for community ownership.
- Promote opportunities to enjoy and celebrate Hampshire's cultural heritage and facilities.
- Help people to feel safe and be safe by reducing crime and anti-social behaviour.
- Support families with multiple and complex problems at the earliest opportunity, helping them to turn their lives around.



4

Efficiency

Aim: Delivering high quality, cost-effective public services



Why this is important

The Council has made savings of £130 million in five years as a result of unprecedented cuts in funding for local government. We have been quick to adapt to challenges, proactively seeking efficiencies and cost reductions, while protecting frontline services. This has placed us in a stronger and more resilient position than most other local authorities.

As a result of continued funding challenges, we need to find another £90 million in savings by the end of 2015. Pressure on public spending is set to continue, so it is important that we have the right services, in the right places, at the right time, for the people who need them, supported by improved models of delivery.

Our priorities: what we want to achieve

- Redesign and implement new models of service delivery, ensuring that resources are targeted to where they are most needed.
- Generate more income from selling and sharing services with other public sector organisations, becoming more business-like in the process.
- Equip the Council's staff with the right skills to manage change and deliver priorities.

Examples of progress to-date

- Achieved savings of approximately £130 million between 2008 and 2013, while protecting frontline services.
- Launched a programme to share business support functions with Police and Fire.
- Reduced our office accommodation, saving £2.5 million a year on running costs.
- Provided a single base for a number of public services, within the refurbished Havant Plaza.
- Published more Council data, encouraging greater understanding and community engagement in how decisions are made and how we spend taxpayers money.

Key things we will do

- Plan and deliver services in partnership with other public sector organisations.
- Remove any duplication.
- Redesign services to give better value for money.
- Learn from, and share best practice with, other public and private sector organisations.
- Work with Health sector partners to integrate and improve care and support services, making best use of available resource.
- Generate more income from selling and sharing support services with other public sector organisations, such as Hampshire Constabulary and Hampshire Fire and Rescue Services.
- Keep tight control of spend, with robust management of our assets and procurement.
- Change the way we purchase services to save money.
- Maximise the use of technology.
- Support and develop our workforce, to ensure that the Council has the right staff with the right skills.



Useful links

- Hantsweb, the County Council's website: www.hants.gov.uk
- Information about the County Council's corporate strategy: www.hants.gov.uk/corporatestrategy.htm
- Health and wellbeing: www.hants.gov.uk/healthandwellbeing
- Hampshire's Children and Young People's Plan: www.hants.gov.uk/childrens-services/childrenandyoungpeople/cypp.htm
- Joint Strategic Needs Assessment: www.hants.gov.uk/healthandwellbeing/healthandwellbeing-board-info.htm
- Census 2011: www.hants.gov.uk/factsandfigures/population-statistics/census_pages/census_2011.htm
- Have your say: www.hants.gov.uk/haveyoursay.htm
- Hampshire Sustainable Community Strategy: http://www3.hants.gov.uk/73496_sustain_communities_2.pdf

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