

HAMPSHIRE COUNTY COUNCIL

Decision Report

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| Decision maker: | Cabinet |
| Date: | 25 June 2012 |
| Title: | <i>Open for Business: 2011/12 annual performance report</i> |
| Reference: | 3910 |
| Report from: | Chief Executive |

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1 Executive summary

- 1.1 This report provides a review of performance across the County Council in 2011/12, including a summary of progress against the *Open for Business Plan* and key findings of the first annual self-assessment.
- 1.2 Performance against the *Open for Business Plan* during 2011/12, has been strong. Key transformational and efficiency work streams are progressing well, with £55 million of savings delivered. Despite the challenges associated with this period of change, County Council performance is good, with evidence of successful outcomes against priorities.
- 1.3 Overall, the new self-assessment process has found the County Council to be *good with outstanding* features. These findings, which are subject to further finalisation with Executive Members, reinforce the established position of the Authority as a high performer. Prospects for future improvement are strong, based on the track record of improvements in services and outcomes; and the effective response to the challenges of the last year.
- 1.4 As outlined in the recent Cabinet report *Transforming the Council 2012-15* (26 March 2012), the focus for the next three years is: building further efficiencies and reducing costs (£47.08 million of savings in 2012/13); continuing to transform and modernise services; and ensuring that the County Council takes advantage of its strong position by creating new commercial opportunities and partnerships. Associated outcomes and targets for the year ahead have been embedded within the *Open for Business Plan*.

2 Contextual information

- 2.1 The *Open for Business Plan* was developed in 2011, in response to the unprecedented challenges and opportunities posed by significant reductions in funding from central Government; and the need to transform and modernise public services. The Plan is the overarching strategy for the County Council, outlining how the required changes will be implemented, in order to deliver public services in Hampshire in new and more effective ways. *Open for Business* integrates a range of transformational and efficiency programmes within one

central strategy, providing a shared sense of purpose and direction for the organisation.

- 2.2 The Plan has had a significant influence across all levels of the organisation and has been well received by senior managers and staff. “*Open for Business*” has become part of the common language of the County Council, directly informing a range of communications and business plans/developments, including:
- the *Priority Leadership Skills* programme, for developing and supporting resourceful and resilient senior managers;
 - all internal and external communications and media releases;
 - department and service level business plans.
- 2.3 The *Open for Business* Plan is a key element of the County Council’s refreshed Performance Management Framework. Another significant component, is a new self-assessment of performance over the last 12 months, based on the principle that every good organisation knows itself. The purpose of this process is to: provide an overview of performance, including key strengths and areas for development/improvement; and identify effective practice for sharing across the organisation. Further details on the process and overall findings are provided in sections 6-7. A full summary of findings is provided in Appendix 3.

Open for Business Plan 2011/12

3 Performance headlines

- 3.1 Overall performance has been strong against the priorities of the *Open for Business* Plan during 2011/12, evidencing the continued high performance of the County Council.
- 3.2 **Performance against targets:** As at the end of May 2012, targets for 44% of measures have been achieved; and the position for 35% of measures is yet to be finalised following publication of data. The proportion of targets not achieved is currently 21%.
- 3.3 **Improvement trend:** There has been a positive trend of improvement during 2011/12 against 59% of measures; there has been no change for 5% of measures; and 16% of measures have worsened performance. A further 20% of measures were new indicators for 2011/12 and, therefore do not have baseline data with which to establish trend.
- 3.4 Note: data is currently unavailable for some measures, particularly those relating to surveys and financial returns – it is anticipated that this will be available for inclusion in the final draft of this report.
- 3.5 **The key performance highlights for 2011/12 are:**
- Successful delivery of the efficiencies and transformation programme for 2011/12, achieving £55 million of savings.
 - Completing the Corporate Services Review, agreeing a new structure and moving into the implementation phase. The reshaped Corporate Services will be capable of higher performance at a lower cost. Input from the private sector has ensured that new structures and processes reflect the best of

modern business practice, giving the County Council the leading edge for sharing and selling services to other public sector organisations.

- Exploring opportunities for sharing a number of support/corporate functions with Hampshire Fire and Rescue Service and Hampshire Constabulary. The strategic business case and individual work stream blue prints have now been approved by the County Council and Hampshire Fire and Rescue. Further information is being considered by Hampshire Constabulary, before a final decision in June. This new way of working will lead to greater efficiencies, organisational resilience and improved services for residents.
- Developing the range of services provided in partnership with, or sold to, other public sector organisations - building the foundations for the County Council to be a leading provider of services to the public sector.
- Continued strong performance in external inspections and accreditations, including an increasing proportion of childcare providers and schools judged as *good* or better by Ofsted; County Council fostering and adoption services rated as *good*; and an overall assessment for Children's Services of *performing excellently* (Ofsted 2011).
- Successful implementation of a number of significant changes to service delivery, with minimal impact on service users – including children's centres, Youth Support Services, libraries and community museums.
- Continued robust performance in highways and waste recycling, retaining the top county council position for public satisfaction with highways maintenance in the South East; and diverting 8.33% of waste to land fill (Hampshire has had the lowest proportion of waste sent to landfill of any county council in England for the last five years).
- Safeguarding vulnerable adults and agreeing a modernisation strategy for delivering services to an aging population, whilst increasing choice and independence. Up to £45 million will be invested, to support the development of Extra Care housing over the next decade, allowing older people to remain living in their own home, with the reassurance that support is available when needed.

3.6 Areas for improvement in 2012/13 include three key outcomes for children in care: placement stability; GCSE attainment; and the proportion of care leavers in education, training or employment at age 19. Also identified as in need of improvement is the level of sickness absence in the organisation. Further details are provided in section 5 and Appendix 2.

3.7 This report is supported by the performance 'scorecard', providing a visual representation of performance on a quarterly basis (Appendix 1). Appendix 2 provides further detail on areas for improvement, including trend analysis.

4 Key achievements

4.1 Key achievements against *Open for Business* priorities in 2011/12 include:

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| <p>Priority 1: Improve outcomes for vulnerable and disadvantaged groups</p> | <ul style="list-style-type: none"> • Continued endorsement of the quality of services provided to the most vulnerable children and young people, including the following key Ofsted inspection judgements: <ul style="list-style-type: none"> • The County Council’s Fostering Service was found to be <i>good</i> with <i>outstanding</i> features. • The Adoption Service achieved an overall rating of <i>good</i>. • All 22 areas of safeguarding and services for children in care inspected were judged as <i>good</i> or <i>outstanding</i>. • Targets for Extra Care housing were exceeded, with the official opening of Juniper Court (Gosport), Lion Oak Court (Andover), Newman Court (Basingstoke) and Campbell Place (Fleet) during the year. The total number of Extra Care units is now 545, against a target of 400 units by 2013. • Introduction of the 400th No Cold Calling Zone, which aims to discourage rogue traders from approaching homes in search of business. The latest zone brings the total number of households covered to 25,000. • Launch of the Internships Plus scheme for care leavers, with seven young people participating in work experience at the County Council, in conjunction with studying for an NVQ Level 2 qualification. • Introduction of the enhanced ‘Take a Break’ service for carers of adults. The service allows for breaks lasting up to 48 hours, including overnight periods and has been developed in response to requests from carers. • Launch of the ‘Community Buddy’ service, which matches a trained volunteer to children and young people with disabilities, to help them access leisure and recreational opportunities. The scheme aims to promote confidence and provide a ‘short break’ for families. • An increase in the proportion of 16 year olds achieving five or more GCSEs, including English and maths – from 58.9% in 2009/10 to 60.8%, representing an all time high. • The Trading Standards service received a special recognition award for its work to protect vulnerable adults from scams. Since the Financial Abuse Safeguarding Unit was set up three years ago, it has recouped around £385,000 on behalf of victims. • An increase in the proportion of adult social care users receiving self directed support or personal budgets, from 35.7% in 2010/11 to 73% in 2011/12. |
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| | <ul style="list-style-type: none"> • A 15% reduction in anti-social behaviour in areas of Basingstoke patrolled by the County Council's Accredited Community Safety Officers. |
| <p>Priority 2: Enhance community engagement and partnership working</p> | <ul style="list-style-type: none"> • Strong viewing figures for the first two open Council meetings, streamed live over the internet and also available as archived footage. Over 800 people watched the County Council set the budget at its February 2012 meeting. The system has been introduced to increase transparency, encouraging greater understanding and engagement in how local decisions are made. • Launch of a new, single grant application process for community and cultural groups, aimed at promoting greater financial independence and ensuring that organisations meet the needs of local communities. • Increased levels of volunteering, with over 100 applications from residents hoping to become volunteers at Community Museums (also see priority 5); and a 50% increase in the number of volunteer days at Hampshire's Countryside Sites. • Launch of the <i>CrimeReports</i> website, a partnership project between Hampshire Constabulary, the County Council, Hampshire Fire and Rescue, the Probation Service and all district and unitary councils across Hampshire and the Isle of Wight. The website features up-to-date, detailed data on crime and anti-social behaviour, as well as information about how incidents are being tackled at a local level. In the first three months, the site was visited over 50,000 times, with 3,500 residents signing up for email alerts. The project has been recognised nationally with 'trailblazing' status, as part of the Home Office transparency improvement programme. • Introduction of the Public Notice Portal, making County Council notices more accessible by publishing them online. This follows research and consultation showing that Hampshire residents are more likely to see notices on the internet, rather than in newspapers. • Launch of Hampshire's <i>Heroes Welcome</i> scheme, whereby businesses pledge to give an extra warm welcome to members of the Armed Forces. |
| <p>Priority 3: Support and enable sustainable economic development - 'place shaping'</p> | <ul style="list-style-type: none"> • Allocation of £5 million of Government funding for faster broadband in Hampshire. The project is estimated to start in January 2013, completing in 2015. • Securing new farming opportunities through the purchase of 6.1 hectares of agricultural land in the Hook area. The addition to the Hampshire County Farms Estate will provide viable and sustainable farming units for tenant farmers. |

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| | <ul style="list-style-type: none"> Winning an award for the work the County Council does, through its procurement policy, to help and encourage local small businesses to access public sector contracts. The accolade was received at the Federation of Small Business Wessex Regional Local Authority Small Business Friendly Awards. Hampshire was also praised for bid writing training for local small businesses and voluntary sector organisations; and for the 'Shop in Hampshire' website. |
| <p>Priority 4: Enhance Hampshire's environment and promote sustainability</p> | <ul style="list-style-type: none"> Resurfacing over 90 miles of road on time and within budget, as part of <i>Operation Resilience</i>, the long term project making Hampshire's roads more resilient to extreme weather and heavy traffic. |
| | <ul style="list-style-type: none"> Over 1,700 households benefited from the <i>Insulate Hampshire</i> scheme, providing low cost or free cavity wall and loft insulation. |
| | <ul style="list-style-type: none"> Launch of the consultation on a new school places plan for Hampshire, which anticipates population growth, future needs resulting from current and planned housing development and the impact of parental preference. This includes two specific options for providing additional primary school places in Winchester to 2016. |
| | <ul style="list-style-type: none"> Retaining the top position for public satisfaction with highways and transport for county councils in the South East of England, in the National Highways and Transport Public Satisfaction Survey 2011. |
| | <ul style="list-style-type: none"> Approval for reduced speed limits on 48 sections of the county's roads, following a review of accident rates on all A and B roads maintained by the County Council. Separately, a new pilot scheme will test the effectiveness of 20mph speed limits on residential streets in five areas. |
| | <ul style="list-style-type: none"> Launch of phase one of the Eclipse Bus Rapid Transit busway connecting Fareham and Gosport. The scheme has been designed to ensure that bus journeys are more reliable. |
| | <ul style="list-style-type: none"> Approval of <i>Street Sense</i>, a new road safety awareness campaign for teenagers, targeted at 18 secondary schools with the highest rate of accidents. |
| | <ul style="list-style-type: none"> Prestigious 'Green Flag Awards' were received by three of Hampshire's country parks. Lepe Country Park, Royal Victoria Country Park and Queen Elizabeth Country Park each received an award for being well maintained and managed, with excellent facilities. In addition, Queen Elizabeth County Park came fifth in a poll of the UK's favourite parks; and Lepe Point was designated as a Local Nature Reserve. |

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| | <ul style="list-style-type: none"> An increase in recorded visitor numbers at Hampshire's Countryside Sites from 2 million to 2.3 million in 2011/12, whilst income rose by 25% to £1.3 million. |
| <p>Priority 5: Develop new models of service provision, meeting the challenges of reduced resource and evolving national policies, whilst improving the quality of services for users</p> | <ul style="list-style-type: none"> New providers have taken over the running of Hampshire's children's centres, with services being delivered from a range of community venues. The move will reduce central running costs; increase fund-raising opportunities; and enhance links with health and school services. Plans for the future include improving speech and language therapy services and targeted support for families most in need. Approval of the strategy to extend Extra Care, as part of the modernisation programme for delivering services to an ageing population. The County Council will invest up to £45 million over the next decade, with the aim of generating significant joint investment from partners, including developers, Health, registered care providers and district councils. Extra Care increases choice for older people who wish to remain in their own home, with the reassurance that support is available when needed. Opening of phase one of the Havant Plaza on time and within budget. Benefits include savings generated through reduced office floor space; and providing a single base for a number of County Council and Borough Council services. Approval of plans to make small reductions to opening hours in 26 of Hampshire's 53 libraries and Discovery Centres, implemented from April 2012. Over 5,500 consultation responses shaped the final proposals and no libraries were closed under the period of review. The changes will save £446,000 from the library budget. Launch of the shared forensic science service between the County Council and Hampshire Constabulary, the first in the UK and commended in the MJ Achievement Awards 2012. Development of initial proposals for a Health and Well-being Campus in Havant, to include nursing and intermediate care/reablement beds and Extra Care housing. Approval of the future direction for the Arts and Museums Service, which includes volunteers helping to keep open community centred museums; and promotion of five flagship venues, which will attract visitors to Hampshire. In the longer term, there are plans for the County Council's service to join with Southampton City Council and Winchester City Council to form a charitable company, working together to promote arts and museums in the area. Launch of new IT partnerships, delivering savings and opportunities for developing new solutions. The County Council has joined with East Hampshire District Council and Havant Borough Council across IT services; and with Oxfordshire County Council for the provision of SAP |

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| | <p>services (used for finance and Human Resources functions).</p> |
| <p>Priority 6: Improve customer service</p> | <ul style="list-style-type: none"> 95.2% of parents were offered a place for their child at their first preferred secondary school for September 2012 – almost 10% higher than the national average. Launch of <i>Tell us Once</i>, which allows local council services to share information, so that residents do not need to contact a range of different organisations/departments. The service is currently being used when a death is registered in Hampshire. Increasing use of web self-service to process a range of applications, improving access and timeliness for customers. 56% of Household Waste and Recycling Centre Permits are now processed online. Achievement of excellent results in a national poll on local authority archive services. 97% of visitors to the Archives and Local Studies at Hampshire Record Office rated the service as either <i>good</i> or <i>very good</i>. |
| <p>Priority 7: Deliver efficiencies and expenditure reduction programme, supported by effective management of resources</p> | <ul style="list-style-type: none"> Achievement of savings targets for 2011/12 and establishing the budget for 2012/13. The County Council will seek to reduce costs by a further £47.08 million, with departments being asked to find further savings of 8%. The impact on budgets is considerably less than in 2011/12, as just over half the budget gap has already been met through the full year impact of the savings secured in 2011/12. Implementation of the first phase of the Corporate Services Review, including finalising senior management arrangements. Progress in developing joint working. The strategic business case and individual work stream blueprints have been approved by the County Council and Hampshire Fire and Rescue. Further details are being considered by Hampshire Constabulary, who are expected to make a final decision in June 2012. Endorsement of the value for money provided by the County Council. The District Auditor's Annual Audit Letter reported that during a time of unprecedented financial challenge, Hampshire continues to provide top quality services, at a lower cost than other county councils in England. The Hampshire and Isle of Wight Procurement Partnership received the Outstanding Achievement Award from the Society of Procurement Officers, for securing £2 million of savings in two years, by collaborating on the procurement of a number of goods and services. |

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| <p>Priority 8: Rebuild training, leadership and competence frameworks to enhance the effectiveness, capacity and flexibility of staff and managers</p> | <ul style="list-style-type: none"> All senior managers are participating in the new <i>Priority Leadership Skills</i> programme. This has involved assessing themselves against a set of 'essential competencies', closely aligned to the <i>Open for Business</i> Plan and Performance Management Framework. A portfolio of learning interventions is now being delivered to meet assessed needs. |
| | <ul style="list-style-type: none"> Continued good performance of staff against Individual Performance Plans, with 99.6% of employees assessed as meeting, or exceeding expectations in 2011/12. The staff performance management framework is currently being strengthened. |

5 Areas for improvement

5.1 Key areas for further improvement during the next year are as follows:

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| <p>Priority 1: Improve quality of life for all, particularly those who are vulnerable or disadvantaged</p> | <ul style="list-style-type: none"> The percentage of children in care achieving five or more GCSEs, including English and maths, which fell from 15.3% in 2009/10 to 6.6% in 2010/11. An improvement plan is in place, with activities including a revised approach to pupil tracking and 1:1 tuition for most children in care in Year 11. |
| | <ul style="list-style-type: none"> The proportion of children in care experiencing three or more placements in one year, increased from 13.9% in 2010/11 to 15.5% in 2011/12 (provisional data). Robust systems are in place for scrutinising all second and subsequent placements. In addition, a range of work is taking place to ensure that available placements meet needs, including recruiting additional foster carers for teenagers, sibling groups and children with disabilities. |
| | <ul style="list-style-type: none"> The percentage of care leavers in education, employment or training increased marginally from 43.3% in 2010/11 to 46.5% in 2011/12 (provisional data). This remains an area for improvement, as this figure is below the national average (61% in 2010/11). |
| <p>Priority 7: Deliver efficiencies and expenditure reduction programme, supported by effective management of resources</p> | <ul style="list-style-type: none"> Across the County Council as a whole, sickness absence levels have declined, with the average number of days sickness per full time equivalent member of staff at 9.34 in 2011/12 (compared to 9.5 in 2010/11). Although this represents a improvement, it is higher than the average number of sickness days across other county councils in the South, which by comparison, rose from 8.35 to 8.55. <i>Working Well</i>, a new programme to promote staff well-being and reduce absence has been launched to further support effective management of sickness absence in the future. |

5.2 Further analysis of performance in these areas, including trend charts, is provided in Appendix 2.

Annual self-assessment

6 Background

- 6.1 The County Council developed a new Performance Management Framework following the demise of the previous national external assessment framework (the Comprehensive Area Assessment). The purpose of the new Performance Management Framework is to establish a coherent structure for performance management across the organisation, promoting a focus on continuous improvement, in order to retain the County Council's position as a high performing Authority.
- 6.2 A key component of the new Performance Management Framework is an annual self-assessment, which has been developed to provide an evaluation of performance across key aspects of management and service delivery. It is designed to provide a strong element of internal challenge – highlighting key strengths and areas for development and is based on the principle that 'every good organisation knows itself'.
- 6.3 Various forms of self-assessment are currently undertaken by specific services across the County Council, in response to statutory inspection requirements. The new, in-house model builds on this established practice and extends the discipline to all areas of the County Council – securing a consistent and 'best practice' approach to the assessment of performance.
- 6.4 Each department was asked to respond to a series of key questions, relating to six standards, which are outlined below. Responses necessitated a brief evaluation of how requirements were met, supported by available evidence.

| Standard | | Key question(s) | |
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| 1 | Management and leadership | (a) | How effectively do managers raise expectations and promote ambition for services and staff? |
| 2 | Performance management and use of resources | (a) | How well is performance managed to lead to systematic and sustained improvement? |
| | | (b) | How efficiently are available resources used to maximise value for money? |
| 3 | Workforce planning and development | (a) | How effectively does workforce planning ensure that the organisation has the capacity experience and knowledge to deliver priorities? |
| 4 | Partnership working | (a) | How are partnerships being used to develop services that lead to improved outcomes for residents/ service users? |
| 5 | Quality of provision | (a) | How effectively do services meet the needs of residents/users? |
| | | (b) | How are users engaged in supporting and promoting improvement in the quality of services? |
| 6 | Capacity for improvement | (a) | Does the organisation have a strong track record of improvements in outcomes, clearly linked to improvements in services? |

- 6.5 A 'rating' was given for performance against each standard, using the following four point scale: *outstanding*; *good*; *satisfactory*; *inadequate*. Careful analysis was undertaken to ensure that ratings were consistently applied and judgements supported by clear evidence.

7 Overall findings

- 7.1 Overall, the self-assessment process has found the County Council to be *good* with *outstanding* features. These findings, which are subject to further finalisation with Executive Members, were supported by a range of strong evidence, including national benchmarking data and external inspection and audit outcomes.
- 7.2 Although the findings are not directly comparable with the former Comprehensive Area Assessment (as different standards have been applied), they do reflect the established position of the Authority as a high performer and establish an important internal benchmark for measuring the effectiveness of services moving forward.
- 7.3 Areas of particular strength include management and leadership; and use of resources, which reflects the successful implementation of some difficult budget decisions over the last year. Services have responded promptly and flexibly to the changes necessitated by funding challenges, whilst maintaining, or improving, the quality of services for Hampshire residents.
- 7.4 The capacity of the organisation for improvement is strong, based on the solid foundation of reduced costs; progress in modernising services; development of a new integrated structure for Corporate services; introduction of a new training and development programme; and the utilisation of private sector expertise.
- 7.5 Consistency in practice in terms of workforce development and resident/service user engagement have been highlighted as areas for improvement, although there are individual examples of effective practice in some areas. Good practice will be shared across the organisation, ensuring that the County Council learns from 'what works' and implements proven systems and processes as a result.
- 7.6 A more detailed summary of performance, against each of the six self-assessment standards, is provided in Appendix 3.

8 Open for Business – next steps

- 8.1 The focus for the next three years has been established as: building further efficiencies and reducing costs; continuing to transform and modernise services; and ensuring that the County Council takes advantage of its strong position by creating new commercial opportunities and partnerships (*Transforming the Council 2012-15*, Cabinet report 26 March 2012). These three key elements build on the emerging financial platform, embedding a series of transformational processes that increase the probability of future success – delivering sustainable services to Hampshire communities.
- 8.2 Associated outcomes and targets for the year ahead have been embedded within the existing priorities of the *Open for Business* Plan. Progress will continue to be reported to Cabinet on a quarterly basis, in line with the established processes of the Performance Management Framework.

9 Conclusion

- 9.1 This report provides review of County Council performance in 2011/12, including progress against *Open for Business* Plan priorities; and an analysis of current strengths and areas for improvement based on a new, rigorous process of annual self-assessment.
- 9.2 Progress against the *Open for Business* Plan has been strong, with the County Council continuing to perform well and demonstrate success, despite the challenges associated with a period of significant change. Key achievements include:
- Successful delivery of the efficiencies and transformation programme for 2011/12, achieving £55 million of savings.
 - Completing the Corporate Services Review, agreeing a new structure and moving into the implementation phase.
 - Exploring opportunities for sharing a number of support/corporate functions with Hampshire Fire and Rescue Service and Hampshire Constabulary.
 - Developing the range of services provided in partnership with, or sold to, other public sector organisations.
 - Continued strong performance in external inspections and accreditations.
 - Successful implementation of a number of significant changes to service delivery, with minimal impact of service users.
- 9.3 Areas for improvement in 2012/13 include three key outcomes for children in care: placement stability; GCSE attainment; and the proportion of care leavers in education, training or employment at age 19. Also identified as in need of improvement is the level of sickness absence in the organisation.
- 9.4 Overall, the self-assessment process has found the County Council to be *good* with *outstanding* features. These findings, which are subject to further finalisation with Executive Members, reinforce the established position of the Authority as a high performer. The capacity of the organisation for improvement is strong, based on the solid foundation of reduced costs; progress in modernising services; development of a new integrated structure for Corporate services; introduction of a new training and development programme; and the utilisation of private sector expertise.

10 Recommendations

- 10.1 It is recommended that Cabinet:
- a. Endorse the strong performance of the organisation during 2011/12, including progress against the *Open for Business* Plan; and the good practice identified through self-assessment.
 - b. Note the areas for further improvement.

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

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| Hampshire safer and more secure for all: | Yes |
| <i>Open for Business</i> Plan priority number (if appropriate): All | |
| Maximising well-being: | Yes |
| <i>Open for Business</i> Plan priority number (if appropriate): All | |
| Enhancing our quality of place: | Yes |
| <i>Open for Business</i> Plan priority number (if appropriate): All | |

Other significant links

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| Links to previous Member decisions: | | |
| <u>Title</u> | <u>Reference</u> | <u>Date</u> |
| Transforming the Council: 2012-15 | 3789 | 26 March 2012 |
| <i>Open for Business</i> : Quarter Three Update | 3651 | 27 February 2012 |
| <i>Open for Business</i> : Quarter Two Update | 3534 | 19 December 2011 |
| <i>Open for Business</i> : Quarter One Update | 3373 | 24 October 2011 |
| <i>Open for Business</i> : Building on Success | 3147 | 25 July 2011 |
| Direct links to specific legislation or Government Directives | | |
| <u>Title</u> | <u>Date</u> | |
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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.)

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

IMPACT ASSESSMENTS:

Equalities Impact Assessment:

- 1.1 The *Open for Business* Plan supports improved outcomes for vulnerable and disadvantaged groups, specifically under priority 1.

Impact on Crime and Disorder:

- 2.1 The *Open for Business* Plan supports reduced crime and disorder, through priorities 1 and 2.

Climate Change:

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

Planned measures and outcomes associated with priority 4 are aimed to directly enhance Hampshire's environment and promote sustainability.

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

As above.

Performance Scorecard

2011/12 Year End (March 2012)

Performance against priorities

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| 1 | Improve outcomes for vulnerable and disadvantaged groups | 60% of measures rated as 'green' | |
| 2 | Enhance community engagement and partnership working - strengthening/ empowering communities | 50% of measures rated as 'green' | |
| 3 | Support and enable sustainable economic development - 'place shaping' | 30% of measures rated as 'green' | |
| 4 | Enhance Hampshire's environment and promote sustainability | 100% of measures rated as 'green' | |
| 5 | Develop new models of service provision, meeting the challenges of reduced resource and evolving national policies, whilst improving the quality of services for users | 100% of measures rated as 'green' | |
| 6 | Improve customer service | 67% of measures rated as 'green' | |
| 7 | Deliver efficiencies and expenditure reduction programme, supported by effective management of resources | 82% of measures rated as 'green' | |
| 8 | Rebuild training, leadership and competence frameworks to enhance the effectiveness, capacity and flexibility of staff and managers | 67% of measures rated as 'green' | |

Key performance measures

| | Priority ref | 2011/12 data | Target (2011/12) | Previous data | RAG rating | Trend |
|--|--------------|-----------------|------------------|-----------------|------------|-------|
| Adult social care users receiving self-directed support or direct payments | OfB1 | 73% (2011/12) | 30.0% | 35.7% (2010/11) | ● | ↑ |
| Rate of teenage conceptions (per 1,000 15-17 year olds) | OfB1 | 25.2 (2010) | 19.8 | 28.9 (2009) | ◆ | ↑ |
| Children in care achieving five or more GCSEs including English and maths | OfB1 | 6.6% (2010/11) | 16.0% | 15.3% (2009/10) | * | ↓ |
| Children in care experiencing three or more placements in a year | OfB1 | 15.5% (2011/12) | 13.0% | 13.9% (2010/11) | * | ↓ |
| Pupils achieving five or more GCSEs including English and maths | OfB1 | 60.8% (2010/11) | 65.4% | 58.9% (2009/10) | ● | ↑ |
| Care leavers in education, employment or training | OfB1 | 46.5% (2011/12) | 60.0% | 43.3% (2010/11) | ◆ | ↑ |
| Young people not in education, employment or training | OfB3 | 4.8% (Mar 2012) | 5.0% | 5.2% (2010) | ● | ↑ |
| Public satisfaction with the condition of highways | OfB4 | 40.3% (2011/12) | 42.0% | 39.2% (2010/11) | ◆ | ↑ |
| Percentage of municipal waste land filled | OfB4 | 8.33% (2011/12) | 12.0% | 9.29% (2010/11) | ● | ↑ |

Resources

| | | County Council total |
|---|-------------------------|----------------------|
| Net budget projected outturn, excluding schools (£'000) | Actual | Awaiting data |
| | Variance | |
| | RAG rating | |
| | Trend on variance | |
| Staff absence - number of days per FTE per year | Actual | 9.34 (2011/12) |
| | Target | 9.04 |
| | RAG rating | ◆ |
| | Trend | ↑ |
| Efficiency savings secured | Total secured (end Mar) | £55m |
| | RAG rating | ● |

Key:

* (red) = performance is not currently in line with target and remedial plans are not yet in place

◆ (amber) = performance is not currently in line with target, remedial plans are in place, but there are moderate risks as a result

● (green) = on track

○ (grey) = measures which do not have performance information available this quarter

Appendix 2: Areas for improvement

GCSE attainment of children in care

Summary of performance:

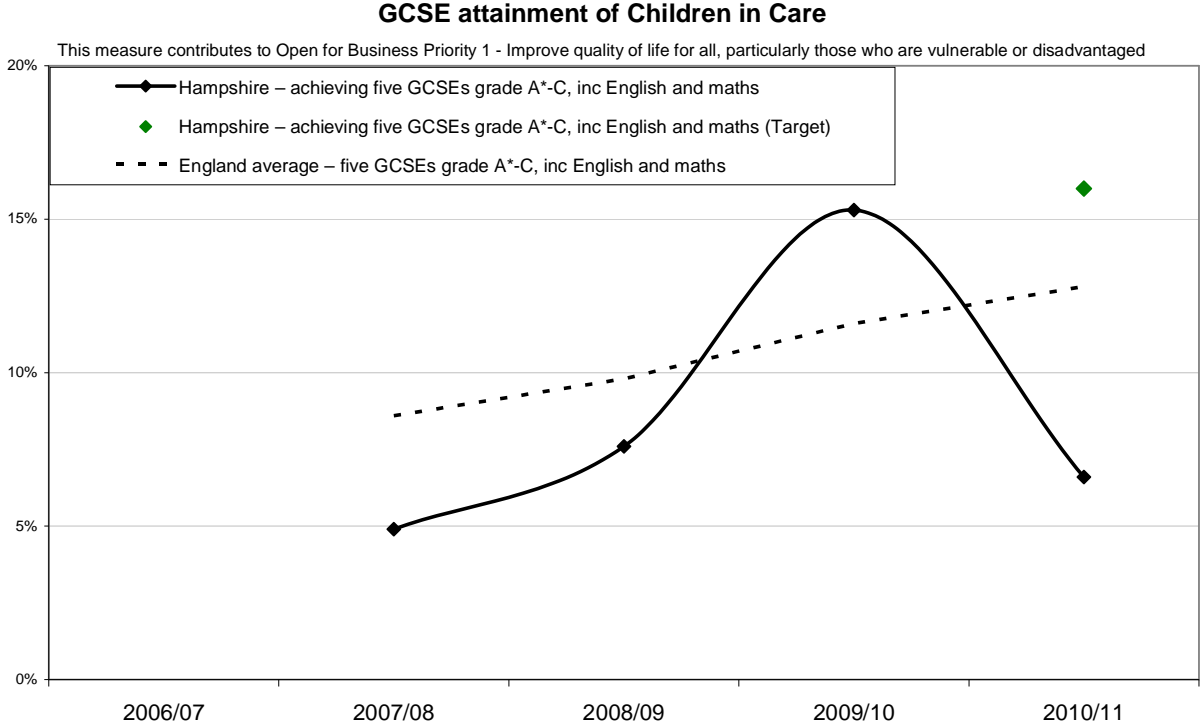
Over recent years, strong progress has been made in improving GCSE results for Hampshire’s children in care. However, results for 2010/11 showed a downward trend, with a number of pupils failing to achieve predicted levels. The percentage of children in care who achieved five or more GCSEs grade A*-C, including English and maths was 6.6%, representing seven young people from a cohort of 106. The results were due to a combination of inaccurate predictions and personal circumstances of the pupils. In addition, the proportion of pupils with Special Educational Needs was significantly higher than the previous year (30% in comparison to 12% in 2009/10). Despite this, the level of progress made by pupils between Key Stage 3 and GCSE was broadly the same as that of the 2009/10 pupils.

The ‘Virtual School’ for children in care has challenged schools where predictions were not accurate; and has robustly checked all predictions for 2011/12. The quality of Personal Education Plans for children in care (which set out any additional support needed) are also being closely monitored.

Data:

| Percentage achieving five or more GCSEs grade A*-C, inc English and maths | 2007/08 | 2008/09 | 2009/10 | 2010/11 |
|---|---------|---------|---------|---------|
| Hampshire | 4.9% | 7.6% | 15.3% | 6.6% |
| England average | 8.6% | 9.8% | 11.6% | 12.8% |

Chart 1: Percentage of children in care achieving five or more GCSEs grade A*-C, including English and maths 2007/08 – 2010/11



Appendix 2 (continued): Areas for improvement

Placement stability for children in care

Performance summary:

Hampshire rigorously records placement moves, so has historically had a higher proportion of children with three or more placements, in comparison to the England average. A focus on improving stability has led to the Hampshire rate falling over the last four years.

For the purposes of recording, a placement is where a child is accommodated for over 24 hours, including an overnight stay. The following count as placements:

- where the child is placed for adoption;
- where the child has not been authorised to be absent from the placement;
- where the child has a trial period at home that lasts eight days or more;
- where the child continuously has three or more regular placements;
- where the foster carer is on holiday for more than 21 days (without the child);
- where the foster carer is on holiday and the child stays with someone that has not been authorised/is not a planned stay;
- where the foster carer has been on holiday for between eight and 21 days two times in 12 months (without the child);
- where the child is away from the placement for eight or more days – except if they are in hospital or on holiday (includes school trips).

Children who receive respite care/short breaks are not included in placement stability calculations (unless they have more than 120 nights in any rolling 12 month period).

Data:

| | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | % change |
|-----------------|---------|---------|---------|---------|-------------------|----------|
| Hampshire | 17.1% | 16.5% | 14.3% | 14.1% | 15.5% | -9.4% |
| England average | 11.8% | 11.1% | 11.3% | 10.7% | Not yet available | -9.3% |

Chart 2: Percentage of children in care with three or more placements, 2011/12 quarterly data

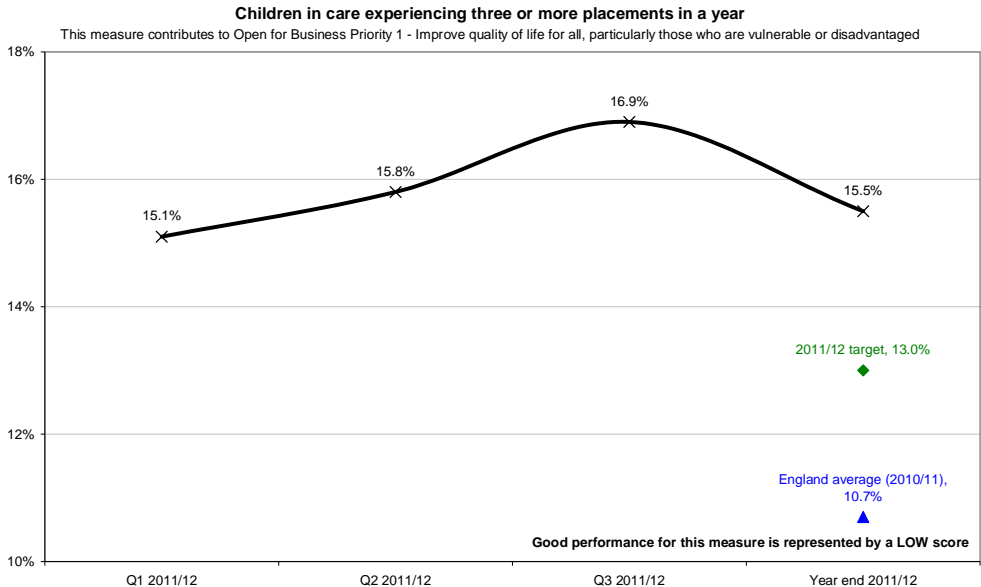
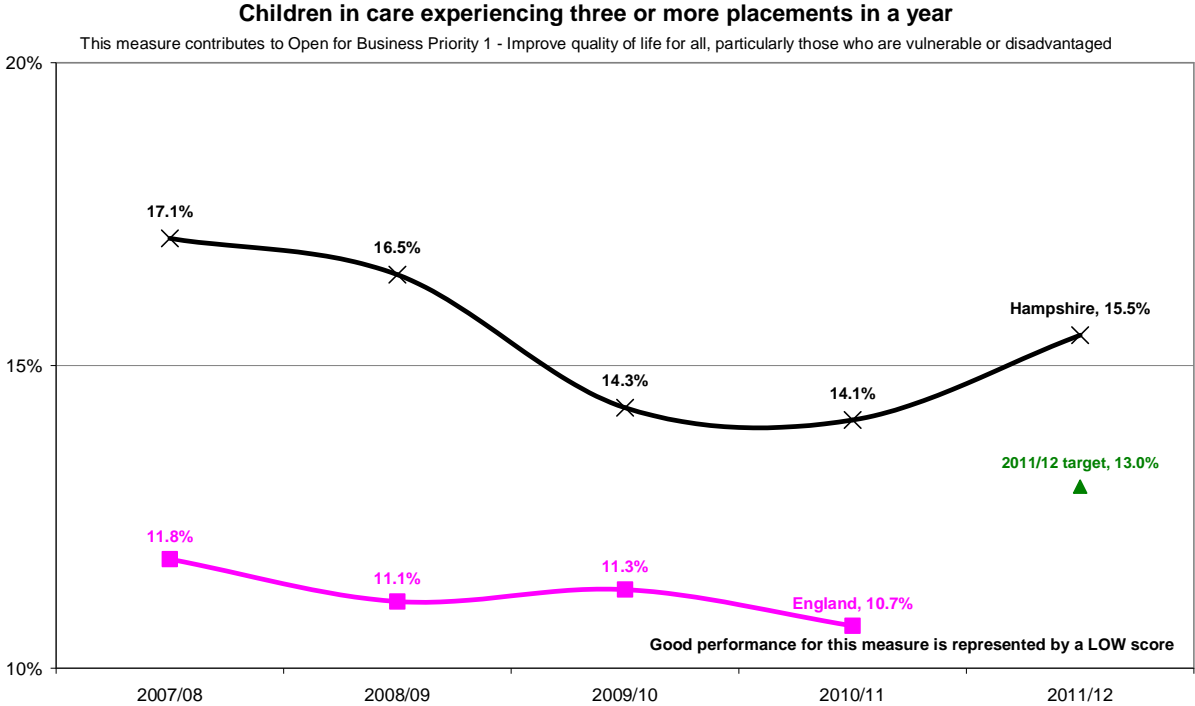


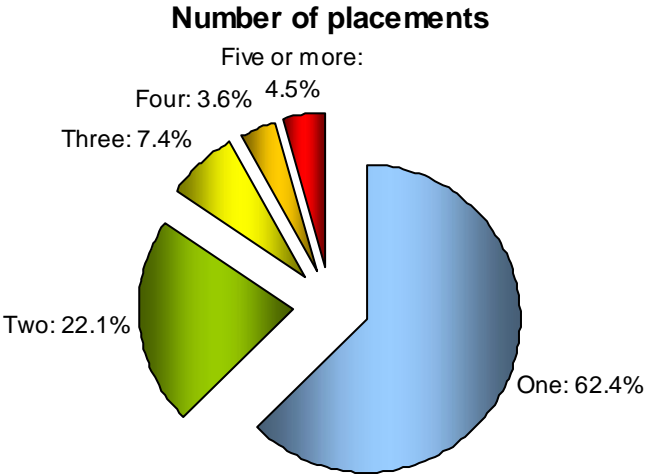
Chart 3: Percentage of children in care with three or more placements 2007/08 – 2011/12 (Hampshire and England average)



Actual number of placements:

During 2011/12, the number of children who experienced three or more placements was 172 (out of a total cohort of 1,108: 15.5%). Very few of these children experienced four or more placements, as shown in the below chart:

Chart 4: Number of placements for children in care 2011/12



Long term stability:

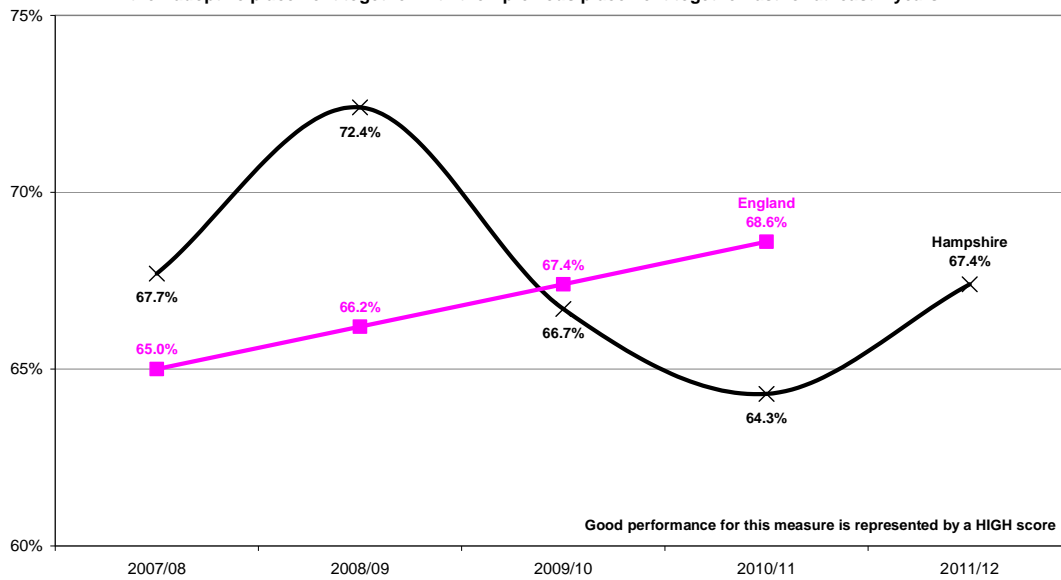
The percentage of children who have been in care for at least two and a half years continuously and been in the same placement for at least two years increased from 64.3% in 2010/11 to 67.4% in 2011/12 (provisional data). This evidences an increasing level of stability for children who have been in care the longest amount of time.

Data

| | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 |
|-----------------|---------|---------|---------|---------|---------------|
| Hampshire | 67.7% | 72.4% | 66.7% | 64.3% | 66.7% |
| England average | 65.0% | 66.2% | 67.4% | 68.6% | Not available |

Chart 5: Long-term stability of children in care 2007/08 – 2011/12

The percentage of looked after children who had been looked after continuously for at least 2.5 years who were living in the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement together last for at least 2 years.



Appendix 2 (continued): Areas for improvement

Care leavers in education, employment or training

Summary of performance:

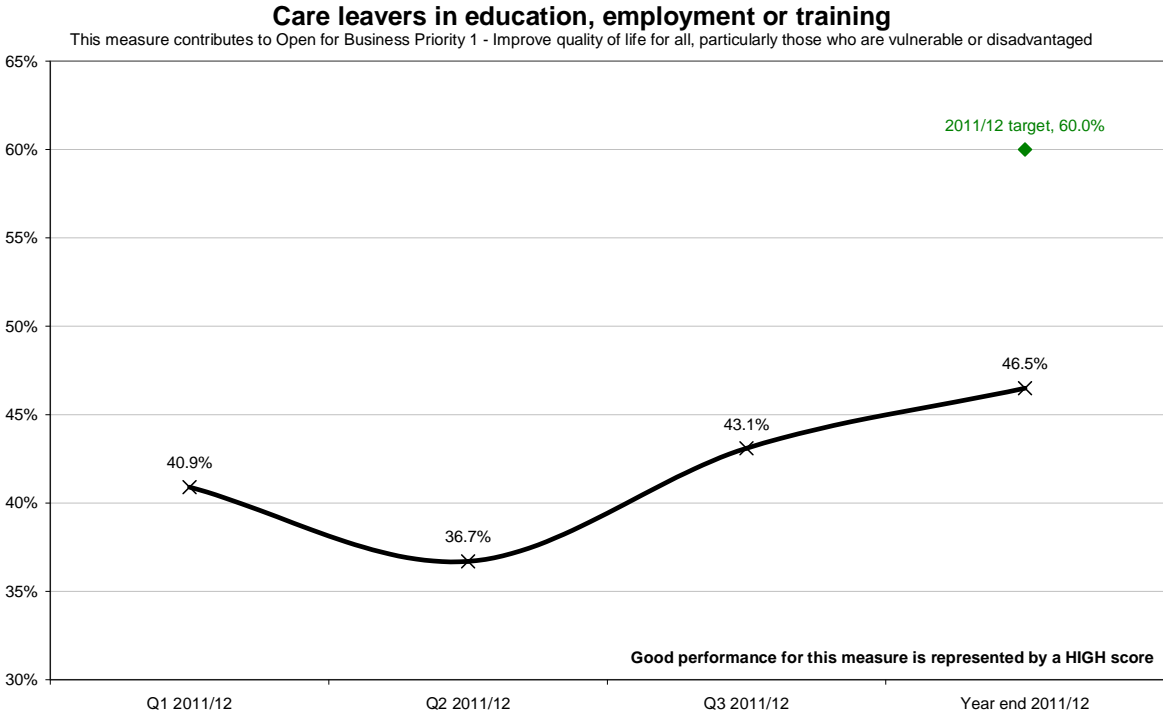
The proportion of care leavers in education, employment or training has fallen across the country as a result of recession. However, the drop in Hampshire has been significantly greater than the England average, falling by 15.6% compared with a decrease of 2.8% across England over the period of 2007/08 to 2010/11.

Following a large data checking exercise (to verify that the correct status for each care leaver was recorded on the software system), local teams have been working with care leavers to support them to access education, employment and training opportunities.

Data:

| | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | % change (2007/08 to 2010/11) | % change (2010/11 to 2011/12) |
|--------------------|---------|---------|---------|---------|----------------------|-------------------------------------|-------------------------------------|
| Hampshire | 58.6% | 64.1% | 47.7% | 43.0% | 46.5% | -15.6% | +3.5% |
| England average | 64.9% | 63.0% | 62.1% | 61.0% | Not yet available | -2.8% | Not yet available |

Chart 6: Percentage of care leavers in education, employment or training at age 19, 2011/12 quarterly data



Appendix 2 (continued): Areas for improvement

Levels of staff sickness absence

Performance summary:

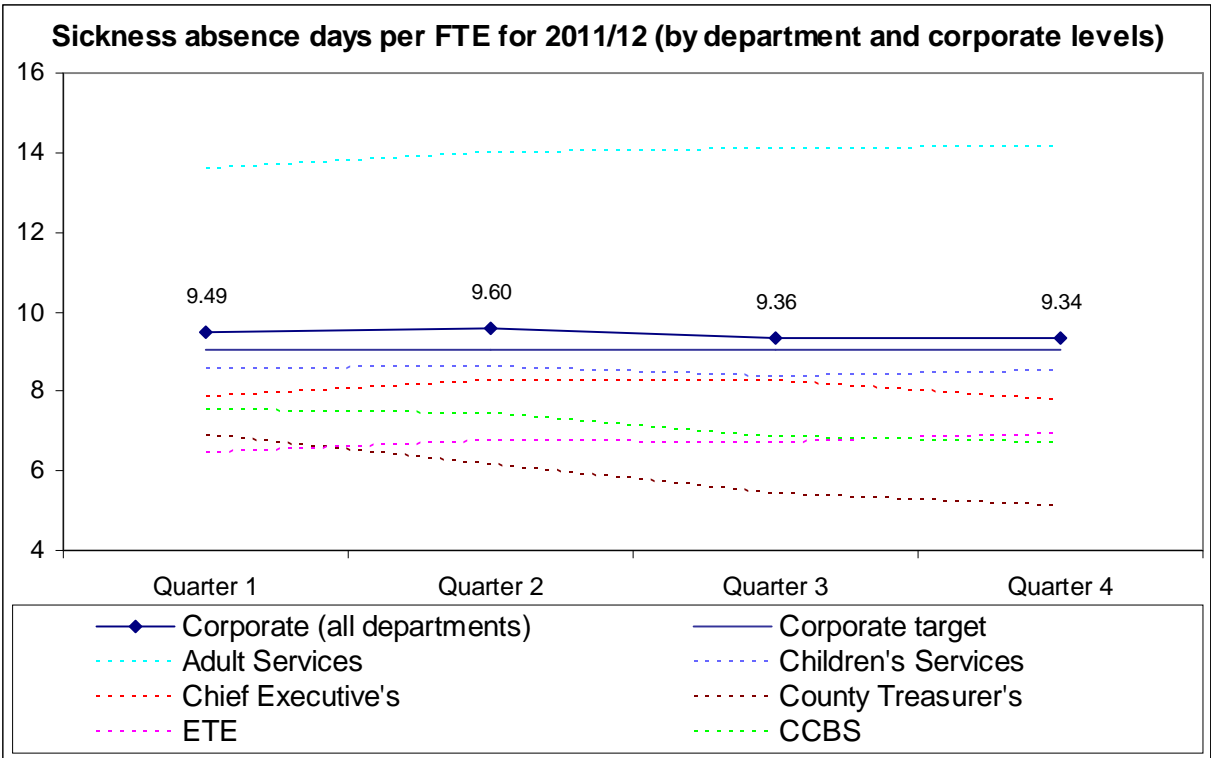
Across the County Council as a whole, sickness absence has steadily decreased over the last three years. However, the trend is not consistent across departments, with increases evident in Chief Executive's; Economy, Transport and Environment; and Children's Services over the last year. Reductions in sickness absence have been particularly strong in County Treasurer's; and Culture, Communities and Business Services. A new programme to promote staff well-being and reduce absence has been launched during 2011/12.

Data:

All departments:

| | 2008/09 | 2009/10 | 2010/11 | 2011/12 |
|----------------|---------|---------|---------|---------|
| Number of days | 10 | 9.4 | 9.5 | 9.34 |
| Target | | | | 9.04 |

Chart 7: Sickness absence days per full time equivalent member of staff, 2011/12 quarterly data



Appendix 3: Performance against each self-assessment standard

A summary of County Council performance against each of the self-assessment standards is provided in the following paragraphs.

Standard 1: Management and leadership

- 1.1 The effectiveness of managers in raising expectations and promoting ambition for services and staff is **good**.
- 1.2 Across the County Council, department and service level plans are effective in articulating a shared vision and ambition for the organisation, with objectives clearly linked to delivery of the *Open for Business* priorities. The programme driven approach used within the Economy, Transport and Environment Department was endorsed by the British Standards Institute in 2011, who praised the logical approach and noted that “*Improvements were seen to be introduced with the clearly defined and cascaded aims, objectives, programmes and projects, with aligned performance reporting through the department consistently applied*”.
- 1.3 Priorities are informed by analysis of local need, as outlined in key needs assessments, including the Joint Strategic Needs Assessment; Hampshire Economic Assessment; and Child Poverty Needs Assessment. Challenging, yet realistic targets are established, which are generally linked to Individual Performance Plans for staff. In some departments, priorities are translated into associated behaviours to support increased staff understanding, for example in Culture, Communities and Business Services.
- 1.4 A range of effective communication methods keep staff up to date, including weekly email briefings from the Chief Executive; monthly briefings from Directors; road shows in area offices; and team meetings. Communications activity with staff has been ‘stepped up’ in support of significant organisational change, with a consistent approach facilitated by the restructured central communications team. The quality and timeliness of communications has improved, whilst costs have been reduced.
- 1.5 Good practice is prevalent in Adult Services ‘Hearing What Matters’ sessions for staff; and the open door policy at the Hantsdirect contact centre. Where staff surveys take place, an increasing proportion of staff report that they feel informed (Economy, Transport and Environment) and that managers are accessible and visible (social workers in Children’s Services). All major restructures have involved staff consultation and engagement. Over the next year, the organisation will implement ‘Employee Voice’, a new programme aimed at capturing staff feedback regularly and consistently. Activities range from a department-based email process, enabling an open, two-way dialogue between staff and their department management team, to a wider, structured survey across the whole County Council.
- 1.6 Managers have successfully maintained strong performance through a period of significant change, working effectively with Elected Members to manage tough budget decisions and department mergers. The effectiveness of this leadership is evidenced in the delivery of £55 million of savings in 2011/12, supported by a new risk based approach to budget management. Examples of consistently good performance include Children’s Services being rated as *performing excellently* by

Ofsted for the second year; continued top performance in highways satisfaction surveys; and the regional and national exemplars provided by property and construction procurement. As the number of senior managers has reduced, the remaining managers have demonstrated resilience in absorbing new and additional responsibilities.

- 1.7 Managers in both Adults and Children's Services continue to provide strong leadership around sensitive safeguarding issues, managing increases in demand for services and the risks inherent in supporting some of the most vulnerable children and adults. For example, Ofsted inspectors noted that Children's Services managers "*provide strong and visible leadership and ensure service quality is sustained and services are responsive to need and risk*" (Ofsted, 2011).

Standard 2: Performance management and use of resources

- 2.1 The effectiveness of performance management in leading to systematic and sustained improvement, with available resources used efficiently to maximise value for money is **good**.
- 2.2 The majority of targets within the *Open for Business* Plan and department plans have been met, with performance in key areas exceeding that of similar councils/nationally. As at the end of May 2012, targets for 44% of measures within the *Open for Business* Plan have been achieved, whilst final data is awaited for a further 35%. The proportion of targets not achieved is currently 21%. Key achievements over the last year are outlined in section 4 of the main report. Areas where performance exceeds that of similar councils/nationally include:
- Waste - with 8.33% of municipal waste sent to land fill in 2011/12, in comparison to 9.29% in 2010/11.
 - Highways - where Hampshire has retained the top position for satisfaction of all county councils in the South East.
 - Attainment of the county's school pupils - with 60.8% of 16 year olds achieving five or more GCSEs grade A*-C, including English and maths in 2011, in comparison to a national average of 58.2%.
 - Trading standards – with 8.3% of retailers tested found to be selling to under age customers, against a South East target of 15%.
 - IT - benchmarking undertaken with the Society of IT Management in 2011 found that Hampshire performs strongly in relation to other authorities, particularly in relation to support costs and time taken to resolve reported incidents.
- 2.3 In line with the reduced national performance framework, the County Council has taken the opportunity to develop performance indicators that measure areas of greatest importance locally, with this work led by departments. Management reports evidence that the most important indicators are monitored on a monthly basis, with action taken to address any under performance.
- 2.4 Where externally assessed, the County Council's performance management systems have been found to be at least *good* (Care Quality Commission judgement on Adult Services, 2010; Ofsted *outstanding* judgement for

safeguarding and services for children in care, 2011; and British Standards Institute endorsement of Economy, Transport and Environment, 2011).

- 2.5 A robust management 'grip' leads to service improvement, particularly in safeguarding adults and children; Hantsdirect; and Hampshire County Council's Catering Service (HC3S), where each kitchen unit has targets set, reporting against these weekly, and receiving prompt support from managers where there is a potential for targets to be missed. A comprehensive set of management information reports were used to inform the restructure of the Older Person/Physical Disability community teams. In Children's Services, social worker deployment in Referral and Assessment Teams is adjusted in response to changing levels of need in local areas, informed by monthly caseload monitoring. Comprehensive audit and self-assessment processes are well embedded in adult and children's social care, with consistent improvement in inspection outcomes since implementation.
- 2.6 Priorities are generally informed by customer feedback, although this information is not always used consistently across all departments (see standard 5, below).
- 2.7 Over the last year, a number of comprehensive service reviews have ensured that resources are targeted to priorities, while maximising efficiencies. This includes changes to library opening hours; proposals for use of volunteers in community museums; transferring management of children's centres to external organisations; and focusing Youth Support Services on the most vulnerable young people. Budget setting is increasingly linked to anticipated future demand for services, ensuring that the County Council is prepared to manage changing levels of need, for example development of the Extra Care strategy in response to an aging population. Robust plans are in place to deliver savings in 2012/13, as approved by full Council and Executive Members.
- 2.8 Innovative procurement methods are being utilised to improve value for money in key service areas, for example:
- The Procurement Improvement Programme, which is expected to achieve savings of £4.1m for the County Council in 2011/12.
 - Strategic Asset Management planning, which provides a structured approach to managing assets and making best use of available resources across the South East region.
 - The collaborative tender for independent fostering places, where the County Council is working with 10 other local authorities to secure greater purchasing power, leading to savings of 3-10% a year.
 - The Preferred Provider Quality Framework for personal care services for adults, the first of its type to be implemented by a local authority.
- 2.9 Robust budget monitoring has supported the delivery of £55 million of efficiencies in 2011/12, with a new system of risk based budget management introduced.
- 2.10 There are many examples where the County Council has low costs in comparison to other authorities, particularly IT (measured through the Society of IT Managers benchmarking), property maintenance and energy use (evaluated as part of the National Property Performance Management Initiative). The organisation has developed and implemented a number of innovative programmes to further reduce costs, for example Workstyle, which has reduced office floor space by

5,200sqm, securing £1.2 million in capital receipts; increasing use of electronic forms of communication, improving timeliness and reducing cost; and developing automated activities for a number of Human Resources transactions.

- 2.11 Over the next year, greater consistency and development of shared processes as part of the new Corporate Services structure will deliver further improvements in value for money and service quality (see standard 6, below).

Standard 3: Workforce development

- 3.1 The effectiveness of workforce planning in ensuring that the County Council has the capacity, experience and knowledge to deliver priorities is **satisfactory**.
- 3.2 The County Council benefits from a diverse range of staff skills and experience. In some areas, projects are required to 'bid' for staff time, ensuring that resource is allocated to priorities (Economy, Transport and Environment). Across the organisation, staffing resource is being used more flexibly, with the workforce demonstrating resilience in adapting to changing ways of working. 'Matrix' management is being used to share resources across teams and services in response to priorities. Acknowledging the role of the Authority as a major employer in Hampshire, the County Council has developed innovative apprenticeships and internships programmes to help young people access employment and training opportunities. Since 2009, 53 young people have completed an Apprenticeship with the County Council; and there are currently 22 apprentices within the organisation, in addition to seven young people participating in Internships Plus.
- 3.3 In many departments, staff share skills and experience through a variety of informal 'lunchtime learning' sessions. There is a good level of participation in formal development programmes such as Hampshire Own Grown. Training opportunities are also provided for private and voluntary service providers, where this improves the quality of services for Hampshire residents, including joint training opportunities offered by Hampshire's Safeguarding Children Board; and training for adult services providers. Extensive training and development programmes are tailored to meet the needs of more specialist roles (including professional and vocational qualifications), generally on a departmental basis. Workforce planning and development for those working with children who are at risk of harm, or in the care of the Local Authority were found to be *outstanding* by Ofsted inspectors in 2011.
- 3.4 Significant workforce reductions of 1,469 full time equivalent posts have been managed effectively, with a focus on the senior manager level (25% of all reductions), supporting a minimal impact on front line services. The programme of voluntary redundancy and recruitment freeze is set to result in £46 million of savings by the end of 2013/14, with compulsory job losses kept to a minimum. Redundancy schemes have been targeted, ensuring that the County Council retains essential skills and knowledge, in order to protect services and deliver priorities. Staff have been fully engaged in all restructure proposals, with active consultation taking place to inform final decisions.
- 3.5 Challenges posed by reduced senior management levels have been effectively anticipated, with a new training and development programme developed in response. The *Priority Leadership Skills* scheme has been introduced over recent

months to support the County Council's remaining managers in absorbing additional, or new areas of responsibility; and adapting to new ways of working. All senior managers have been assessed against a set of essential competencies, aligned to *Open for Business* and the Performance Management Framework. A series of appropriate interventions is now being delivered to address gaps in skills and experience, including mentoring; mandatory training in key competencies and behaviours; and an online network of good practice.

- 3.6 Key workforce measures, including sickness absence, are monitored on a quarterly basis by chief officers and department management teams. Specific campaigns have been developed in response to emerging issues, including the *Working Well* programme to promote staff health, well-being and a more effective approach to managing levels of sickness absence across the organisation.
- 3.7 Over the next year, the organisation is set to refresh the Individual Performance Planning process for managing staff performance, to ensure that it meets future requirements; and clearly links staff development and targets to County Council priorities. A new programme of staff engagement will be implemented to secure genuine two-way communication with staff (see standard 1, above). Targeted action will continue to be taken to proactively manage levels of staff absence, learning from good practice in those departments which have seen reductions over the last year (particularly County Treasurer's and Culture, Communities and Business Services).

Standard 4: Partnership working

- 4.1 The effectiveness of partnership working in developing services that lead to improved outcomes for Hampshire residents and service users is **good**.
- 4.2 The Authority has long recognised the key role of private, voluntary and community organisations in sharing skills/expertise and delivering services. A wide range of formal (some statutory) partnerships are in place and adding value across the County Council, including the Hampshire Carers' Partnership; the Safeguarding Adults Board; the Safeguarding Children Board; the Children's Trust; and the Joint Health and Well-being Board. These are aligned to the overarching Hampshire Senate, with robust governance frameworks in place where necessary. Information about levels of need is shared through joint needs assessments and common priorities identified and clearly communicated. In some areas, partnership working has been externally rated as *outstanding* (Ofsted judgement in relation to safeguarding and services for children in care, 2011).
- 4.3 Working with partners has become imperative in delivering higher quality services at a lower cost, for example:
- The key role of stakeholders in delivering Extra Care, as part of the modernisation programme for delivering services to an ageing population - the County Council will invest up to £45 million over the next decade, with the aim of generating significant joint investment from partners, including developers, Health, registered care providers and district councils.
 - Development of the Havant Public Service Plaza - benefits include savings generated through reduced office floor space; and providing a single base for a number of County Council and Borough Council services.

- Regional cluster arrangements for delivering property services with Reading, Surrey and West Sussex – developing school design solutions and achieving efficiencies.
 - Reducing anti-social behaviour through the joint work of Accredited Community Safety Officers and the local Police – with a 15% reduction in the Basingstoke and Deane area over the last year.
 - Delivering low cost or free insulation to over 1,700 households through the *Insulate Hampshire* programme.
 - Improving the efficiency and quality of street lighting through a Private Finance Initiative – with 145,000 street lights replaced or updated over a five year period (currently in the second year of the programme).
 - Successfully bidding for funding for projects to develop sustainable transport in the Transport for South Hampshire area, including £4.5 million for improving bus travel.
 - Offering specific grant streams to support voluntary and community organisations in delivering priorities, including £1.13 million for projects contributing towards the priorities of the Children and Young People’s Plan; £1.6 million to organisations, charities and hospices supporting the elderly, vulnerable and their carers; £1.8 million for the delivery of short breaks for disabled children and young people; and over £1 million for organisations supporting well-being, including Citizens Advice and Victim Support.
 - Securing £2 million savings in two years through the award winning Hampshire and Isle of Wight Procurement Partnership.
 - Developing *CrimeReports* in partnership with Hampshire Constabulary, Hampshire Fire and Rescue, the Probation Service and all district and unitary councils across Hampshire and the Isle of Wight – the site features up to date, detailed data about crime and anti-social behaviour and has been recognised nationally with ‘trailblazing’ status from the Home Office.
 - Local Children’s Partnerships determining levels of need for Youth Support Services - with £1.66 million of services commissioned from voluntary and community providers as a result.
- 4.4 Strong internal partnerships are also leading to improved outcomes, for example the joint work of Adult Services and Culture, Communities and Business Services in helping vulnerable residents to avoid being victims of rogue traders.
- 4.5 The County Council delivers a wide range of services for other public sector organisations, including:
- Human Resources support to Havant, East Hampshire and Test Valley Councils; Hampshire Constabulary; Hampshire Fire and Rescue Service; and academies and schools.
 - IT partnerships with East Hampshire and Havant Councils and Oxfordshire County Council.
 - Accountancy services provided to Hampshire Fire and Rescue Service and Hampshire Constabulary.
- 4.6 Significant progress has been made in the last year, in exploring opportunities for sharing some support services with Hampshire Constabulary and Hampshire Fire and Rescue Service. The strategic business case and individual work stream

blue prints have now been approved by the County Council and Hampshire Fire and Rescue. Further information is being considered by Hampshire Constabulary, before a final decision in June. This new way of working will lead to greater efficiencies, organisational resilience and improved services for residents.

- 4.7 The County Council is also increasingly working with Health partners in response to the Health and Social Care Bill, which will give the Local Authority new duties for promoting and protecting public health. This encompasses issues such as obesity, alcohol and smoking related illnesses. The shift of responsibility provides a real opportunity to move towards a preventative agenda, helping to slow down cost pressures on adult social care and the wider NHS and maximise lifelong health outcomes for children and young people.
- 4.8 In promoting greater, genuine engagement of a range of stakeholders, the County Council is developing online 'schedules' that provide a single view of forthcoming changes, proposals and tender opportunities across the organisation. Voluntary and community sector partners have been engaged in this work, which will promote the transparent sharing of new ideas and solutions, informed by expertise within the community.

Standard 5: Quality of provision

- 5.1 County Council services are **good** at meeting the needs of Hampshire residents and service users.
- 5.2 Performance management systems are well established and lead to continuous improvement in the quality of services (see standard 2). Inspected services are consistently judged as *good* or better, with an increasing proportion of childcare providers and schools rated as *good* or better by Ofsted; Children's Services rated as *performing excellently* by Ofsted for the second year; all 22 areas scrutinised by Ofsted in the inspection of safeguarding and services for children in care found to be *good* or *outstanding*; Legal Services accreditation from *Lexcel*; high levels of compliance in adult care services (as inspected by the Care Quality Commission); and the Archives and Records Service rated as '4-star' in the National Archives Self-Assessment.
- 5.3 The County Council has a strong commitment to improving outcomes for all, with a focus on the most vulnerable, as reflected in the *Open for Business* priorities. This has been evidenced through a number of innovative service developments designed to have a positive impact on quality of life, including:
- Being one of the first areas in the country to develop self-directed support for users of adult services, allowing them to have greater control over the services they receive.
 - Development of Extra Care housing.
 - Launch of the new single application process for grants, which has a focus on directing resources to community projects that improve outcomes, particularly for vulnerable groups.
 - Introduction of the Internships Plus scheme, providing work experience and training for care leavers.

- 5.4 Services have demonstrated flexibility in responding to budget challenges and are increasingly targeted to meet local need, for example changes to the management of children's centres; and library and museums reviews.
- 5.5 The quality and range of services provided by the County Council perform well, demonstrating a commitment to excellence. A number of key outcomes for residents and service users have improved over the last year, including:
- Supporting people to live at home – the percentage of adults with learning disabilities who live in their own homes or with their families increased from 69.5% in 2010/11 to 71.6% in 2011/12.
 - Reablement – the percentage of adult social care clients at home 91 days after reablement (following a period in hospital) increased from 77.6% in 2009/10 to 82.5% between October and December 2011.
 - Self-directed support – the percentage of adults using social care who receive self-directed support or direct payments increased from 35.7% in 2010/11 to 73% in 2011/12.
 - GCSEs – the proportion of 16 year olds achieving five or more GCSEs grade A*-C, including English and maths increased from 58.9% in 2009/10 to 60.8% in 2010/11.
 - Child obesity – the percentage of obese Year 6 primary school pupils fell from 16.1% in 2009/10 to 15.6% in 2010/11.
 - Teenage conceptions – the rate of teenage conceptions per 1,000 young women aged 15-17 fell from 28.9 in 2009 to 25.2 in 2010 (provisional data).
 - Young people not in education, employment or training – fell from 5.2% in 2010 to 4.8% in March 2012.
 - Landfill – the proportion of municipal waste sent to landfill fell from 9.29% in 2010/11 to 8.33% in 2011/12.
- 5.6 User satisfaction levels are high across a variety of services, including:
- Highways – Hampshire is the best performing county council in the South East for public satisfaction with highways maintenance in the 2011 National Highways and Transport Network Survey.
 - Household Waste Recycling Centres – 99% of users were either 'very satisfied' or 'satisfied' with the service in 2011/12.
 - Children's centres – 98.8% of parents taking part in the annual satisfaction survey said that they were satisfied with the service received in 2011/12.
 - Archives and Local Studies – 97% of visitors rated the service as 'good' or 'very good' in 2011.
 - Property services – 87.8% of service users were satisfied at the end of construction projects in quarter three 2011/12.
 - IT services – 90.9% of service users scored their level of satisfaction with IT projects as 'good' or 'excellent' in quarter three 2011/12.
- 5.7 Services are designed and adapted in line with feedback from users and local residents, using established procedures. This extends from supporting individual service users in Adults and Children's Services to be involved in planning the

services they receive; to holding consultations and public meetings on key issues such as school places planning and changes to libraries. Examples include:

- Children's centres – the consultation on changes to the pattern of children's centres received 1,286 responses. As a result, the size of management clusters was reduced to facilitate smaller voluntary and independent organisations to tender for management provision. The management of children's centres is now co-ordinated through 15 clusters, an increase from the original proposals of eight.
- Library Service – over 5,500 responses were received to the consultation on changes to the opening hours of libraries. As a result, proposals were revised for 26 libraries, including reducing the number of open hours per day, rather than closing for a day per week (e.g. Eastleigh Library).
- Minerals and Waste Plan – over 3,000 responses were received to the consultation on the draft Plan, with special arrangements made for deputations at Full Council from people who were from outside the administrative area of Hampshire, but near proposed minerals and waste sites.

5.8 A variety of mechanisms are in place for residents and service users to provide feedback, including user forums and suggestion schemes. In addition, there are good examples of service users being involved in developing services through representation on formal groups, for example through the:

- Personalisation Experts Panel – who meet regularly with Adult Services Department Management Team to review and discuss department plans.
- Completing the Circle Group – who review communications with Adult Services users.
- Hampshire County Youth Conference – who have helped to shape Children's Trust priorities and share good practice in reducing anti-social behaviour in local areas.
- Role of school Governing Bodies and Children's Centre Parent Forums.
- Passenger Transport Forums – who provide feedback on local travel initiatives.
- Parent Voice group – who advise on all aspects of services for disabled children and their families.
- Care Ambassadors (young people who are, or have been, in care, working to increase engagement of children in care) – who make a significant contribution to service development and training events, including training for newly qualified social workers, Child and Adolescent Mental Health Services staff and foster carers. They have also been involved in developing a new template for Personal Education Plans; leading feedback sessions for children in care in local areas; and raising a number of issues around accommodation for care leavers (with immediate action taken as a result).
- Safeguarding Service Users Forum – who have developed audit tools, charters and training to improve the quality of Adult Services.

5.9 The range and quality of communication with residents, service users and partners has improved over the last year. A move towards electronic methods, including use of social media, has led to more timely and cost effective communication of key messages (although a variety of alternative publication

formats remain available on request). Alongside this, development of a number of web-based services has improved access to services and response times for residents, including applying for a school place, or reporting a pothole online. The Hantsdirect contact centre ensures that all telephone calls are dealt with consistently, with a high level of customer service.

- 5.10 Robust equality impact assessments take place, in order to ensure that the impact of all new policies, or changes to services on those with 'protected characteristics' or other potentially disadvantaged groups is evaluated. The effectiveness of these processes is evidenced in the support of the Local Government Ombudsman for the approach to the review of the library service and the changes made as a result of impact assessment.
- 5.11 Statutory duties under the Equality Act 2010 have been fulfilled with the development of corporate equality priorities, clearly aligned with the *Open for Business* Plan. These have been published on the County Council website.
- 5.12 Over the next year, the organisation will continue to focus on reducing inequalities, as defined in the *Open for Business* Plan. More opportunities for engagement of service users will be developed through 'Hantsdirect local'. In addition, there will be a more consistent and co-ordinated approach to using customer/resident information to inform service development across the County Council.

Standard 6: Capacity for improvement

- 6.1 Overall prospects for future improvement are **good**, based on a strong track record of improvements in services and outcomes; and the effectiveness of responses to the challenges over the last year.
- 6.2 The County Council consistently seeks to improve its already high quality services. During 2011/12, services have responded promptly and flexibly to the changes necessitated by funding challenges, whilst maintaining, or improving, quality for Hampshire residents. There has been a relentless focus on transforming the way the organisation works to best meet future requirements and deliver the County Council's ambition to be *a modern business delivering public services*.
- 6.3 A solid foundation for future improvement has been built (with implementation progressing into 2012/13). This includes:
 - **Reducing costs/increasing efficiency** through senior management reductions, recruitment freeze and smarter ways of working – recognising that being more efficient, results in more resource for front line services.
 - **Transforming and modernising services** so that they are better quality, fit for the future and targeted to those who need them most.
 - **Establishing a new integrated structure for Corporate Services**, capable of higher performance at a lower cost. Input from the private sector has ensured that new structures and processes reflect the best of modern business practice, giving the County Council the leading edge for sharing and selling services to other public sector organisations. Over the next year,

significant developments will include: integration of finance, Human Resources, IT and business services, resulting in more streamlined, cost effective and consistent approach; and development of a clear strategy on business development, making use of private sector input.

- **Introducing a new training and development programme**, to ensure that the workforce has the right level of skills and expertise to secure sustainable growth. This includes promoting the behaviours required for success in delivering quality services to residents and other public sector organisations.
- **Utilising private sector expertise**, strengthening the County Council's in-house commercial capacity and providing specialist input.