

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	23 June 2014
Title:	<i>Shaping Hampshire</i> - 2013/14 Annual Performance Report
Reference:	5926
Report From:	Chief Executive

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1. Introduction

- 1.1. Since the demise of national performance improvement and inspection regimes and local indicators prescribed by the former Audit Commission, the Council has continued locally, where relevant, the management and political process to review performance across the County Council in key services and activities. The bulk of these services and activities are included in the [Shaping Hampshire](#) plan which Cabinet agreed in October 2013.
- 1.2. In some services, for example Children's Services, there remains in place national inspection and reporting arrangements. In other services and functions, for example, finance and resources, the County Council has external auditors able to give a view on the use, deployment and value for money of the Council's activities. The County Council has also had long-established self-assessment procedures, which have been built up over previous years to inform how well particular services or functions are performing over time.
- 1.3. These arrangements are built around the Performance Management Framework (PMF) which provides a local governance structure for performance management and reporting to Cabinet. While this is a much more locally-based process, it is arguably more relevant than the previously nationally-prescribed models, as it relates to Council policies, budget decisions, major strategies and key political objectives. This PMF sits alongside, and is informed by, the bi-monthly reporting to Cabinet of our Major Change Programmes, Savings and Efficiency Strategies, and our progress against *Transformation to 2015*. Taken together, these frameworks give transparent, and where appropriate, strong assurance of progress against the key service, and spending and change activities of the County Council. This report deals with the PMF. Elsewhere on today's agenda a further report on *Transformation to 2015* is given.

2. Performance Management Framework

- 2.1. The [Performance Management Framework](#) (PMF) provides the governance structure for performance management and reporting. The overarching principles underpinning the PMF are to promote high quality in all aspects of the County Council's services, and embed a culture of continuous improvement through strong self-regulation. The PMF establishes a robust and integrated approach for the planning and monitoring of performance and risk management, with an emphasis on outcomes.
- 2.2. Progress updates on organisational performance, against the *Shaping Hampshire* plan, are presented to Cabinet, every six months, reporting on quarter two and quarter four (the 'annual' report), and to the Policy and Resources Select Committee once a year.
- 2.3. The PMF has been recently updated with the additions of the Annual Governance Statement and risk assessment processes forming a fully-integrated governance framework for performance management and reporting. Additional requirements have been established for individual safeguarding updates to be reported twice yearly to Cabinet by Adult and Children's Services.

3. Annual Performance Report 2013/14

- 3.1. This Annual Performance Report provides an assessment of performance against the priorities within the *Shaping Hampshire* plan and outcomes from the Annual Self-Assessment Review:
 - Performance against the *Shaping Hampshire* plan – overall performance is set out below, in section 4; including a Performance Scorecard at Appendix one, and 'Key Achievements' at Appendix two.
 - Overall findings from the Self-Assessment Review are outlined in section 6, with supporting statements at Appendix three.

Performance against the *Shaping Hampshire* Plan

4. Overall performance

- 4.1. Overall performance against the *Shaping Hampshire* Plan was strong during 2013/14, with a high percentage of measures showing an improved direction of travel, and meeting target (see Performance Scorecard at Appendix one).
- 4.2. Notable improvement/strong performance was made against:
 - The percentage of care leavers in education, employment or training which rose from 43% in 2012/13 to 59.1% in 2013/14
 - The percentage of children becoming the subject of a child protection plan two or more times, within two years which fell from 13% in 2012/13 to 9.9% in 2013/14
 - The percentage of adult social care clients at home 91 days after reablement following a period in hospital which rose from 81% in 2012/13 to 88% in 2013/14

- The number of volunteer hours recorded in CCBS service areas which rose to 261,311 hours against a target of 220,000
- 4.3. No high-performance risks were reported, however key areas of focus are as follows:
- Staff sickness absence – which reduced from 8.62 in 2012/13 to 8.53 days in 2013/14 (against a target of 8.48 days)
 - The percentage of young people who are not in education, employment or training – levels increased to 5.5% in 2013/14 against a target of 4.3%
 - The percentage of children attaining five or more A*-C grades (including maths and English) – which rose from 57.8% to 60% in 2013 against a target of 62% (national average = 58.8%)
- 4.4. Key **performance highlights** for 2013/14 are as follows:
- A new integrated structure was established for **Corporate Services** (e.g. Human Resources (HR), finance, Information Technology (IT), and procurement). Corporate Services is now capable of higher performance at a lower cost, and well-positioned for expansion through the Integrated Business Centre (IBC). This was achieved with a 20 per cent reduction in budgets.
 - The first phase of the **IBC** was delivered, providing transactional and business support services to the County Council, Hampshire Fire and Rescue Service (HFRS) and Hampshire Constabulary (HC). This long-term investment is designed to create additional financial security and stability as the Council sells the 'platform' to more public sector organisations. The initiative also lays the foundation for greater productivity - reducing business processes and costs.
 - The **joint working partnership** (H3) was created between the County Council, HC and HFRS - the first collaboration of its kind in England, lowering costs for each organisation, increasing flexibility and resilience, and protecting frontline services as far as possible. It also included extensive shared management arrangements between the three organisations.
 - The strategic partnership for delivering **Children's Services on the Isle of Wight** was formed. Hampshire County Council is strengthening child protection and education services on the Island, in an agreement lasting for five years.
 - '**Good**' and '**outstanding**' Ofsted ratings were achieved in services for vulnerable children, following an **inspection** in February-March 2014 as part of a new and tougher regime. Leadership and governance was judged '**outstanding**' across all areas of child protection and children in care services.
 - Hampshire County Council was selected by central Government as one of only nine councils to form part of the **Public Service Transformation Network**. The purpose is to share expertise and learning from working with partners and local communities to manage demand for public services and jointly invest in long term solutions. This came with an award of £500,000.

- Staff co-location projects were delivered in Totton, Farnborough and Basingstoke to enable more flexible working and offer improved environments for face-to-face customer service. This forms part of the County Council's office rationalisation programme, known as **Workstyle**, aiming to reduce running costs by a quarter, cut floor space by over a third, and generate £14 million from the sale of surplus buildings, on top of the £2 million in annual revenue savings.
 - **Public Health** responsibilities were successfully integrated into the County Council as part of its new duty to improve health and co-ordinate efforts to protect the public's health and wellbeing – and achieved well within the transferred budgets. Central to the County Council's transformation work to 2015 will be to ensure the successful integration of Health services across Hampshire.
 - The Workforce Development Strategy, **Transforming the Council through you**, was launched, representing the most exciting and far-reaching organisational development strategy ever undertaken by the Authority – recognising the need for extensive support to staff during this major period of change.
 - An investment of £45 million was planned to transform housing for Hampshire's growing older population, as part of the wider transformation of Adult Social Care. 500 new units of modern **Extra Care** accommodation will be provided by 2019 to enable people to stay living independently in their own homes for longer. This programme is now being accelerated subject to Cabinet approval.
 - **Superfast broadband** was delivered to over 5,000 homes and businesses in the first phase of the County Council's commitment to make superfast broadband speeds available to 95% of homes and businesses in Hampshire by 2017. The County Council, together with district and borough partners, has already invested £5 million into the overall £13.8 million project, and earmarked further investment of up to £9.2 million to help attract further funding for the project. Some public concern remains about the roll out and location of the services which are subject to further consultation with BT.
 - An investment of £149 million was approved, as part of the County Council's **school building programme**, to provide 8,000 new school places in response to growing demand, aiming to ensure a school place for every child in Hampshire.
- 4.5. Specific performance achievements are shown in Appendix two, listed against *Shaping Hampshire* priorities.

Findings from the departmental self-assessment reviews

5. Contextual information

- 5.1. A key component of the PMF is an annual self-assessment, which provides 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’.
- 5.2. The in-house model is built on the established and recognised good practice of the public and private sector. It extends the discipline around self-awareness to all areas of the County Council – securing a consistent and ‘best-practice’ approach to the assessment of performance which is responsive, and focussed on outcomes and improvement.
- 5.3. Departments undertake self-assessment based on the six key standards outlined below. Judgement is applied using a four-point ratings scale: *outstanding, good, requires improvement* and *inadequate*. Outcomes are then moderated against the prescribed evaluation criteria, taking into account supporting evidence. The six key standards for self-assessment are as follows:

Standard		Key question(s)	
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 / service 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. Overall findings

- 6.1. Overall outcomes from the Annual Self-Assessment Review evidenced the County Council's performance as *good* with *outstanding* features. This is broadly consistent with the outcome of the recent Local Government Association (LGA) Peer Review and the more robust inspection from Ofsted.
- 6.2. Supporting statements for each of the six key standards are provided in Appendix Three. Findings were validated by a range of robust evidence, including national benchmarking data and outcomes of external inspection and audit. Continuing to develop this approach and the judgements concerned are central to future improvement and ownership by staff.
- 6.3. Areas of particular strength included: **management and leadership**, and **partnership working**. Outcomes reflect the scale and pace of service redesign and innovation, the successful delivery of £140 million in efficiency savings, improvement in performance across a number of service areas, and increasingly effective collaborations with partners and communities to expand capacity and strengthen resilience.
- 6.4. The LGA Peer Review recognised the County Council as being *a strong and successful local authority. It is a well-managed and high performing organisation with a good professional pride and ethos, and one that benefits from political stability, visible leadership, and prudent financial stewardship.*
- 6.5. In its recent inspection of Children's Services, Ofsted acknowledged the Council's strong leadership and self-awareness:
The Local Authority knows itself well through good performance management and reporting arrangements... This enables swift and decisive action to be taken to ensure that quality is maintained and improved, providing a very sound basis for management decision-making.
- 6.6. **Workforce planning and development** has been a key focus for the Council over the last year with the successful implementation of the Workforce Development Strategy, *Transforming the Council through you*. Further roll out of the Strategy will address identified skills gaps and promote expected behaviours to meet the changing direction of the organisation - morale amongst staff being a key benchmark in this activity.
- 6.7. The organisation's **capacity for improvement** is *good* based on a sustained track record of improvements in services and outcomes; performance targets consistently met, and in line with/or exceeding similar areas. Since 2008, the Council has remained on track to meet its overall savings target of £230 million by 2015, whilst developing its operating model in alignment with significantly reduced resources.

7. Areas for development

- 7.1. Key areas for development and/or improvement identified from self-assessment and inspection and change programmes:
 - Continue to manage increased demand for Adult and Children's social care, through effective action plans to contain this pressure within available budgets, with the need for lower-cost health and social care pathways becoming more pressing

- Develop a more integrated complaints management system to better record, share and coordinate learning from customer complaints
 - Further develop collaborative working with partners and communities, particularly with the voluntary sector and district councils, to act early, prevent complex problems and make services easier to access
 - Maximise the use of technology through a new Digital Strategy to improve productivity, reduce costs and sell capacity
 - Continue to manage and reduce staff sickness absence levels
- 7.2. Performance in these areas will be monitored and reported through the scheduled updates to Cabinet, the Policy and Resources Select Committee.
- 7.3. Overall, the most telling and arguably important performance issue relates to the County Council's ability to sustain low or zero Council Tax, while maintaining or improving service outcomes within significantly declining cash limits. This position continues to be held across the County Council, as evidenced elsewhere on the agenda in the *Transformation to 2015* paper and by the indicators, self-assessment and data contained in this report.
- 7.4. Owing to scheduled diary dates, Cabinet will consider this report in advance of consideration by the Policy and Resources Select Committee. It was agreed last year by the Leader of the County Council that in the event of such scheduling, the comments from both Cabinet and the Select Committee would subsequently be considered by the full County Council at their next available meeting.

8. Conclusion

- 8.1. Performance against the *Shaping Hampshire* plan was strong during 2013/14, and findings from the Annual Self-Assessment Review evidenced the organisation's overall performance as *good*, with some *outstanding* features.
- 8.2. The County Council has remained on-track in its delivery of significant cost reductions and efficiencies during this period. *Transformation to 2015* workstreams have gained the Council a positive advantage in future-proofing its services and the ability to further expand its capacity through shared and traded services with other public sector partners.
- 8.3. The focus on the impacts of financial austerity has a tendency to obfuscate the many significant achievements the Council makes every year. This report reminds us of the significance and depths of these achievements.

9. Recommendations

- 9.1. It is recommended that Cabinet:
- Endorse the County Council's key performance outcomes for 2013/14, prior to receiving comments from the Policy and Resources Select Committee, and final consideration by the full County Council.

CORPORATE OR LEGAL INFORMATION:

Links to the Corporate Strategy

Hampshire safer and more secure for all:	Yes
Corporate Improvement plan link number (if appropriate): All	
Maximising well-being:	Yes
Corporate Improvement plan link number (if appropriate): All	
Enhancing our quality of place:	Yes
Corporate Improvement plan link number (if appropriate): All	

Other Significant Links

Links to previous Member decisions:		
<u>Title</u>	<u>Reference</u>	<u>Date</u>
<u>Transforming the Council to 2015 – Report no. 2</u> Appendix 2: <i>Shaping Hampshire</i> Plan: modern, public services for the future	5286	28 October 2013
Direct links to specific legislation or Government Directives		
<u>Title</u>	<u>Date</u>	
None.		

Section 100 D - Local Government Act 1972 - background documents

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

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

IMPACT ASSESSMENTS

1. Equalities Impact Assessment:

- 1.1 The *Shaping Hampshire* Plan supports improved outcomes for vulnerable and disadvantaged groups, specifically under priority one.

2. Impact on Crime and Disorder:

- 2.1 The *Shaping Hampshire* Plan supports reduced crime and disorder, through priority three.

3. Climate Change:

- 3.1. Planned measures and outcomes associated with Priority Two are aimed to directly enhance and protect Hampshire's environment, and promote sustainability.

Appendix one: *Shaping Hampshire* Plan performance scorecard (as at the end of quarter four 2013/14)

Shaping Hampshire Plan 2013-17

Delivery Plan: Performance scorecard
Performance headlines at Q4 2013/14



<p>86% of measures rated as low performance risk</p>	<p>61% of measures reporting performance better than or equal to the baseline</p>	<p>57% of measures meeting target</p>
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Measure breakdown by strategic aim						
Performance rating	Measure	Baseline	Target	Most recent data	Direction of Travel	Target status
Aim 1. Health and wellbeing: Improving health and wellbeing for all						
●	Percentage of children becoming the subject of a Child Protection Plan two or more times within two years	14.2% (Feb 2013)	13% (2013/14)	9.9% (Feb 2014)	●	●
●	GCSE attainment - Percentage of children attaining five or more A*-C grades (inc Maths and English)	57.8% (2012)	62% (2013)	60% (2013)	●	◆
◆	GCSE attainment - Percentage of children in receipt of free school meals attaining five or more A*-C grades (inc Maths and English)	29% (2012)	35% (2013/14)	31% (2013)	●	◆
●	Percentage of children aged 10-11 classified as overweight or obese	28.8% (2011/12)	29.3% (2012/13)	28% (2012/13)	●	●
N/A	Uptake of the National Child Measurement Plan in Hampshire	No baseline	N/A	No data		N/A
N/A	The percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check	57.61% (2012/13)	N/A	No data		N/A
N/A	Percentage of opiate drug users that left drug treatment successfully who do not re-present to treatment within 6 months	9.95% (2012)	N/A	No data		N/A
N/A	Rate of emergency hospital admissions for injuries due to falls in persons aged 65+ per 100,000 population	1,565 (2011/12)	N/A	No data		N/A
●	Percentage of adult social care clients at home 91 days after reablement following a period in hospital	81% (2012/13)	81% (2013/14)	88% (2013/14)	●	●
●	Number of new permanent residential and nursing admissions of people aged 65 and over per 100,000 population in a year	648.87 (2012/13)	648.87 (2013/14)	624 (Mar 2014)	●	●
●	Number of people delayed leaving hospital per 100,000 population over a year	7.25 (2012/13)	7.25 (2013/14)	7.49 (Feb 2014)	◆	◆
●	Number of children killed or seriously injured on Hampshire roads	51 (2011)	49 (2013/14)	45 (Q4 2013/14)	●	●
Aim 2. Economy: Promoting economic prosperity and protecting the environment						
●	Percentage of the County Council's highway network requiring maintenance	19% (2012)	18% (2013)	16% (2013)	●	●
◆	Public satisfaction with highway maintenance	51.68% (2012)	54% (2013)	52.4% (2013)	●	◆
●	Number of premises given access to superfast broadband	0 (2013)	9,294 (Q1 2014/15)	7,592 (2013/14)	●	◆
●	Percentage of care leavers in education, employment or training	43% (Feb 2013)	51.1% (2013/14)	59.1% (2013/14)	●	●
●	Youth Investment Programme to create 1,000 youth employment opportunities	0 (2012/13)	1,000 (2018)	95 (Mar 2014)	●	◆
◆	Percentage of young people who are not in education, employment or training	4.5% (Feb 2013)	4.3% (2013/14)	5.5% (2013/14)	◆	◆
●	Percentage of municipal waste sent to landfill	8% (2012/13)	8% (2013/14)	6.1% (2013/14)	●	●
●	CO2 emissions from local authority operations (tonnes)	116,000 (2012/13)	116,000 (2013/14)	122,000 (Q2 2013/14)	◆	◆
N/A	The number of new businesses in Hampshire, as measured through new VAT and PAYE registrations	77 (2012)	N/A	No data		N/A
N/A	Business investment activity - The difference between the increase and decrease in business investment activity	14% (June 2013)	N/A	No data		N/A
N/A	The rate of change in the number of jobs in Hampshire	0.01% (2012)	N/A	No data		N/A
N/A	Productivity - The Gross Value Added per job in Hampshire	2.1% (2012)	N/A	No data		N/A
N/A	Prosperity - The Gross Value Added per resident in Hampshire	2.5% (2012)	N/A	No data		N/A
Aim 3. Communities: Working with communities to enhance local services						
●	Number of volunteer hours recorded by the Culture, Communities and Business Services department (thousands)	228,566 (2012/13)	220,000 (2013/14)	261,311 (2013/14)	●	●
●	Number of successful outcomes through the Supporting Troubled Families programme	0 (2012/13)	1,590 (2015)	607 (2013/14)	●	◆
●	Customer service satisfaction at Hantsdirect	98% (2012)	100% (2013/14)	97% (Q4 2013/14)	◆	◆
●	Library visitor numbers in the last 12 months	6,093,159 (2012/13)	6,000,000 (2013/14)	6,052,728 (2013/14)	◆	●
●	Countryside site visitor numbers in the last 12 months	2,589,743 (2012/13)	2,500,000 (2013/14)	3,129,717 (2013/14)	●	●
●	Museum visitor numbers in the last 12 months	571,447 (2012/13)	571,447 (2013/14)	577,186 (2013/14)	●	●
●	Violent crimes recorded in the last 12 months	5,890 (2012/13)	5,890 (2013/14)	5,494 (2013/14)	●	●
●	Anti-social behaviour incidents recorded in the last 12 months	40,947 (2012/13)	44,275 (2013/14)	34,702 (2013/14)	●	●
Aim 4. Efficiency: Delivering high quality, cost-effective public services						
N/A	Comprehensive, agreed inter-agency plans for responding to public health incidents	No baseline	N/A	No data		N/A
●	Delivery of efficiency targets (£ millions)	96.1 (2012/13)	230 (2014/15)	140 (2013/14)	●	◆
●	Variance from the County Council's projected revenue budget (£ thousands)	0 (2013/14 start)	0 (2013/14)	-3936 (Q3 2013/14)	●	●
●	Income from Property Services (£ millions)	7.4 (2012/13)	7.8 (2013/14)	10 (2013/14)	●	●
◆	Number of days staff are absent in a year per FTE	8.62 (Q4 2012/13)	8.48 (2013/14)	8.53 (2013/14)	●	◆

Benchmarking data and information for the above measures (where relevant and appropriate) is available online at LG Inform: lginform.local.gov.uk/

Key	Performance rating	Direction of travel	Target status
●	Green (low risk)	Improved or stayed the same	Target met
◆	Amber (moderate risk)	Reduced	Target still to be met
■	Red (high risk)		

Appendix two
Key achievements

Key achievements against the *Shaping Hampshire* priorities in 2013/14 include:

Shaping Hampshire priority	Achievement
<p>Priority one: Health and wellbeing - Improve health and wellbeing for all</p>	<p>Ofsted rated services for vulnerable children as <i>good</i> and <i>outstanding</i>, following an inspection in February-March 2014 as part of a new and tougher regime. Leadership and governance was judged <i>outstanding</i> across all areas of child protection and children in care services.</p>
	<p>The first <i>Early Help</i> hub in Eastleigh went live in January 2014, as part of a network of ten early help hubs which will all be operational by October 2014. These consist of a range of practitioners and public sector agencies, and aim to work together to improve the quality of children's and families' interventions, and experiences of public services.</p>
	<p>In January 2014, Children's Services launched a Multi-Agency Safeguarding Hub (MASH) to operate alongside existing services provided by Hantsdirect and Children's Reception Team. The service undertakes multi-agency assessment and triaging of safeguarding concerns at point of referral.</p>
	<p>Hampshire County Council's Ethnic Minority and Traveller Achievement Service (EMTAS) developed a Hampshire Young Interpreters peer support scheme, using pupils who have been specially trained to support newly-arrived pupils whose first language is not English. The scheme helps new pupils to settle into school and encourages them to share their culture and traditions with their new classmates.</p>
	<p>The Wessex Dance Academy's partnership project, which is aimed at transforming the life chances of young people, aged 14 to 18, who are offenders, deemed to be at risk of offending, have been excluded from mainstream education, or are looked after children, successfully reduced offending, reintegration into mainstream school, improved placement stability, and employment.</p>
	<p>Hampshire children are being placed with adoptive families more quickly than the national average. The percentage of children who wait less than 21 months between entering care and moving in with their adoptive family is 58% compared to the national average of 55%.</p>

Shaping Hampshire priority	Achievement
	<p>Attainment of the youngest children in the Early Years Foundation Stage moved further above the national averages, with 59% of children achieving a Good Level of Development, compared to the national figure of 52%. At Key Stage 1, attainment remains consistently above the national average.</p>
	<p>Latest annual teenage pregnancy rates fell 9.4% between 2011 and 2012, from 23.3 conceptions per 1,000 females aged 15-17, to 21.1.</p>
	<p>60% of Hampshire students taking GCSEs in 2013 attained five or more A*-C grades, including English and mathematics. This is in line with the national figure of 60%.</p>
	<p>84% of schools in Hampshire were rated as <i>outstanding</i> or <i>good</i> by Ofsted, against a national average of 79% - an increase of 10% from August 2012.</p>
	<p>Almost 90% of parents were allocated their first choice primary school for their child. 99.2% of parents were offered a secondary school place of their choice for their child, with 95.2% being offered their first preference.</p>
	<p>An investment of £149 million was approved as part of the County Council's school building programme, to provide 8,000 new school places in response to growing demand, aiming to ensure a school place for every child in Hampshire.</p>
	<p>More than eight million school meals were served to Hampshire primary schoolchildren according to figures for the 2014 spring term – 6% higher than the previous year. The price of a school meal has been frozen at £2 for the sixth year in a row.</p>
	<p>1,000 vulnerable young people are being given opportunities through the Hampshire Youth Investment Programme, creating 150 internships and 850 apprenticeships by 2018.</p>
	<p>An investment of £45 million was approved to transform housing for Hampshire's growing older population, as part of the wider transformation of Adult Social Care. 500 new units of modern <i>Extra Care</i> accommodation will be provided by 2019 to enable people to stay living independently in their own homes for longer.</p>
	<p>The new Reablement and Assessment of Care Team (REACT) service has helped older people to maintain their independence for longer, with increasing numbers of social care clients at home 91 days after reablement (following a period in hospital). Figures rose from 81% in 2012/13 to 88% in 2013/14, illustrating the effective targeting of resources.</p>

Shaping Hampshire priority	Achievement
	<p>Hampshire is at the forefront of the national objective to help and support people with dementia through the launch of the Hampshire Dementia Action Alliance with Andover Mind, to help develop dementia friendly communities in Hampshire. A toolkit has also been published to help communities understand how to provide appropriate services and support to people with dementia.</p> <p>The Health and Wellbeing Board was formally established, with the 2013-2018 Joint Health and Wellbeing Strategy agreed, outlining priority areas of work to improve health outcomes across the county.</p> <p>The wellbeing of older people has been improved during the first year of the free 'Food and Friendship' service for Meals on Wheels customers. Visits from a friendly volunteer at mealtimes are organised in partnership with Age Concern Hampshire, Apetito (the company commissioned to provide the Meals on Wheels service in the county), district councils, voluntary and community sector organisations, and a large number of dedicated volunteers.</p> <p>Six integrated care teams are providing joined-up health and social care in North Hampshire for elderly people, those living with long-term conditions, complex needs or who are approaching the end of their life. Person-centred care planning and support is provided through work in partnership with the North Hampshire Clinical Commissioning Group and the Southern Health Foundation Trust.</p>
<p>Priority two: Economy – Promoting economic prosperity and protecting the environment</p>	<p>Resident satisfaction with Hampshire's highways maintenance remains high, with the County remaining second highest nationally, out of 21 County Councils who took part in the National Highways and Transport Survey 2013. The results of the 2013 survey showed that 52.4% of those asked in Hampshire were satisfied with the maintenance of the local highways, compared with a median average of 49.9% across all English County Councils and an improvement on the 51.7% satisfaction recorded in Hampshire in 2012.</p> <p>Seven 20mph speed limits have been put in place in locations across Hampshire as part of a pilot scheme to improve road safety in residential areas, with two more to be in place before the end of July. At least two thirds of people consulted on the introduction of the reduced speed limits supported the trials.</p> <p>Government praise was received for Hampshire's multi-agency response and the County Council's role in dealing with the winter flooding. The reprioritisation of resources was highlighted, which ensured residents' safety and helped to keep the county moving.</p>

Shaping Hampshire priority	Achievement
	<p>Hampshire was the strongest performing County Council of all 27 English County Councils for diverting waste from landfill, for a fifth consecutive year. The percentage of municipal waste sent to landfill fell from 8% in 2012/13 to 6.1% in 2013/14 (to be formally audited).</p> <p>Superfast broadband was made accessible to over 5,000 homes and businesses in the first phase of the County Council's commitment to make superfast broadband speeds available to 95% of homes and businesses in Hampshire by 2017. The County Council, together with district and borough partners, has already invested £5 million into the overall £13.8 million project, and earmarked further investment of up to £9.2 million to help attract further funding for the project.</p> <p>Visitor numbers to the County Council's countryside sites rose by almost a quarter, compared to the previous year, to over 3 million people. In addition, for the first time, all of the Council's country parks were awarded Green Flag status, recognising the work of staff, volunteers and partners in providing the highest possible standards, being well-maintained, with excellent facilities.</p> <p>1,055 Hampshire residents made an overall saving of £216,000 by switching their energy provider through the <i>Switch Hampshire</i> collective energy switching scheme – run by the County Council and partner local authorities.</p>
<p>Priority three: Communities – Working with communities to enhance local services</p>	<p>Hantsdirect, the Council's customer support centre, answered over half a million phone calls in 2013/14, an increase of 7% compared with the same month last year, and responded to over 80,000 emails from customers.</p> <p>607 improved outcomes have been delivered for families via the Hampshire Supporting (Troubled) Families Programme. This programme involving partnership working between County Council, district and borough councils, the NHS, the Department of Work and Pensions, Police, Fire, Prison and Probation Services, aims to turn around the lives of 1,590 troubled families in Hampshire by 2015, contributing to the national target of 120,000.</p> <p>The number of violent crimes and anti-social behaviour incidents across Hampshire reduced between 2012/13 and 2013/14, with the number of incidents involving violence against the person, down by 7% (from 5,890 to 5,494), and a 15% reduction in the number of incidents of anti-social behaviour (from 40,947 to 34,702).</p> <p>Over 260,000 volunteer hours were recorded by the Culture, Communities and Business Services department in the 12 months to December 2013 – an increase of around 30,000 hours against the previous year.</p>

Shaping Hampshire priority	Achievement
	<p>The County Council's Milestones Museum in Basingstoke joined the country's top tourist attractions having been named in the Visit England Quality Assurance Scheme. In their visit to Milestones, the assessor described the Museum as a “paradise for children”.</p> <p>Free Wi-Fi is now available to visitors at all of the County Council's libraries.</p> <p>A new charitable cultural trust is being created by the County Council and Winchester City Council to protect the future of Museums and Arts services. The working name of the company is the 'Hampshire Cultural Trust'.</p> <p>An additional £1 million was made available to refurbish, modernise and improve community centres and village halls – building on the existing annual budget of £125,000.</p> <p>39 Village Agents are in place in 23 Hampshire villages to help older and vulnerable residents maintain their independence for longer and access advice and support services. The Village Agents project, in partnership with local parish councils and Age Concern Hampshire, has been shown to have a positive impact on older people's ability to cope, and general wellbeing according to the Hampshire County Council/New Economic Foundation's wellbeing assessment tool.</p> <p>More than 200 people benefitted through the Hampshire Talented Athlete Scheme (HTAS) after the County Council doubled the funds for its Olympic Legacy Programme.</p>
<p>Priority four: Efficiency – Delivering high quality, cost effective public services</p>	<p>The strategic partnership for delivering Children's Services on the Isle of Wight was formed. Hampshire County Council is strengthening child protection and education services on the Island, in an agreement lasting for five years.</p> <p>The joint working partnership was formed between the County Council, Hampshire Constabulary and Hampshire Fire and Rescue Service - the first collaboration of its kind in England. The partnership aims to lower costs for each organisation, deliver up to £4 million in combined savings each year, increase flexibility and resilience, and protect frontline services as far as possible.</p> <p>The first phase of the Integrated Business Centre was delivered, providing transactional and business support services to the County Council, Hampshire Constabulary and Hampshire Fire and Rescue Service. This long-term investment provides additional financial security and stability for the organisation's in the future.</p>

Shaping Hampshire priority	Achievement
	<p>The County Council was selected by central Government as one of only nine councils to form part of the Public Service Transformation Network. The purpose is to share expertise and learning from working with partners and local communities to manage demand for public services and jointly invest in long term solutions.</p>
	<p>Over £2 million of efficiency savings were delivered as a result of improvements made to procurement practices by the Council's, County Supplies.</p>
	<p>A capital investment of £1.4 million was made to improve energy efficiency in the Council's 25 highest energy-consuming sites to save 200,000 kWh per annum, and £5 million over the next 25 years.</p>
	<p>£14.6 million has been generated through the Council's office rationalisation programme, <i>Workstyle</i>, from the sale of surplus and vacated buildings, on top of £2 million in annual revenue savings. Successful staff co-location projects were delivered in office hubs in Totton, Farnborough and Basingstoke to enable more flexible working, and offer improved environments for face-to-face customer service.</p>

Appendix three:

Shaping Hampshire Self Assessment Reviews 2013/14

Summaries of organisational performance against each of the self-assessment standards:

1. Standard 1: Management and leadership

- 1.1 The effectiveness of managers raising expectations and promoting ambition for services and staff is **good**.
- 1.2 Departmental plans are directly linked to the *Shaping Hampshire Plan 2013-17*, giving a clear 'line of sight' from **corporate ambition**, through to key strategies, service delivery plans and IPPs. This strategic framework is reinforced by clear governance arrangements, particularly through the *Transformation to 2015* work streams, and is consistent with the Council's Constitution, values and direction of travel. Furthermore, all communications activity is aligned with the *Shaping Hampshire* priorities.
- 1.3 Members are actively engaged in developing the **vision and prioritisation** for services, as well as challenging quality, and scrutinising outcomes. For example, during 2013/14, two Member Highways and Transport workshops were held with both county and district council Members, to keep Members informed about planned programmes and projects within each of the four Highways regional areas. The workshops also provided an opportunity for Members to input, and shape priorities for Minor Works and Minor Traffic Improvements. A dedicated Members' Portal for highways matters complements the day-to-day contact between Members and the Highways Area Offices, by providing up-to-date information.
- 1.4 In February 2014, Ofsted formally inspected services for children in need of help and protection, children looked-after and care leavers. Ofsted found that: *Services for vulnerable children and families are given the highest priority by elected Members*. Members of the Children and Young People Select Committee were praised for *good insight and knowledge of their communities and the issues faced by children's services* and for their ambition for children and young people in their care.
- 1.5 The launch of the Council's **Workforce Development** Strategy, *Transforming the Council through you*, articulated the Council's ambition for its staff, ensuring that opportunities for learning and development; proposed changes to managing employees' performance; and expected behaviours to support organisational change, were communicated clearly. Pilot projects will be rolled out during 2014/15, including the new staff performance competencies and appraisal, and reformed plans for talent management.
- 1.6 **Financial performance** in the current year remains strong. Through an effective cost-reduction and efficiency programme, the Council has secured savings of approximately £140 million since 2008, and remains on track to deliver a further £93 million by 2015 to reach its overall savings target of £230 million. The main budgetary pressures relate to increased demand for adult and children's social care. Both Adult Services and Children's Services have action plans in place to contain these pressures, based on current projections.
- 1.7 **Innovative practice** in service delivery has been promoted, and high standards evidenced across the organisation. This has brought an increased focus around customer satisfaction levels. For example, Adult Services' transformation programme is refocusing resources into services that help people to live independently for longer. This overarching programme includes: approaches to strategically manage the care at home market; the new Reablement and Assessment Care Team (REACT) offering support for up to six weeks after a hospital stay; using technology such as Telecare; and *Extra Care*

accommodation and a long-term capital investment programme to stimulate the market to build new care homes.

- 1.8 The Council is working with its private sector partner, Deloitte, on a **business strategy** to grow and expand the traded services 'offer' to external organisations. As part of this strategy, six services have been prioritised: Hampshire Legal Services, Property Services, County Supplies, Engineering Consultancy, the County Council's Catering Services (HC3S), and the Hampshire Inspection and Advisory Service (HIAS). Increased income generation is helping to build organisational resilience, and support resource allocation to where it is needed most.
- 1.9 The effective **management of risk** has remained high on the Council's agenda in 2013/14. Risk management is subject to regular monitoring by Internal Audit and verified against national benchmarks. **Governance** processes are in place which proactively manage both corporate and service risks, and are based on rigorous assessments of evidence. For instance, following an assessment of the Library Service in the Culture, Communities and Business Services, the mitigation of risks are regularly monitoring by the departmental Risk Management Board, reporting to both the Departmental Management Team (DMT) and the Corporate Management Team (CMT).
- 1.10 Legislative change has been monitored and implemented where appropriate. The Council has tracked and responded to these national changes as they emerged, and proactively prepared for implementation. Notable **policy** changes have included changes to statutory provisions within Children and Families services, the rehabilitation of offenders and in tackling anti-social behaviour. The Council has also integrated the Public Health service into the organisation, and is building relationships with key partners, including the Hampshire Clinical Commissioning Groups.

2. Standard 2: Performance management and use of resources

- 2.1 The effectiveness of performance management in leading to systematic and sustained improvement is **good**. Resources are directly aligned to organisational priorities and used efficiently to maximise value for money.
- 2.2 Key corporate performance targets have been achieved in 2013/14. Areas of the business where performance exceeds that of similar councils include:
 - The recent Inspection of services for children in need of help and protection, children looked-after and care leavers, rated Hampshire as *good* overall. To date, Hampshire is the highest performing local authority that has been subject to this new inspection framework.
 - The lowest amount of municipal waste sent to landfill, compared to any other County Council, placed Hampshire the fourth best nationally, and shows continuous improvement since 2009.
 - The highest ranking of any County Council in the South East for resident satisfaction with highways maintenance and the second highest nationally.
 - The increasing take-up of school meals in Hampshire schools, with the cost of meals remaining at £2 per meal for the fifth consecutive year.
 - Outcomes against the Adult Services Commissioning Framework which rate Hampshire as *good*, or better in some measured compared to the CIPFA comparator group of councils. These include: the percentage of clients with a personal budget; learning disability clients in employment and those in settled accommodation; and the number of clients living at home following reablement.

- 2.3 Performance management and reporting arrangements are well-embedded across the organisation. There is **robust and routine scrutiny** of performance management information which enables swift and decisive action to be taken to ensure that quality is maintained and improved – providing a sound basis for management decision-making.
- 2.4 Managers are using a range of methods to manage and improve performance. New data analysis tools such as Safety Net and Information Management Suite (IMS) are being used to analyse integrated case management. Services are also developing departmental-level performance scorecards to monitor, report progress against targets, and identifying areas for targeted improvement activity.
- 2.5 The County Council has a strong trend of three year **financial planning cycles** which has secured significant savings and efficiencies, ensured balanced resources and managed demand for services in order to plan effectively for the future.
- 2.6 **Service planning** is informed by current and future need with use of needs assessments such as the Joint Strategic Needs Assessment, and Child Poverty Needs Assessment. In Adult Services, analysis of the increasing demand for social care and health services has led to the creation of a Workforce Transformation project to develop Integrated Care Teams, aid closer integration with Health, increase reablement services; and enhance customer services at first point-of-contact.
- 2.7 **Inspection outcomes:** There have been positive inspection outcomes in 2013/14:
- Ofsted rated the Council overall *good* in the Inspection of services for children in need of help and protection, children looked after and care leavers
 - 84% of schools have been rated as either *good* or *outstanding* by Ofsted - better than the national average of 79%
 - The LGA Peer Review acknowledged that the County Council is a well-led, well-managed and highly successful organisation with great (particularly financial) resilience and enormous capacity
 - 21 of the Council's 24 registered residential and nursing homes are fully Care Quality Commission (CQC) compliant (88%), in line with the national average
 - Hampshire Legal Service (Corporate Services) maintained its Lexcel accreditation, with a recent inspection identifying 13 areas of good practice
 - IT was recertified for continuing to achieve standards for process management (ISO20000) and security (ISO27001). The Council has also achieved CO-CO compliance (the Code of Connection) accreditation to gain access to the Government's secure Public Services Network
 - All of the key Countryside Service sites and parks, which offer an education service, now have the national accreditation quality badge issued by Learning Outside of the Classroom
 - For the first time, all of the Council's Country Parks were awarded Green Flag status, signifying high environmental and recreational standards.

3. **Standard 3: Workforce planning and development**

- 3.1 The effectiveness of workforce planning in ensuring that the County Council has the capacity, experience and knowledge to deliver priorities is **good**.
- 3.2 Improving **learning and development** has been a key focus for the Council over the last year, in line with the Workforce Development Strategy, *Transforming the Council through you*. Take-up of programmes for staff continues to be good, particularly for the Hampshire Own-Grown (HOG) programme for talented and aspiring future leaders. At the senior manager level, activity has included targeted development through the Iconic programme,

and more general 'Great Manager' workshops, to prepare managers in supporting staff with the implementation of the Integrated Business Centre (IBC) processes.

- 3.3 Across the organisation, the **youth investment programme** has helped both recruit and prepare many apprenticeships and interns for future employment. During 2013/14, 53 care leavers completed the programme, with half extending the experience to employment or full-time education. Future investment is planned, with a further 1,000 placements becoming available by 2016 for all young people, 150 of which will be allocated to care leavers.
- 3.4 There is good evidence of more **flexible use of resource**, with increased matrix-working across all departments, greater use of secondments and the sharing of staff. An example of this has been the deployment of HOG officers supporting the *Transformation to 2015* work streams.
- 3.5 All of the Council's **employment practice** policies have been updated and reviewed, streamlining the number from 144 to 45. These policies are now clearer and more concise, easier for managers to apply, and more flexible in terms of managing risk. The policies encourage employee self-service and managers' ownership of decision-making, promoting greater levels of manager discretion.
- 3.6 Targeted action to address **staff sickness** absence has resulted in improvements with a reduction from 9.34 days per full time equivalent (FTE) member of staff in 2011/12, to 8.53 days in 2013/14. Achieving further reductions will remain a priority.
- 3.7 There has been an emphasis on **staff retention** in services with a traditionally high turnover in order to secure high quality staffing, well in to the future. In both Adult and Children's Services, the targeted use of local market supplements has helped to increase staff retention. In Children's Services, retention and investment in more front line social workers, has helped to keep case loads at 2011 levels, despite significant on-going increases in demand for child protection services.
- 3.8 Targeted workforce **recruitment** has been used to attract key professionals and help young people into work. Examples include: the Property Generalisation Graduate training programme in the Culture, Communities and Business Services (CCBS) department, and Children's Services' 'Step up to Social Work' scheme, which was commended by the Health and Care Professional Council.
- 3.9 Greater emphasis has been placed on **communication and engagement** with staff, in recognition of the increased importance during periods of organisational change and transformation. Activities have included staff briefings, regular email updates from the Chief Executive and Directors to all staff, thematic and service-based focus groups and targeted surveys. For example, in preparing for the implementation of the IBC, the focus on 'people and change' ensured over 4,700 staff were briefed directly by senior managers on the forthcoming policy and system changes. The theme of *we're changing* also ran through communications activity, highlighting what service transformation, new attitudes and behaviours would mean in practice.
- 3.10 The Council has continued to progress the **Employee Voice** initiative which invites staff to submit suggestions for service improvements/change. To date, over 400 suggestions have been submitted, a number of which have lead to direct service improvements, including: a pilot of 'Team Teach' training with Youth Support Services staff and the Youth Offending Team; a successful trial of a 10% discount for staff on Culture-all Passports; and the siting of the 'Blood Mobile', enabling staff to donate blood, at the Council's Winchester offices.
- 3.11 The CCBS department established an Innovation Working Group to encourage and recognise **service innovation** by staff. 22 case studies of innovative approaches were showcased at two Senior Managers' events.

4. 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** with some elements of *outstanding* practice.
- 4.2 The development of the **joint working partnership** between the County Council, Hampshire Constabulary and Hampshire Fire and Rescue Service has led to shared services in finance, procurement, estates and property services. Supported by robust legal and governance structures, the partnership has provided a platform for the three organisations to make greater investment in shared and traded services and increase capacity and resilience in the long-term.
- 4.3 The County Council is one of the few local authorities to be selected to participate in the Government's **Public Service Transformation Network** (PSTN) - giving the Council an opportunity to influence Government thinking, and to work with, and learn from other forward-looking authorities in support of transformational approaches. The Council is positioning itself as a major 'player' in the provision of public sector services, and recognised nationally as one of the authorities that has done the most, in the shortest period of time, to share its capacity with other partners.
- 4.4 At the request of the Isle of Wight Council and the Department for Education, the Council has entered into a **strategic partnership with the Isle of Wight Council** to help to strengthen child protection and education services on the Island, in an agreement lasting for five years. Ofsted reported that this arrangement *has not compromised performance in Hampshire. Indeed, inspectors saw evidence of learning from the experience being used to re-evaluate aspects of children's services in Hampshire. These include front line response to contact and referrals and the provision of professional development opportunities for middle and first line managers.*
- 4.5 The LGA Peer Review corroborated the Council's strong relationship with the **voluntary and community sector** (VCS) organisations, particularly regular engagement with the Hampshire Voluntary Sector Consortium. There has been on-going evaluation of the strategic relationship with the sector, including the level of financial support given to infrastructure organisations, and the best way to build future capacity in the voluntary and community sector. The need to review and refresh this strategic relationship (including learning through the communities' pilots as part of the Transformation work stream) was also highlighted by the Peer Review.
- 4.6 The **Hampshire Supporting Troubled Families Programme** is working with a range of local public sector partners to support vulnerable families with complex needs in the county, and reduce demands on local public services. In January 2014, the Programme reported that multi-agency Local Coordination Groups (LCGs) have now identified over 1,300 families across Hampshire who will receive better joined-up and more focussed whole family support. This is approximately 80% of the total programme target of 1,590 families by March 2015.
- 4.7 The first Early Help Hub in Eastleigh opened in January 2014, part of a network of 10 such hubs set to be operational by October 2014. **Early Help Hubs** focus on the child and family's journey with seamless interventions as they move in and out of services. Early Help Hubs consist of a range of practitioners and public sector agencies, some based at the hub on a more full-time basis, others contributing a day a week. Services signed up to the Hub include: health visiting and school nursing teams, children's centres, substance misuse services, the Police, the Department of Work and Pensions, housing and sexual health services.

- 4.8 The Museum Service is exploring alternative sustainable models for future management of Hampshire's museums and arts services, establishing the **Hampshire Cultural Trust** (working title) with Winchester City Council, with a planned handover due in autumn 2014. The partnership has managed to secure £2 million of external revenue investment since 2011/12 for work that benefits the County Council, Winchester City Council, and wider museum partners including Southampton City Council and Portsmouth City Council.
- 4.9 As part of its work with statutory partners the County Council is involved in supporting the activity of the two Hampshire **Local Enterprise Partnerships** (LEPs) to help businesses adapt and the economy to grow. In the north of the county, the Council has worked with the Enterprise M3 LEP to secure funding from the Regional Growth Fund to go towards a £25 million total investment in a permanent world-class exhibition, conference and hospitality venue at Farnborough Airport.
- 4.10 The Health and Wellbeing Board has agreed the **Joint Health and Wellbeing Strategy 2013-18**, and is beginning to make important links between Adult Social Care, Public Health and the wider health sector, to improve health outcomes. For example, the Strategic Drug and Alcohol Action Team and the Public Health Group have worked with public sector partners to increase the number of people successfully completing opiate and other drugs treatment programmes, delivering results above national averages.
- 4.11 Arrangements with the **Children's Trust** were reported by Ofsted as having *planning (which) is robust and targeted at the most vulnerable children and young people. The resulting partnership work has led to some very positive outcomes for children. Ofsted also praised the: very good partnership arrangements with the police and health agencies... This has led to highly effective planning and the use of pooled budgets.*
- 4.12 The **Hampshire Partnership** provides a constructive forum for collaborative working across key partners, with the aim of providing a strategic overview for public sector organisations across Hampshire. For example, the Hampshire Civilian Military Partnership has reviewed its governance arrangements and refreshed its action plan, and enabled partners to liaise about the welfare of veterans, Ghurkha and Nepalese community issues, and rebasing plans.
- 4.13 The Council has continued to work with its **private sector partner**, Deloitte, to enable the organisation to get 'business ready' more quickly, and adopt leading-edge practice to service design and delivery. Deloitte has acted as a vital 'critical friend' to the organisation at a time of considerable change and transformation.
- 4.14 The scale of new **trading partnerships** with other public sector partners has increased. Children's Services' sold services to schools are performing well, with new schools coming on-board. IT Service's partners continue to grow and in Property Services, a new Reading Hampshire Public Partnership is enabling services to be traded with Reading Borough Council. The Partnership will further develop a market for professional property services across the south east, allowing the Council to maintain in-house skills and expertise, helping to increase organisational capacity and resilience.

5. Standard 5: Meeting the needs of residents

- 5.1 County Council services are **good** at meeting the needs of Hampshire residents and service users.
- 5.2 The **Hampshire Superfast Broadband programme** has provided access to over 5,000 homes and businesses in the first phase of the County Council's commitment to make superfast broadband speeds available to 95% of homes and businesses in Hampshire by 2017. The County Council, together with district and borough partners, has already

invested £5 million into the overall £13.8 million project, and earmarked further investment of up to £9.2 million to help attract further funding for the project.

- 5.3 User satisfaction levels remain high across a number of services, including:
- 65.9% of Adult Services' clients said, in a survey, that they were either 'extremely' or 'very' satisfied with the care and support they receive (latest data for 2012/13) - an improvement from 64.9% in 2011/12
 - An average of over 98% of Registration Service's users said they were 'pleased' or 'extremely pleased' with the service over the last four years
 - A 4.5% increase in take-up of school meals indicative of satisfaction with the product and cost
 - 89.4% customer satisfaction with completed Property Services' projects, against a target of 'greater than 80%'
 - 89% parent satisfaction for services provided from children's centres
 - 97% customer satisfaction with Hantsdirect's management of customer calls
 - High satisfaction levels in highways maintenance of 51.5% - the highest ranking County Council in the South East
 - A 97% governor satisfaction score for Governor Services, who also maintained their Customer Service Excellence Award.
- 5.4 The Council has conducted major **consultation** activities with Hampshire communities on a diverse range of future service delivery options, including: the management of arts and heritage services and proposals for a Museums Trust, changes to the Mobile Library Service, the Minerals and Waste Plan, and Adult Services' transformation. Online forms of consultation are becoming more prevalent, although services remain committed to providing a range of feedback mechanisms for residents who do not have internet access.
- 5.5 **Feedback** from service users has been used to drive improvements in services. For example, the Council's catering service, HC3S, gather feedback on school meals through the 'My School Lunch' website with the 'vote for favourite meals' facility helping to ensure parents and children receive what they enjoy the most.
- 5.6 In Adult Services, innovation with **user involvement** has led to service engagement and improvement. A user-led homecare competition was run in conjunction with Spectrum and Adult Services, asking service users and organisations to come up with new and innovative approaches to homecare. The two declared 'winners' each received a grant of £4,000 and mentoring support from a senior manager in Adult Services. One winner, Local Treasures, is now developing a preventative service provided by older people for older people, operating in East Hampshire.
- 5.7 Knowledge of the needs of the Hampshire population and changing demographics is sound. Examples of good practice across the Council include:
- In the Economy Transport and Environment (ETE) Department, a new customer contact system, called 'Confirm', provides information and real-time intelligence about customer enquiries about highways, works ordering, street works management, safety inspections and defect monitoring. The system has helped to improve data management and focussed information reports, enhancing the customer's experience through greater efficiency
 - ETE also run nine Passenger Transport Forums in Hampshire which each meet twice a year, allowing users' concerns to be raised, and areas of interest to be discussed.

- 5.8 A review of the Council's complaint processes was undertaken during 2013/14. A new online complaints form has improved access and usability for customers and an increase in uptake of this channel has been seen as a result. It is acknowledged that further improvements need to be made to develop a more integrated complaints management software system, which can be used to better record, share and coordinate learning from **customer complaints**.
- 5.9 The **Customer Access** transformation work stream has undertaken a planned programme of research and management activity to encourage service redesign around the needs of the customer. The programme has also sought to improve and standardise the way the Council engages and communicates with customers. Resident surveys in October and January showed clear contact and communication channel preferences via from a smartphone or tablet. Work will now progress through a Digital Strategy, set to roll-out in 2014/15.
- 5.10 The County Council is making greater use of **social media** as a customer engagement, marketing and information channel. For example, followers of the County Council's *Twitter* feed have grown significantly to over 20,000, and proving an effective communications tool during major incident and adverse weather.
- 5.11 Evidencing fair and **equal access** through Equality Impact Assessments (EIAs) is not consistent. While EIAs are routinely completed for key strategies or proposals, the practice of reviewing actions, refreshing and evidencing the impact of an EIA, varies across the organisation. Recent efforts have been made to reinforce the importance of EIAs in the lawful decision-making process.
- 5.12 The Council's **Ethnic Minority and Traveller Achievement Service** (EMTAS) developed the Hampshire Young Interpreters scheme in partnership with schools to use pupils to help support newly-arrived children whose first language is not English. The scheme was started six years ago with four schools, and has now developed into a project working with 30 schools as well as being adopted in 21 other authorities. It is also used in the International Community School, Amman, Jordan, and has attracted interest from schools in New Zealand and the USA. This scheme was the overall winner of the Guardian Public Services Awards 2013 as well as winners in the Grassroots Excellence category. Ofsted stated that EMTAS is **exemplary provision**, *working on a wide range of projects to improve the life chances of children from diverse minority ethnic groups*.
- 5.13 There has been a significant increase in the number of **volunteers** engaged in the delivery of County Council services. The number of volunteer hours recorded rose from 162,365 in 2011/12 to 228,566 in 2012/13 and to 261,311 in 2013/14. Six Hampshire museums have remained open in 2013/14 as a direct result of the introduction of front-of-house volunteers, and new partnerships with community organisations. In 2013/14, over 5,600 volunteer school governors were working to support Hampshire schools.

6. Standard 6: Capacity for improvement

- 6.1 Overall, capacity for improvement is **good**, based on a strong track record of sustained improvement across services, positive inspection outcomes, and a solid financial platform from which to plan ahead.
- 6.2 The established theme of change and efficiencies, aligned to the strategic priorities of the *Shaping Hampshire* plan, will remain integral to the on-going transformation of the organisation. Achievements to-date, have gained the Council a positive advantage in future-proofing services and the ability to further expand capacity through shared and traded services with other public sector partners.

- 6.3 Partnership working will be strengthened in 2014/15, through greater collaboration with partners and communities to act early, prevent complex problems, and make services easier to access.
- 6.4 The County Council will also maximise opportunities to lever external funding, to support service delivery and innovation, including the use of the Government's Better Care Fund to achieve more integration across health and social care services in Hampshire.
- 6.5 Implementation of the new Digital Strategy, with targeted use of new technology to underpin service delivery, will play a pivotal role in improving customer access and supporting Hampshire's economic growth and social inclusion – driving Hampshire's ambition to become a *modern business delivering public services*.