

## HAMPSHIRE COUNTY COUNCIL

### Decision Report

<b>Decision maker:</b>	Cabinet
<b>Date:</b>	19 December 2011
<b>Title:</b>	<i>Open for Business: Quarter Two Update</i>
<b>Reference:</b>	3534
<b>Report from:</b>	<i>Chief Executive</i>

**Contact name:** Deborah Harkin, Head of Performance and Partnerships

**Tel:** 01962 846699

**Email:** [deborah.harkin@hants.gov.uk](mailto:deborah.harkin@hants.gov.uk)

## 1 Executive summary

- 1.1 This report provides a summary of performance against the *Open for Business Plan*, as at quarter two (end of September 2011). The structure for a new annual self-assessment process, as part of the refreshed performance management framework, is also outlined.
- 1.2 Performance against the *Open for Business Plan*, during the second quarter of 2011/12, has been strong. Key transformational and efficiency work streams are progressing well, with an increasing proportion of savings for the year secured. Only three measures have been highlighted as being in need of improvement at quarter two; and these reflect on going areas of challenge (for example care leavers in education, employment or training). Improvement plans are in place for each of these measures and are subject to close monitoring.
- 1.3 The new annual self-assessment will be undertaken by departments, who will rate their own performance against six key standards. The purpose of this process is to: provide an overview of the County Council's performance, including key strengths and areas for development/improvement; inform the County Council's annual performance report, linked to the *Open for Business Plan*; and identify effective practice for sharing across the organisation. The first self-assessments will be completed by the end of April 2012, covering performance during 2011/12.

## Quarter two performance

## 2 Background

- 2.1 In order to report progress against the *Open for Business Plan*, departments are asked to rate performance against success measures on a quarterly basis. For each measure, they apply a simple risk based 'red/amber/green' rating, informed by the most recent data and management information. In addition to submitting the latest performance data, departments also provide an overview of key achievements and risks/issues against priorities.
- 2.2 This report is supported by the performance 'scorecard', providing a visual representation of performance on a quarterly basis (appendix 1). The

performance ‘headlines’ arising from the scorecard and departmental returns are detailed in the section below.

### 3 Performance headlines

3.1 Performance at quarter two is positive, with the vast majority of proposed targets on track to be achieved. The direction of travel from quarter one indicates improved performance against most measures (where quarter one and two data is available).

3.2 Key achievements this quarter evidence significant progress against the *Open for Business* priorities. The transformational and efficiency work streams have been advanced through Cabinet’s approval for the direction of travel of the Corporate Services Review; together with the £45.8 million of efficiency savings, which were secured at the end of October 2011. Work to develop shared service opportunities with Hampshire Fire and Rescue Service and Hampshire Constabulary is moving forward; and as a result of an effective partnership project, a new *CrimeReports* website has been launched.

3.3 **Key achievements** this quarter are as follows:

<p>Priority 1: Improve quality of life for all, particularly those who are vulnerable or disadvantaged</p>	<ul style="list-style-type: none"> <li>Launch 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.</li> </ul>
	<ul style="list-style-type: none"> <li>A success rate of 100% in Trading Standards’ latest underage alcohol checks. Test purchases on ten shops across the Eastleigh, Chandlers Ford, Kings Worthy and Fordingbridge areas found that each store refused to sell to the underage volunteer.</li> </ul>
	<ul style="list-style-type: none"> <li>Introduction of a new ‘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 help give the children and young people confidence and provide a ‘short break’ for their families.</li> </ul>
	<ul style="list-style-type: none"> <li>Launch of the third year of the Junior Road Safety Officer scheme, with primary school children aged 9-11 from more than 137 schools, being trained to promote road safety issues with their peers.</li> </ul>
	<ul style="list-style-type: none"> <li>The official opening of the £9 million purpose built Forest Park Primary School in Totton. The school is specially designed for pupils with complex learning difficulties or profound physical disabilities.</li> </ul>
	<ul style="list-style-type: none"> <li>Hampshire County Council’s Catering Service won the Education Caterer of the Year 2011. The service also achieved the highest ever percentage take-up of primary school meals in the county, with more than one in three primary pupils eating a school meal – an increase of 9% from last year.</li> </ul>

	<ul style="list-style-type: none"> <li>• A reduction in the percentage of obese primary school children, with obesity rates for Reception year pupils falling from 8.4% in 2009/10 to 7.04% in 2010/11 (provisional) and rates for Year 6 pupils falling from 16.1% in 2009/10 to 15.6% in 2010/11 (provisional).</li> </ul>
<p>Priority 2: Enhance community engagement and partnership working – strengthening and empowering communities</p>	<ul style="list-style-type: none"> <li>• Launch of the new <i>CrimeReports</i> website in Hampshire. The site is a partnership project between Hampshire Constabulary, the County Council, Hampshire Fire and Rescue Service, the Probation Service and all district and unitary councils across Hampshire and the Isle of Wight. The website features up-to-date, frequent and detailed data to the public about crime and anti-social behaviour, as well as important information about how incidents are being tackled at a local level.</li> </ul>
<p>Priority 3: Support and enable sustainable economic growth – ‘place shaping’</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• An increase in the proportion of Year 11 students with an offer of a place in education or training for this year, from 93.3% in 2010 to 95.6% in 2011.</li> <li>• 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, which aims to promote local businesses to residents.</li> <li>• The second Village Shop Conference was hosted by the County Council, providing support and advice for people who run village shops. Information included using social media and the internet to attract customers; and a discussion on changes to the Post Office network.</li> <li>• Over 100 local business leaders were brought together at the Hampshire Business Conference. The partnership event provided an opportunity for business to influence and inform Hampshire’s economic strategy, providing valuable insight into the concerns and priorities for local businesses.</li> </ul>
<p>Priority 4: Enhance Hampshire’s environment and support sustainability</p>	<ul style="list-style-type: none"> <li>• Carbon reduction targets were exceeded, with emissions reduced by 3,925 tonnes in 2010/11 (compared with a target of 1,820 tonnes). This means that the County Council is on track to achieve a 20% reduction in carbon emissions by 2015. The savings have been achieved by installing new heating controls; replacing inefficient roofing and cladding on buildings; using low energy computer</li> </ul>

	<p>systems and technology; and increasing flexible working, with staff located across a smaller number of offices.</p> <ul style="list-style-type: none"> <li>● 77 miles of road resurfacing and 22 miles of pavement repairs have been completed as part of <i>Operation Resilience</i>, the long term project making Hampshire's roads more resilient to extreme weather and heavy traffic.</li> <li>● Hampshire retained 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.</li> <li>● Filming has begun at the County Council's Manor Farm, for a new BBC TV series <i>War Time Farm</i>.</li> <li>● Queen Elizabeth Country Park came fifth in a poll of the UK's favourite parks. The park received hundreds of votes from local residents and visitors.</li> </ul>
<p>Priority 5: Develop new models of service provision</p>	<ul style="list-style-type: none"> <li>● Launch of a three month consultation on the future of Hampshire's arts and museums. Proposals include using community advisory groups to guide future delivery, with a greater role for volunteers in working closely with professional experts in community museums. Five 'flagship' venues could be developed, to showcase Hampshire on a national stage, attracting visitors to the county.</li> <li>● The next phase of the library restructure has begun, with Hampshire residents being asked to influence what the county's libraries will look like in the future. A significant budget gap means that the Council must review the number of library buildings and their opening hours, taking account of population changes, usage and affordability.</li> <li>● 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 living in their own home, with the reassurance that support is available when needed. Also this quarter, the largest of the current round of new build extra care schemes opened - Campbell Place in Fleet.</li> </ul>
<p>Priority 7: Deliver efficiencies and expenditure reduction</p>	<ul style="list-style-type: none"> <li>● Increase in the proportion of efficiency savings secured, to £45.8 million by the end of October 2011 (from £35 million at the end of June 2011).</li> </ul>

	<ul style="list-style-type: none"> <li>Approval for the direction of travel of the Corporate Services Review, which aims to reduce costs, build capacity for the future and position services for expansion, sharing and trading. Key changes will include greater integration/closer working between services; and using targeted input from the private sector to support improvement.</li> </ul>
	<ul style="list-style-type: none"> <li>Exploring opportunities for combining support services with Hampshire Fire and Rescue Service and Hampshire Constabulary. Sharing these type of services could save money and protect and improve frontline services. A detailed business case is under development.</li> </ul>

3.4 Three measures have been rated as 'red' at quarter two, two of which are among the most challenging areas for improvement (placement stability for children in care; and care leavers in education, employment or training). A range of co-ordinated work is taking place to improve outcomes for these vulnerable children and young people, including activities such as the Internship Plus scheme. Action plans for all 'red' measures are in place and managers are confident of improvement in the next quarter.

3.5 **Key areas for further improvement** during the next period are as follows:

<p>Priority 1: Improve quality of life for all, particularly those who are vulnerable or disadvantaged</p>	<ul style="list-style-type: none"> <li>The proportion of care leavers in education, employment or training, which has fallen from 40.9% in June 2011 to 36.7% in September 2011. This is against a target of 60%. The definition of this measure is related to care leavers being contacted after their 19<sup>th</sup> birthday, which means that during the autumn there is a proportion of young people whose current situation is unknown.</li> </ul>
	<ul style="list-style-type: none"> <li>Placement stability for children in care, with the percentage experiencing three or more placements in a year increasing from 15.1% in June 2011 to 15.8% in September 2011. The target for 2010/11 is 13.0%.</li> </ul>
<p>Priority 3: Support and enable sustainable economic growth – 'place shaping'</p>	<ul style="list-style-type: none"> <li>The percentage of Year 12-13 students who are not in education, employment or training, which increased from 5.8% in June 2011 to 9.3% in September 2011. However, this is a seasonal increase which occurs in the autumn as young people are contacted to find out whether they are in education, employment or training (the figure was 9.7% in September 2010). The latest data for October 2011 shows a reduction to 6.8%. The target for 2011/12 is for the figure to be less than, or equal to 5.0%.</li> </ul>
<p>Priority 7: Deliver efficiencies and expenditure reduction</p>	<ul style="list-style-type: none"> <li>Sickness absence, with the number of days sickness per full time equivalent increasing slightly from 9.49 in quarter one, to 9.6 in quarter two (against a target of 9.04 days). A renewed focus on reducing sickness absence has been launched by Human Resources, who are working closely with departments and the Communications Team to deliver consistent and targeted messages to staff.</li> </ul>

3.6 **Key reported risks/issues** are as follows:

<p>Priority 5: Develop new models of service provision</p>	<ul style="list-style-type: none"> <li>Challenges resulting from the proposed restructures of the Library Service; and Arts and Museums e.g. securing sufficient interest from volunteers; and funding for arts centres and museums run by joint management committees.</li> </ul>
<p>Priority 7: Deliver efficiencies and expenditure reduction</p>	<ul style="list-style-type: none"> <li>Financial pressure from academy conversions. The funding provided to local authorities for support to maintained schools has reduced as a result of a number of schools converting, leading to a gap between the cost of delivering these services and the funding available. Work is underway to generate income from selling services to academies; assess the cost effectiveness of services; and review the criteria for schools to access services.</li> <li>Targets for capital receipts income are dependant on whether the sale of Merton Rise (land for development in Basingstoke) is completed by the end of March 2011. The site generated significant developer interest and approval for the sale was given by the Executive Member for Policy and Resources in July 2011.</li> </ul>

3.7 Risks and issues continue to be closely linked to major areas of transformation, efficiencies or national policy change. In all areas, activities are underway to mitigate risks or address issues.

3.8 Progress against the *Open for Business Plan* will continue to be monitored on a quarterly basis.

### Annual self-assessment process

#### 4 Performance management framework

4.1 Revision of the previous performance management framework was prompted in early 2011 in response to a number of factors, influenced by the challenges posed in the reduction of central Government funding and the opportunities arising from the localism agenda and reduced burdens. Consequently, the refreshed performance management framework has been designed to best position the County Council in:

- securing continuous improvement in services during a period of reduced resource and increased demand;
- regulating its own performance, strengthening local accountability and transparency; and
- ensuring that limited resources are directed to priorities.

4.2 The basic elements of the framework were approved by Cabinet in July 2011. The key components, forming a cycle of continuous improvement, are as follows:

- The *Open for Business Plan*: integrating a range of transformational and efficiency programmes within one central strategy, providing a shared sense of purpose and direction for the organisation.
- Department Business Plans: the annual action plan for a department.
- Reporting on progress against the *Open for Business Plan*: quarterly reports to CMT and Cabinet.
- **Annual self-assessment**: completed by departments and used to provide an overall 'health check' for the organisation.
- A new style annual performance report: a public report, providing an overview of performance over the previous year.

## **5 Self-assessment**

- 5.1 Departments will complete the new self-assessment process on an annual basis. The purpose of this process is to: provide an overview of the County Council's performance, including key strengths and areas for development/improvement; inform the County Council's annual performance report, linked to the *Open for Business Plan*; and identify effective practice for sharing across the organisation. Areas for improvement will be included in the refresh of the *Open for Business Plan* for the following year.
- 5.2 The self-assessment is based on six key standards, encompassing core business activity and effective management processes: management and leadership; performance management and use of resources; workforce planning and development; partnership working; quality of provision; and capacity for improvement. For each standard, the department will be required to answer a series of key questions, providing a brief evaluation of how they meet requirements, supported by an outline for available evidence. A self-assessment 'rating' will be given for their performance against each standard, using the following four point scale: outstanding; good; satisfactory; inadequate.
- 5.3 In order to ensure that the process is carried out consistently across departments, a peer review/moderation panel will be formed to review all completed self-assessments.

## **6 Conclusion**

- 6.1 This report provides an overview of performance against the *Open for Business Plan* at the end of quarter two. In addition, it outlines the structure of a new annual self-assessment process, as part of the refreshed performance management framework.
- 6.2 The implementation of major transformational and efficiency work streams is advancing well, with the majority of savings for the year already secured. Despite the challenges associated with this period of change, the County Council continues to perform strongly and to demonstrate success in priority areas. Improvement themes are consistent with on-going areas of challenge and are being closely monitored.
- 6.3 The focus for the next period will be on progressing key transformational programmes, securing further efficiency savings; and on performance in those areas known to be in need of improvement.

- 6.4 Outcomes from the new annual self-assessment will inform the annual public performance report and refresh of targets within the *Open for Business* Plan, supporting a cycle of continuous improvement.

## **7 Recommendations**

- 7.1 It is recommended that Cabinet:

Endorse the strong performance of the organisation during the second quarter of 2011/12, including progress against key efficiency and transformational work streams.

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

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

**Other Significant Links**

<b>Links to previous Member decisions:</b>		
<u>Title</u>	<u>Reference</u>	<u>Date</u>
<i>Open for Business: Quarter One Update</i>	3373	24 October 2011
<i>Open for Business: Building on Success</i>	3147	25 July 2011
<b>Direct links to specific legislation or Government Directives</b>		
<u>Title</u>	<u>Date</u>	

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

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

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

## **IMPACT ASSESSMENTS:**

### **Equalities Impact Assessment:**

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

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

- 2.1 Delivery of 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?

Delivery of the *Open for Business* Plan supports enhancement of Hampshire's environment and promotion of sustainability, specifically priority 4.

- 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.

# Appendix 1

# Open for Business Plan 2011-13

## Performance Scorecard

2011/12 Quarter Two (September 2011)

### Performance against priorities

1	Improve outcomes for vulnerable and disadvantaged groups	46% of measures meeting targets	
2	Enhance community engagement and partnership working - strengthening/ empowering communities	50% of measures meeting targets	
3	Support and enable sustainable economic development - 'place shaping'	25% of measures meeting targets	
4	Enhance Hampshire's environment and promote sustainability	55% of measures meeting targets	
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	83% of measures meeting targets	
6	Improve customer service	67% of measures meeting targets	
7	Deliver efficiencies and expenditure reduction programme, supported by effective management of resources	76% of measures meeting targets	
8	Rebuild training, leadership and competence frameworks to enhance the effectiveness, capacity and flexibility of staff and managers	33% of measures meeting targets	

### Key performance measures

	Priority ref	Actual this quarter	Target (2011/12)	Previous data	RAG rating	Trend
Adult social care users receiving self-directed support or direct payments	OfB1	48.0% (Sep)	30.0%	43.1% (Jun)	●	↑
Rate of teenage conceptions (per 1,000 15-17 year olds)	OfB1	28.1 (Q2 2011/12)	19.8	28.7 (Q1 2011/12)	◆	↑
Children in care achieving five or more GCSEs including English and maths	OfB1	12.3% (2010/11)	16.0%	15.3% (2009/10)	◆	↓
Children in care experiencing three or more placements in a year	OfB1	15.8% (Q2)	13.0%	15.1% (Jun)	*	↓
Repeat incidents of domestic violence	OfB1	No data	18%	21.2% (2010/11)	◆	N/A
Pupils achieving five or more GCSEs including English and maths	OfB1	61.5% (2010/11)	65.4%	58.9% (2009/10)	●	↑
Care leavers in education, employment or training	OfB1	36.7% (Q2)	60.0%	40.9% (Jun)	◆	↓
Young people not in education, employment or training	OfB3	9.3% (Q2)	5.0%	5.8% (Jun 2011)	◆	↓
Public satisfaction with the condition of highways	OfB4	40.3% (2011)	42.0%	39.2% (2010)	◆	↓
Percentage of municipal waste land filled	OfB4	9.85% (Q2)	12.0%	11.2% (2010/11)	●	↑

### Resources

		County Council total
Net budget projected outturn, excluding schools (£'000)	Actual	715,584
	Variance	4,323
	RAG rating	●
	Trend on variance	↑
Staff absence - number of days per FTE per year	Actual	9.60
	Target	9.04
	RAG rating	*
	Trend	↓
Efficiency savings secured	Total secured (end Oct)	£45.8m
	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 have only recently been finalised for inclusion in the *Open for Business Plan*, or are being developed and, as such, do not have performance information available this quarter