

HAMPSHIRE COUNTY COUNCIL

Report

Decision Maker:	Cabinet
Date:	10 December 2018
Title:	<i>Serving Hampshire</i> – 2018/19 Q2 Performance Report
Report From:	Chief Executive

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1. Recommendations

1.1. It is recommended that Cabinet:

- notes the County Council's performance for the first half of 2018/19, and
- endorses work underway to advance the County Council's inclusion and diversity work, recognising feedback from the National Inclusion Standard pilot and staff survey.

2. Report purpose

2.1. The purpose of this report is to:

- provide strategic oversight of the County Council's performance during the first six months of 2018/19 against the [Serving Hampshire Strategic Plan](#) for 2017-21; and
- update Cabinet on the County Council's work to advance inclusion and diversity.

3. Performance reporting arrangements

3.1. The County Council's Performance Management Framework (PMF) provides the governance structure for performance management and reporting to Cabinet. The PMF specifies that Cabinet receives bi-annual reports on the County Council's performance against the strategic priorities set out in the *Serving Hampshire* Strategic Plan. The four strategic aims set out in the plan are:

- Hampshire maintains strong and sustainable economic growth and prosperity
- People in Hampshire live safe, healthy and independent lives
- People in Hampshire enjoy a rich and diverse environment

- People in Hampshire enjoy being part of strong, inclusive communities
- 3.2. Alongside these aims, the Strategic Plan contains eight 'ways of working' which support the ambition to 'put our residents at the heart of everything we do'. These are to:
- Engage, involve and inform residents
 - Develop easy and efficient online services
 - Work with our partners
 - Use taxpayers' money wisely
 - Enable people to do more for themselves
 - Respond flexibly to people's needs
 - Value people's differences, and
 - Keep improving
- 3.3. Performance information on children's and adults' safeguarding, major change programmes, including *Transformation to 2019 and 2021*, and the County Council's financial strategy are reported separately to Cabinet.
- 3.4. To report progress against *Serving Hampshire*, departments are asked to rate performance against a core set of performance metrics on a quarterly basis. For each measure, a simple risk-based 'red, amber, green' rating is applied, informed by the most recent data and management information.
- 3.5. Departments also provide an overview of key achievements and risks/issues against agreed priorities, as well as the results of any recent external assessments and resident feedback.
- 3.6. Appendix One sets out the sources of external validation which apply to the County Council's performance during the first half of 2018/19.

4. Performance against *Serving Hampshire*

Performance outcomes

- 4.1. **Overall performance** against *Serving Hampshire* remained **good** during 2017/18, evidencing strong performance in the delivery of core services.
- 4.2. **Performance against targets and improvement trend:** data was provided for 27 of the 31 core performance metrics for which data is expected during the first half of the year. Of these 81% of measures were reported as low performance risk. 70% of measures showed improvement or sustained performance. In addition to this, 53% of measures had met the target (or were on track to meet the target) set by the relevant department.
- 4.3. Based on current data, all measures are considered to present **low to medium risk**.
- 4.4. In cases where targets were not met, departmental improvement plans were in place.

4.5. **Performance highlights** for the first half of 2018/19 include:

- Hampshire's Youth Offending Service (YOS) was judged overall as *good*, with *outstanding* features by Ofsted. The report notes that Hampshire's YOS 'provided an excellent range of interventions to reduce the likelihood of offending'
- 99% of parents in Hampshire with children aged 4 and 5, who are due to start school in September, were offered a place at one of their preferred primary school, the same as last year. 94% were allocated a place at their first choice of school, up from 91% last year
- 68% of Hampshire's primary school children taking Key Stage 2 SATs in 2018 met the required standards for reading, writing and mathematics, compared with 64% nationally. This performance is an improvement on last year, representing a 2% increase compared to Hampshire's results for 2017
- The County Council allocated £9 million to fund 480 new school places through a new primary school in Eastleigh, and expansion of two existing county schools (Four Marks Church of England Primary School, East Hampshire, and Colden Common Primary School, Eastleigh)
- Highways maintenance work completed during 2018 to date included:
 - 448 planned highways maintenance schemes
 - 66 safety engineering schemes to specifically reduce traffic collisions, and
 - 21 bridge joint replacement repairs at Redbridge, to avoid future weight restrictions
- CO2 emissions have continued to fall year on year, down to 78,685 in 2017/18 (the most recent data). This is a decline from 83,992 in 2016/17 and meets the 2025 target of 79,080
- Hampshire's five country parks were awarded the Green Flag for 2018. Lepe, River Hamble, Queen Elizabeth, Royal Victoria and Staunton country parks received the award, which recognises their high environmental standards and excellent visitor facilities
- The County Council and Commercial Services Kent Ltd (a trading company owned by Kent County Council) agreed to embark on a joint venture for the recruitment of temporary agency staff. The joint agency will enable the County Council to meet growing demand for services, particularly social care, and to better manage and control the sourcing and retention of skilled, high quality agency staff
- The Care Quality Commission reported the findings of its review of Hampshire's Health and Social Care Systems, undertaken in March 2018. Areas of strength included:
 - consistent and shared vision and strategy across partners
 - strong understanding of the needs of Hampshire's population

- inter-agency working, enabling service users and their carers to influence service development
- advanced use of digital tools

Recommendations for improvement included streamlining the hospital discharge process and improving the recruitment and retention of key staff groups. Actions to address these are set out in a detailed multi-agency plan which is regularly reviewed by the Health and Wellbeing Board and Health and Adult Social Care Select Committee

- The County Council allocated £67 million to be invested in care technology over the next ten years, including a 'private pay' service enabling residents and third parties to buy Technology Enabled Care services and equipment

4.6. A more extensive list of key performance achievements is included in Appendix Two.

4.7. **Performance Risks** highlighted by departments include:

- **Delayed Transfers of Care (DToC)** – there were improvements, with the number of day delays overall reducing from 2,313 (May 2018) to 1,604 (August 2018). Improvements were being primarily achieved within the acute hospitals attended by Hampshire residents, both in terms of the reductions in the quantum of people delayed and a decreasing number of people with an extended length of stay (beyond seven days of being declared fit for discharge). However, overall, delays for both health and social care remain one of the highest in the country.
- DToC is a system wide challenge and there are several factors which influence performance in Hampshire. For example, Hampshire is one of a few councils that operates across multiple acute sites, each with their own unique set of issues and pressures. Despite these complexities, clear improvement actions are in place, informed by a recent review undertaken by the Care Quality Commission, and diagnostic exercise completed by Newton Europe. These include:
 - putting in place a new 'home first' approach to managing hospital discharge, changing the way people in hospital access reablement support at the point of discharge
 - establishing an internal DToC Improvement Board
 - appointing a jointly funded Director of Improvement and Transformation and Clinical Lead, and creating new system wide governance
 - agreeing shared arrangements for the deployment of the Improved Better Care Fund
 - developing winter resilience plans are being developed in each system to ensure a coordinated approach.

- **Highway maintenance programme** - cold weather in early-2018 resulted in delays to the highways maintenance programme, as the highway workforce was diverted to respond to increased demand for winter maintenance. Subsequently, unusually high temperatures during the summer months caused further disruptions, impacting highway surface conditions and causing delays to repairs. The backlog is expected to be cleared by the end of 2018.

5. Inclusion and diversity update

- 5.1. The County Council has a programme of work in place to advance inclusion and diversity. This includes undertaking both internal and external assessment of its performance to identify areas of strength and for improvement.

National Inclusion Standard

- 5.2. During the summer, the County Council participated in Inclusive Employers' National Inclusion Standard pilot. As part of the pilot, the County Council's work to promote inclusion and diversity was independently assessed against six core pillars. The County Council was awarded *Bronze* - achieving second place when ranked against the other nine participating organisations - and was praised for demonstrating a 'comprehensive foundation to its inclusion work'.
- 5.3. Areas of strength included:
- engaging staff in the County Council's vision for inclusion and diversity;
 - taking a strategic approach to staff networks, which demonstrate positive impact;
 - putting into place a robust range of policies, supported by staff 'how to' guides; and
 - embedding inclusion into departmental business plans, recruitment initiatives and procurement activities, supported by good senior management engagement.
- 5.4. Areas for further focus included:
- promoting and delivering training relating to inclusion and diversity, as well as monitoring take up;
 - endorsing career development opportunities to under-represented groups;
 - using and monitoring data systematically to develop deeper understanding of inclusion and diversity matters, inform positive actions and monitor progress against a range of indicators; and
 - demonstrating return on investment and innovation.

Staff survey

- 5.5. The County Council conducted an inclusion and diversity staff survey in May 2018. 5,017 employees participated in the survey – 39% of all employees (excluding schools) – which was available as an online questionnaire and paper Response Form. On the whole, survey results indicated that the County Council has a supportive and inclusive culture and is a place where the vast majority of people from different backgrounds can work together effectively and feel they are treated fairly.
 - 5.1. Areas highlighted for further improvement included: ensuring that policies are applied consistently and transparently, raising the profile of the County Council's employee networks and continuing to make sure that any experiences of harassment, bullying, discrimination and abuse are handled consistently as and when they arise.
 - 5.2. Following the success of this initial staff survey, the County Council intends to build survey feedback into its ongoing programme of employee engagement activities. The next planned survey is due to take place in the New Year and will focus on employee health and wellbeing.
 - 5.3. Feedback from both the National Inclusion Standard pilot and staff survey was communicated to staff and is being used to develop the County Council's overarching improvement plan for inclusion and diversity, as well as departmental action plans.

Hampshire Community Engagement Forum

- 5.4. The County Council is also working with community partners to strengthen community cohesion across Hampshire through repositioning the Hampshire Community Engagement Forum. The Forum was initially established to support engagement relating to the Prevent and wider community safety agendas but has since taken on a wider, cross-cutting focus. The Forum's Terms of Reference have been updated to recognise its role as a vehicle for consultation, engagement and partnership working with Hampshire communities more broadly.
- 5.5. The Forum Steering Group, which is co-Chaired by the County Council and a Community representative, is in the process of developing a detailed forward work programme.

6. Conclusion

- 6.1. This report and its supporting appendices demonstrate that the County Council performed well in the delivery of core public services during the first half of 2018/19, and that good progress is being made to advance the organisation's inclusion and diversity work.

CORPORATE OR LEGAL INFORMATION:**Links to the Strategic Plan**

Hampshire maintains strong and sustainable economic growth and prosperity:	YES
People in Hampshire live safe, healthy and independent lives:	YES
People in Hampshire enjoy a rich and diverse environment:	YES
People in Hampshire enjoy being part of strong, inclusive communities:	YES

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Serving Hampshire - Strategic Plan for 2017-2021	19 June 2017
Direct links to specific legislation or Government Directives	
<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.)

DocumentLocation

None

IMPACT ASSESSMENTS:

Equality Duty

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

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

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

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

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

The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;

Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;

Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

Impact on Crime and Disorder:

The *Serving Hampshire* Plan supports reduced crime and disorder through priority 2 – People in Hampshire live safe, healthy and independent lives.

Climate Change:

Priority 3 within the *Serving Hampshire* Plan states that *People in Hampshire enjoy a rich and diverse environment*. This will be achieved by conserving and using natural resources efficiently, protecting and improving Hampshire's environment and quality of life, and maintaining the unique character of the county.

Appendix One: sources of internal and external validation

The following table sets out the results of external and internal assessments and validations which apply to the County Council at half year 2018/19:

Children's Services			
Assessment title	Area	External/internal	Latest judgement
Inspection of services for children in need of help and protection, children looked after and care leavers	Full children's social care inspection	External – Ofsted	Overall <i>Good</i> 2014
Inspection of children's homes	Residential care homes inspection	External – Ofsted	Five Children's Homes operated by Hampshire County Council have undergone inspections in 2018/19. Of these, two were rated <i>Outstanding</i> two were rated <i>Good</i> and one was rated <i>Requires Improvement</i> to be <i>Good</i> . Hampshire County Council's Secure Children's Home requires improvement to be rated as <i>Good</i> .
Inspection of Local Authorities Children's Services (ILACS) Focussed Inspection	Focus - effectiveness of arrangements for supporting children in need of protection	External – Ofsted	No overall judgement given, letter of findings published November 2018
School Inspections	Inspections of schools	External – Ofsted	Ongoing - as at the end of quarter one 2018/19, 91% of schools were judged to be <i>Good</i> or <i>Outstanding</i> by Ofsted.
Social care self-assessment	Self evaluation is an integral element of inspection of the local authority children's services (ILACS) framework.	Internal and external – shared with Ofsted prior to annual conversation with the Director of Children's Services.	Annual – 2017 – A six month update to June 2018 has been completed 2018 report is currently being written

File audits of social work	Survey audit of case file work alongside the social worker. Undertaken to determine quality of practice and as a learning exercise.	Internal – however, it is a key element of the new ILACS framework. Ofsted require evidence of part of Annex A. Also multi-agency file audits are undertaken by Hampshire Safeguarding Children Board.	No overall judgement recorded as a learning exercise. However, findings in relation to quality of social work and outcomes for children and young people are ascertained and form key element of self assessment. Audit actions are also spot checked and reported back to Children and Families Management Team (CFMT) and area District Manager. CFMT has a process of auditing the audits to assure themselves of the quality of audits being undertaken and address any issues, as well as providing a key window into social care practice at a higher level.
Social work observations	Observations carried out in year looking at social work practice and meeting observations.	Internal – however forms key element of ILACS and self assessment.	No individual judgements allocated.
Peer inspections	Inspections based on the ILACS framework are carried out across districts on a 12 month basis, led by the Area Director from the other area.	Internal	No individual judgements allocated, but feedback is fed into district action plans which are monitored by CFMT.
Inspection of Hampshire youth offending services	YOT inspection	Her Majesty's Inspectorate of Probation	Overall Good 2018 https://www.justiceinspectorates.gov.uk/hmipr-obation/media/press-releases/2018/09/hampshireyos/
Restorative Justice Council's Restorative Services Quality Mark	Youth Offending Team.	External	Restorative Services Quality Mark awarded (April 2016).
Adults' Health and Care			

Adult Social Care Services Inspection	Inspection of in house provided residential and nursing homes.	External – Care Quality Commission	23 in-house care providers are rated as <i>Good</i> (including the four Community Response Teams that deliver reablement to clients at home), and one is rated as <i>Outstanding</i>
Economy, Transport and Environment			
Accreditation to ISO9001:2015 – Quality Management	Economy, Transport & Environment (ETE) Department – whole department.	External – British Standards Institute (bsi)	Assessed every May and November. Last visit (May 2018) resulted in accreditation being successfully maintained
Culture, Communities and Business Services			
UKAS Accreditation	Hampshire Scientific and Asbestos Management services following an annual assessment.	External – UKAS (UK Accreditation Service)	UKAS provide accreditation that Hampshire's asbestos testing and inspection activities are conducted to the standard set out in ISO 17020 and 17025. UKAS audit Hampshire Scientific Service annually for compliance and the last assessment was in July 2018. (accreditation maintained).
Adventure Activities Licensing Services (AALS) Inspection	Hampshire Outdoor Centres.	External – Adventure Activities Licensing Authority	Calshot Activities Centre: Validation expires July 2019. Hampshire & Cass Foundation Mountain Centre: Validation expires June 2020.
Learning Outside the Classroom (LOtC)	Hampshire Outdoor Centres.	External	Calshot Activities Centre: Validation expires June 2019 Runway's End Outdoor Centre: Validation expires February 2019 Tile Barn Outdoor Centre: Validation expires May 2020

Integral Appendix A:

Adventuremark	Hampshire Outdoor Centres.	External	Calshot Activities Centre: Validation expires June 2019 Runway's End Outdoor Centre: Validation expires February 2019 Tile Barn Outdoor Centre: Validation expires May 2020
National Indoor Climbing Award Scheme (NICAS)	Hampshire Outdoor Centres.	External	Calshot Activities Centre: Validation expires May 2019
Royal Yachting Association (RYA)	Hampshire Outdoor Centres.	External	Calshot Activities Centre – Recognised Training Centre – expires December 2018
British Canoeing Quality Mark (BC)	Hampshire Outdoor Centres.	External	Calshot Activities Centre – Quality mark – expires December 2018
Ofsted	Hampshire Outdoor Centres.	External	Calshot Activities Centre – Ongoing approved registered provider of childcare (last inspected 2016)
Green Flag Awards	Outdoor accreditation for a variety of areas.	External	The award was maintained for all five country parks in 2018. Awards are received on a staggered basis.
General Register Office – Stock and Security Audit	Registration –provides assurance to the GRO Compliance and Performance Unit.	External	Latest report to GRO was November 2016 and a 'High' rating was received. Next assessment due November 2019 (3 year cycle for those with a high rating).
Hyperactive Children's Support Group (HACSG)	HC3S annual assessment to retain accreditation for removal of specific additives in primary school meals.	External	Accreditation has been maintained, with the last update in November 2017.

Environmental Health Officers assess the kitchens on a regular basis	HC3S.	External	EII Restaurant and Coffee Shop was accredited by Allergy UK for their Allergy Aware Scheme in January 2017. (https://www.allergyuk.org/get-help/eating-out) Secondary Schools and Country Parks have been accredited for allergy awareness by Food Service Allergy Management Ltd during 2018.
Annual kitchen audits	HC3S internal audit covering various aspects of catering operation i.e. health and safety, training, finance.	Internal	Healthy Kitchen Assessments (HKA's) are undertaken throughout the year and records are held of all those completed per academic year, Sept to Aug. For Sep 17 to Aug 18 there were 372 HKA's completed.
Accreditation from the Soil Association	HC3S	External	Food For Life Served Here (Bronze) was achieved in May 2018 having been assessed against their criteria as providing freshly made, locally sourced food.
European Notified body Status for measuring instruments and Non-automatic Weighing machines	Trading Standards	External	Status maintained. Latest external surveillance audit undertaken on 24 September 2018. (reported to Regulatory Delivery at the Department for Business, Energy & Industrial Strategy).
Corporate Services			
National Inclusion Standard	Council-wide, inclusion and diversity	External – Inclusive Employers	<i>Bronze Standard</i>
Accreditation to ISO20000 Service Management and ISO27001 Information Security for IT services	IT services	External	ISO20000 maintained from February 2017 to February 2020 ISO27001 maintained from August 2016 to August 2019
Public Sector Internal Audit Standards	Audit services	External - Institute of Internal Auditors	Awarded for 2015-2020

Integral Appendix A:

Travellers audit	Audits of insurance claim handling by Legal Services.	External – Travellers (insurance)	Maintained – 2018
Lexcel inspection – law Society’s standard for legal practice	Legal Services.	External – Lexcel	Accredited until December 2018

Appendix Two: Q2 2018/19 key performance achievements

Serving Hampshire priority	Achievement
<p>Outcome one: Hampshire maintains strong and sustainable economic growth and prosperity</p>	<p>The County Council allocated £1.3 million to help improve quality of life and employability among specific target groups. More than 9,000 adults will be given opportunities for free learning to develop their literacy, maths, and digital skills, or improve their health and wellbeing. These subsidised courses will be offered at venues across Hampshire</p>
	<p>£1.6 million funding was awarded to improve Romsey's Market Place. The total allocation is made up of the County Council's Market Town and Public Realm Improvement funding, developed contributions, and funding from Test Valley Borough Council</p>
	<p>Highways maintenance work completed during 2018 to date included:</p> <p>448 planned highways maintenance schemes,</p> <p>66 safety engineering schemes to specifically reduce traffic collisions, and</p> <p>21 bridge joint replacement repairs at Redbridge, to avoid future weight restrictions</p>
	<p>The County Council allocated £3 million match funding to finance additional resources to tackle potholes on Hampshire roads. This includes purchasing two new dragon patcher machines, which can repair defects five times faster than traditional methods</p>
<p>Outcome two: people in Hampshire live safe, healthy and independent lives</p>	<p>99% of parents in Hampshire with children aged 4 and 5, who are due to start school in September, were offered a place at one of their preferred primary schools (compared to 98% in 2017/18). 94% were allocated a place at their first choice of school, up from 91% last year</p>
	<p>£9 million funding was allocated to fund 480 new school places through a new primary school in Eastleigh, and expansion of two existing county schools (Four Marks Church of England Primary School, East Hampshire, and Colden Common Primary School, Eastleigh)</p>
	<p>68% of Hampshire's primary school children taking Key Stage 2 SATs in 2018 met the required standards for reading, writing and mathematics, compared with 64% nationally. This represents a 2% improvement on Hampshire's results for 2017</p>

Serving Hampshire priority	Achievement
	<p>The average (provisional) grade per A-level entry has improved from C+ (2017) to B- (2018) – compared to the 2017 national average of grade C</p> <p>Students following advanced Tech-level qualifications also improved their average grade to <i>Distinction</i> - an improvement on the 2017 national average of <i>Distinction minus</i></p>
	<p>The Care Quality Commission reported the findings of its review of Hampshire’s Health and Social Care Systems, undertaken in March 2018. Areas of strength included:</p> <ul style="list-style-type: none"> • consistent and shared vision and strategy across partners • strong understanding of the needs of Hampshire’s population • inter-agency working, enabling service users and their carers to influence service development • advanced use of digital tools. <p>Recommendations for improvement included streamlining the hospital discharge process and improving the recruitment and retention of key staff groups. Actions to address these areas are set out in a detailed multi-agency plan which is regularly reviewed by the Health and Wellbeing Board and Health and Adult Social Care Select Committee</p>
	<p>The County Council allocated £750,000 to update facilities at 17 of its sites, including residential and nursing homes for older people and day services’ buildings for adults with learning disabilities. Improvements form part of a wider programme of investment in long term accommodation to support Hampshire’s most vulnerable residents</p>
	<p>The County Council allocated £67 million to be invested in care technology over the next ten years to support the growing number of elderly people and younger adults with disabilities in Hampshire. This will include launching a ‘private pay’ service enabling residents to purchase a wide range of care technology available to the County Council’s social care clients. Third parties, including other local authorities and NHS partners, will also be able to buy Technology Enabled Care services from Hampshire.</p>

Serving Hampshire priority	Achievement
	<p>The County Council's catering service (HC3S) was awarded the <i>Food for Life Served Here</i> accreditation from the Soil Association. The award recognises the quality and freshness of school meals provided to 444 primary schools and 21 secondary schools in Hampshire</p>
<p>Outcome three: People in Hampshire enjoy a rich and diverse environment</p>	<p>The County's five country parks were awarded the Green Flag for 2018. Lepe, River Hamble, Queen Elizabeth, Royal Victoria and Staunton country parks received the award, which recognises their high environmental standards and excellent visitor facilities.</p>
	<p>CO2 emissions have continued to fall year on year, down to 78,685 in 2017/18 (the most recent data). This is a decline from 83,992 in 2016/17 and meets the 2025 target of 79,080</p>
	<p>A three-year programme to improve Lepe Country Park was completed. The scheme included building a new restaurant, improving existing facilities and working with volunteers to develop a sensory garden. The programme aims to make the park more financially self-sufficient in the long term.</p>
<p>Outcome four: people in Hampshire enjoy being part of strong, inclusive communities</p>	<p>Hampshire's Youth Offending Service was judged as <i>Good</i>, with <i>Outstanding</i> features by Ofsted. The report notes that the service provides '<i>an excellent range of interventions to reduce the likelihood of offending</i>'.</p>
	<p>The County Council and the NHS in Hampshire launched the first Hampshire Carers' Charter, as part of a new five-year strategy for supporting adults in Hampshire who voluntarily help or look after a friend or family member. The Charter, developed with carers and voluntary organisations, sets out a series of commitments for how organisations will work with carers to support them in their caring role.</p>

Serving Hampshire priority	Achievement
	<p>The County Council agreed to contribute up to £10.5 million to commission a new service from April 2019 to support victims of domestic abuse and tackle the behaviour of perpetrators in Hampshire.</p> <p>The County Council, the Office of the Police and Crime Commissioner and Southampton City Council are working together to fund the service as part of a new contract with a value of up to a maximum of £13.5 million over seven years.</p>
<p>The way we work:</p> <ul style="list-style-type: none"> • Develop accessible and efficient online services • Work closely with our partners • Use taxpayers' money wisely 	<p>Customer satisfaction with Shared Services continued to improve, with 68% of customers who completed a feedback survey during June scoring their experience as highly satisfied (score of 8-10) and 79% as satisfied (score of 6-10). This represents the highest satisfaction levels since monthly feedback surveys were introduced in June 2017.</p> <p>HC3S, the County Council's catering service secured nine new catering contracts. This includes two in Hampshire, four in Dorset, and three in Wiltshire (including the first 6th form college to be catered for by the service). The income generated by this service allows skills to be retained within Hampshire, as well as contributing to the Council's budget.</p> <p>The County Council and Commercial Services Kent Ltd (a trading company owned by Kent County Council) agreed to embark on a joint venture for the recruitment of temporary agency staff. The joint agency will enable the County Council to meet growing demand for services, particularly social care, and to better manage and control the sourcing and retention of skilled, high quality agency staff.</p>