

HAMPSHIRE COUNTY COUNCIL

Report

Decision Maker:	Cabinet
Date:	17 June 2019
Title:	<i>Serving Hampshire</i> – 2018/19 Performance Report
Report From:	Chief Executive and Head of Law and Governance

Contact name: Philippa Mellish, Head of Insight and Engagement

Tel: 01962 847482

Email: philippa.mellish@hants.gov.uk

1. Recommendations

1.1. It is recommended that Cabinet notes:

- a) the County Council's performance for 2018/19;
- b) feedback from the employee survey on health and wellbeing, and next steps;
- c) progress to advance inclusion and diversity; and
- d) the findings of the 2018/19 Local Government and Social Care Ombudsman report.

2. Report purpose

2.1. The purpose of this report is to:

- provide strategic oversight of the County Council's performance during the 2018/19 financial year against the [Serving Hampshire Strategic Plan for 2017-21](#); and
- update on work to diversify sources of performance feedback, including through recent staff surveys relating to inclusion and health and wellbeing;
- outline work and achievements to advance inclusion and diversity, taking into account feedback from the inclusion staff survey, and the result of Inclusive Employers' National Inclusion Standard (2018); and
- set out the results of the 2018/19 Local Government and Social Care Ombudsman report.

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. Overall Performance

Performance outcomes

- 4.1. **Overall performance** measured against *Serving Hampshire* remained **good** during 2018/19, evidencing strong performance in the delivery of core services. This has been achieved whilst continuing to manage increased demand and cost pressures, while also delivering significant savings. The County Council

continues to use its resources wisely, invest prudently through careful use of reserves in order to innovate and work more efficiently. This ongoing careful balance of maintaining quality service provision, along with sound financial stewardship, enables the County Council to provide consistent value for money for Hampshire residents.

- 4.2. **Performance against targets and improvement trend:** overall **76%** of measures where data was available were reported as low performance risk, **21%** as medium risk and **2%** as high risk (see 4.6 below). **67%** of measures where data was available showed improvement or that the level of performance remained consistent. In addition, **50%** of measures where data was available had met, or exceeded, the target set by the relevant department.
- 4.3. In cases where targets were not met, departmental improvement plans were in place. Similarly, where measures were reported as medium or high risk, mitigating actions were being undertaken by relevant services (see 4.6 below).
- 4.4. **Performance highlights** for 2018/19 include:
 - The County Council was ranked the joint top authority nationally for Highways service delivery according to the National Highways and Transport Network (NHT) Highways Satisfaction survey (2018), and the highest performing authority in the South East. The County Council is also in the upper top quartile nationally for highway conditions.
 - £3 million match funding was allocated by the County Council in 2018/19 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.
 - Hampshire's young students outperform the national average at Key Stage 2. 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 - and reflects the high-quality support and improvement services that the County Council continues to provide to schools.
 - Schools in Hampshire delivered better GCSE results than the national average, with 67% of GCSE pupils attaining grade C in both English and Mathematics, compared with an average of 64% for England.
 - Academic performance for the children of service personnel is an area of focus for the County Council and is a real strength. 79% of service pupils in Hampshire attained the good level of development at the end of early years compared to 72% of all pupils nationally. 70% of service pupils in Hampshire attained reading, writing and mathematics at age related expectations by the end of their primary education compared with 65% of

all pupils nationally and 66% of service children attained good GCSEs in English and mathematics at the end of secondary compared to 64% of all pupils nationally.

- 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*'.
- Hampshire continued to be high performing in the delivery of care for older people. As at the end of March 2019, 23 in-house care providers were rated *Good* (including the four Community Response Teams that deliver reablement to clients at home), with a further provider rated *Outstanding* by the Care Quality Commission.
- Four of the County Council's residential and nursing homes were awarded Platinum accreditation with the Gold Standards Framework – recognised as the industry standard for care at the end of life. Emsworth House, Fleming House, Malmesbury Lawn, and Westholme nursing homes received the accreditation, following a nine-month process of rigorous assessment.
- Delayed Transfers of Care in Hampshire continued to reduce, reflecting significant partnership effort and focus. The number of days of delay reported in February 2019 was 1,170 - a reduction of 46% compared with the 2,163 days experienced in February 2018. Improvements were supported by increased reablement capacity, making more beds available during winter, and improved performance monitoring through a new integrated Health and Social care dashboard.
- 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; and
 - advanced use of digital tools.
- The County Council worked with the Defence Medical Welfare Service to deliver and launch an online training package designed to help organisations establish formal mentoring schemes and support Armed Forces leavers transition to civilian employment. In addition, an App was developed and launched signposting members of the Armed Forces community and practitioners to sources of support. The County Council contributed to the App's development through its involvement in the Forces Connect South East project.

- CO2 emissions have continued to fall year-on-year, down to 78,685 tonnes in 2017/18 (the most recent data). This is a decline from 83,992 tonnes in 2016/17 and exceeds the 2025 target of 79,080 tonnes. This demonstrates that the County Council reducing its carbon footprint – delivering environmental benefits whilst reducing energy costs.
 - The county's five country parks¹ each received the Green Flag award in July 2018, which recognises high environmental standards and excellent visitor facilities. In 2018/19, there were 4.3 million visits recorded to Hampshire's countryside sites, an increase of 500,000 compared with the previous year.
 - The London Borough of Hammersmith and Fulham, London Borough of Kensington and Chelsea and Westminster City Council joined the County Council's Shared Services partnership in December 2018, following the successful go-live of new arrangements as scheduled. This expansion demonstrates the strength and high performance of the County Council's corporate support functions.
 - The percentage of working hours lost to sickness absence in 2018/19 reduced to 3.23%, down from 3.74% in 2017/18 - the lowest level of sickness reported at year-end in the last seven years.
 - HC3S, the County Council's catering service secured nine new catering contracts in 2018/19 in Hampshire, Dorset and Wiltshire, including the first 6th form college to be catered for by the service. Income allows skills to be retained within Hampshire and contributes to the County Council's budget.
 - The broadband programme reached over 115,000 premises, with 65,000 paying customers on the network - representing a take-up of 57% in December 2018, up from 48% at the start of the year. In 2018/19 12,869 properties in Hampshire were given access to superfast broadband, exceeding the year's target of 11,779. The programme is reaching communities that have been left out of national broadband plans.
- 4.5. A more extensive list of key performance achievements is included in **Appendix Two**.
- 4.6. **Performance risks** for 2018/19 included one measure reported as high risk: the **emergency hospital admissions for intentional self-harm**. Self-harm is the single biggest indicator of suicide risk.
- 4.7. Despite the rate of admissions in Hampshire reducing from 223.1 per 100,000 population in 2016/17 to 218.7 per 100,000 population in 2017/18 (the most recent data available), the rate was significantly higher than the England average (185.5 per 100,000 population in 2017/18). There are a number of factors influencing this indicator, including NHS policies and procedures which

¹ Lepe, River Hamble, Queen Elizabeth, Royal Victoria and Staunton country parks

can influence a person's care and the rate of admissions. These are outside of the County Council's direct control. Mitigating steps were being taken including a review of the self-harm pathway for adults and young people, to improve assessment and the identification of people at risk of self-harm, and a pilot to develop an effective model of support and care. Additional funding has been secured for the Hampshire and Isle of Wight Sustainability and Transformation Partnership area from the NHS England Review to support this work.

5. Diversifying sources of performance feedback

- 5.1. As agreed by Cabinet in June 2017, the County Council has sought to place increasing reliance on the outcomes of external assessment and feedback in judging the organisation's performance and areas for improvement. Complementing this approach, over the last 12 months effort has been made to extend this to County Council staff through a series of employee surveys which, through positive engagement, have the potential to enhance organisational performance.
- 5.2. The first survey was undertaken in May 2018 on the topic of inclusion and diversity. This was followed in January 2019 by a further survey exploring employee health and wellbeing. Key headlines from each exercise are summarised below.

Inclusion and diversity staff survey

- 5.3. 5,017 employees participated in the inclusion and diversity survey – 39% of all employees (excluding schools). The survey was available as an online questionnaire and paper Response Form. Results indicated that the County Council has a supportive and inclusive culture and is a place where the majority of people from different backgrounds can work together effectively and feel they are treated fairly.
- 5.4. 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. Survey results were communicated to staff and used to inform the County Council's overarching improvement plan for inclusion and diversity (see equality update below).

Health and Wellbeing staff survey

- 5.5. 5,340 responses were received to the second staff survey on health and wellbeing - representing 42% of all employees (excluding schools). Similarly, the survey was available online and via a paper Response Form. Feedback suggested the County Council's culture was supportive with positive relations amongst employees and between staff and their Line Managers. Generally, respondents felt that Managers took an interest and engaged in regular conversations about work and wider wellbeing matters.
- 5.6. Areas identified for improvement included introducing measures to support employees to 'switch off' from work when they are not working, and to have a

more manageable workload. Suggestions included reducing workloads or meetings and providing greater opportunities for flexible working. The need to increase staff awareness of how to access health and wellbeing support offered by the County Council was also highlighted.

- 5.7. Survey findings were communicated to staff, and action plans are being developed at a corporate and departmental level to address issues raised.
- 5.8. Following the success of these initial surveys, survey feedback is being built into the County Council's ongoing programme of employee engagement.

6. Equality update

- 6.1. The Equality Act 2010 places a duty on local authorities to prepare and publish one or more measurable and specific equality objective(s). As reported to Cabinet in June last year, when the County Council's Strategic Plan was refreshed in 2017/18, the equality objectives were also revisited. The objectives were kept under review as work was undertaken to update the council-wide inclusion and diversity work programme in response to staff survey feedback and the results of external assessment. This work was completed, and the equality objectives were updated and finalised as follows:

The County Council is committed to ensuring that all people in Hampshire enjoy being part of strong, inclusive communities, and that it continues to be a diverse and inclusive employer.

In particular, the County Council will support the aims of the Equality Duty by seeking to:

- ensure that services are inclusive and diverse, proactively increasing understanding between and within communities;
- attract and retain a diverse workforce, with equal opportunities for career progression; and
- ensure zero tolerance of harassment, discrimination, bullying and abuse, dealing effectively with incidents when they occur.

- 6.2. Specific activities aligned to these objectives during 2018-19 include:

- participating in Inclusive Employers' National Inclusion Standard pilot (2018). As part of the pilot, 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'.
- strengthening existing **employee networks** by investing in leadership capacity and re-established a new BME network. Actions were taken to raise the visibility of networks and encourage participation including, for example, through a Networks Event for staff on 8th May;

- putting in place a detailed programme of activity to become a **Disability Confident Level 2** employer, as awarded by the Department of Work and Pensions, by 31st March 2020;
- creating **new internal webpages** making information on inclusion and diversity more consistent and easier to access, whilst reducing duplication;
- presenting evidence to the Hampshire 2050 Commission of Inquiry on **deprivation**.

7. Local Government and Social Care Ombudsman determinations 2018/19

- 7.1. There is a duty on the monitoring office to report to the Authority / Executive on matters including maladministration or injustice under Section 5 and Section 5A of the Local Government and Housing Act 1989 (LGHA).
- 7.2. Where complainants have exhausted the County Council's complaints processes and remain dissatisfied, reference can be made to the Local Government and Social Care Ombudsman (LGO). Complaints to the Ombudsman can be made regarding the exercise of the County Council's administrative functions (maladministration), and/or its service provision (injustice in consequence of maladministration). Upon receipt of a complaint the Ombudsman makes a determination whether or not to investigate. Cases are only investigated where the Ombudsman has jurisdiction to do so, and where the Ombudsman considers it appropriate to investigate under the LGO Assessment Code.
- 7.3. In 2018/19 (April 2018 – March 2019), 24 determinations were received from the LGO. In 20 cases the LGO determined that there had been maladministration/injustice. In four cases the LGO determined that there had not been maladministration/injustice. More details of individual decisions are provided at Appendix 3. It should however be noted that this represents only a very limited number of references to the LGO. The overwhelming majority of complaints made to the LGO regarding the County Council are not investigated, and the County Council therefore only receives notification of those references to the LGO which the LGO determines he will investigate.
- 7.4. An annual report is published by the LGO in July each year with assessment decisions, including those complaints received by the LGO, but not investigated by him. In 2017/18, being the latest year for which statistics from the LGO are available, 126 references were made to the LGO, of which the LGO determined that 21 (17%) required investigation. In 2017/18 the number of references to the LGO rose to 126 from 92 in 2016/17, an increase of 37%. In contrast, the number of complaints upheld by the LGO in 2017/18 reduced by 55% compared with the previous year, from 20 to 11.

7.5. Comparison with LGO published statistics with other large County Councils in the region demonstrates that the LGO receives fewer complaints regarding Hampshire County Council than other Councils, (around 21%), and on average finds fault in half as many cases.

8. Conclusion

8.1. This report and its supporting appendices demonstrate that the County Council continued to perform well in the delivery of core public services during 2018/19.

8.2. Good progress has been made to gather employee feedback through various mechanisms, including two staff surveys, with strategies and plans in place to act on the results. Building on staff feedback, the County Council has continued to take positive action to advance inclusion and diversity.

8.3. The County Council continues to perform well in handling of complaints, with less complaints made to the Local Government and Social Care Ombudsman, and fewer faults found in those cases that are referred.

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.)

Document

Location

None

IMPACT ASSESSMENTS:

1. Equality Duty

1.1. 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.

1.2. **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.

2. Impact on Crime and Disorder:

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

3. Climate Change:

3.1. 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 during 2018/19.

Assessment title	Area	External/internal	Latest judgement
Children's Services			
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 Good 2014 May 2019 Ofsted inspection – outcome pending
Inspection of children's homes	Residential care homes inspection	External – Ofsted	All children's homes operated by Hampshire County Council were inspected by Ofsted during 2018/19. Eight of the homes were judged to be Outstanding or Good. One home and Hampshire County Council's Secure Children's Home require improvement to be Good and actions are being taken to achieve this.
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 2018, 91% of schools were judged to be Good or Outstanding 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.	The 2018 self-assessment has been completed and the Executive Summary has been shared with Ofsted
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/pressreleases/2018/09/hampshireyos
Restorative Justice Council's Restorative Services Quality Mark	Youth Offending Team	External – Restorative Justice Council	Restorative Services Quality Mark awarded (April 2016) and still applies
Adults' Health and Care			

Assessment title	Area	External/internal	Latest judgement
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 Good (including the four Community Response Teams that deliver reablement to clients at home), and one is rated as Outstanding
Gold Standards Framework	Residential and nursing homes	External - National Gold Standards Framework (GSF) Centre in End of Life Care	Four of the County Council's residential and nursing homes were awarded Platinum accreditation with the Gold Standards Framework: <ul style="list-style-type: none"> • Emsworth House, • Fleming House, • Malmesbury Lawn, and • Westholme.
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 scientific 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 was maintained
Adventure Activities Licensing Services (AALS) Inspection	Hampshire Outdoor Centres	External – Adventure Activities Licensing Authority	Calshot Activities Centre: Validation expires July 2019. Hampshire and Cass Foundation Mountain Centre: Validation expires June 2020
Learning Outside the Classroom (LOtC)	Hampshire Outdoor Centres.	External - Council for Learning Outside the Classroom (CLOtC)	Calshot Activities Centre: Validation expires June 2019 Runway's End Outdoor Centre: Validation expires February 2021 Tile Barn Outdoor Centre: Validation expires May 2020

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Assessment title	Area	External/internal	Latest judgement
Adventuremark	Hampshire Outdoor Centres.	External - Adventure Activity Industry Advisory Committee (AAIAC)	Calshot Activities Centre: Validation expires June 2019 Runway's End Outdoor Centre: Validation expires February 2021 Tile Barn Outdoor Centre: Validation expires May 2020
National Indoor Climbing Award Scheme (NICAS)	Hampshire Outdoor Centres.	External - ABC Training Trust	Calshot Activities Centre: Validation expires at the end of May 2019, and will be maintained beyond this date
Royal Yachting Association (RYA) Recognised Training Centre	Hampshire Outdoor Centres.	External - Royal Yachting Association (RYA)	Calshot Activities Centre – Recognised Training Centre – expires January 2020
Royal Yachting Association (RYA) Sailability accreditation	Hampshire Outdoor Centres.	External - Royal Yachting Association (RYA)	Calshot Activities Centre – Recognised Training Centre – expires December 2019 to provide accessible shore based facilities for sensory, physical or other disabilities
British Canoeing Quality Mark (BC)	Hampshire Outdoor Centres.	External - British Canoeing	Calshot Activities Centre – Quality mark – expires December 2019
Green Flag Awards	Outdoor accreditation for a variety of areas	External - Keep Britain Tidy	The award was maintained for all five country parks in 2018. Awards are received on a staggered basis
Ease of Use Survey	Volunteer survey of the Rights of Way network.	External	Audits a minimum of 5% of the network each year (2.5% twice a year, in May and November), based on a set methodology.
Sites of Special Scientific Interest (SSSIs)	Countryside sites in Hampshire, as part of UK wide assessment.	External – Natural England	Natural England assesses the condition of SSSIs using Common Standards Monitoring (CSM) ¹ , developed by the Joint Nature Conservation Committee (JNCC) for the whole of the UK.
Rural Payment Agency (RPA) Inspections	Countryside sites with Pillar 1 and Pillar 2 common agricultural agreements in place.	External - Rural Payment Agency (RPA)	The Rural Payments Agency (RPA) inspects a percentage of agreements each year on behalf of Natural England. The inspections check agreement holders are meeting the schemes' terms and conditions.

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Assessment title	Area	External/internal	Latest judgement
Animal and Plant Health Agency (APHA) checks	Inspect animal health and welfare.	External - Animal and Plant Health Agency	Spot check countryside sites for animal health and welfare and plant disease.
General Register Office (GRO) – Stock and Security Audit	Registration – provides assurance to the GRO Compliance and Performance Unit	External - General Register Office	Latest report to GRO was November 2016 and a <i>High</i> rating was received. Next assessment due November 2019 (3-year cycle for those with a high rating)
Hyperactive Children's Support Group's Highest Award for Excellence in School Catering	HC3S annual assessment to retain accreditation for removal of specific additives in primary school meals	External - Hyperactive Children's Support Group	Accreditation has been maintained, with the last update in December 2018.
Food Hygiene Rating Scheme	HC3S.	External – Allergy UK	EII Restaurant and Coffee Shop was accredited by Allergy UK for their Allergy Aware Scheme in July 2018 (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 the 2017/18 academic year there were 372 HKA's completed
Food For Life Served Here	HC3S	External - Soil Association	Bronze accreditation achieved in April 2019 having been assessed against their criteria as providing freshly made, locally sourced food
Eat Out Eat Well	HC3S	Trading Standards, Environmental Health and others by Public Health	Awarded to Titchfield Haven Nature Reserve and EII Restaurant and Coffee Shop in 2018/19

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Assessment title	Area	External/internal	Latest judgement
European Notified body Status for measuring instruments and Non-automatic Weighing machines	Trading Standards	External - National Weights & Measures Laboratory (NWML) on behalf of the Secretary of State for BEIS	Status maintained. Latest external surveillance audit undertaken on 24 September 2018 (reported to Regulatory Delivery at the Department for Business, Energy & Industrial Strategy)
Institute of Road Transport Engineers (IRTE) Workshop Accreditation	Hampshire Transport Management	External - Freight Transport Association	HTM have an external accreditation and audit by the FTA every 3 years for the workshop to be IRTE Workshop accredited. All 5 workshops were audited and passed in February 2018. The duration is 3 years and is due again in February 2021.
Compliance with the Port Marine Safety Code	River Hamble Harbour Authority	External - Maritime and Coastguard Agency	Certification of compliance with the Port Marine Safety Code. Compliance at 3 yearly intervals. Expires March 2021.
Compliance with Merchant Shipping (Oil Pollution Preparedness Response and Co-operation Convention Regulations 1998)	River Hamble Harbour Authority	External - Maritime and Coastguard Agency	Endorsement of Oil Spill Contingency Plan. Compliance with Merchant Shipping (Oil Pollution Preparedness Response and Co-operation Convention Regulations 1998). 5 yearly intervals. Expires August 2023
Compliance with the Merchant Shipping and Fishing Vessels' (Port Waste Reception Facilities) Regulations 2003	River Hamble Harbour Authority	External - Maritime and Coastguard Agency	Endorsement of Port Waste Management Plan. Compliance with the Merchant Shipping and Fishing Vessels' (Port Waste Reception Facilities) regulations 2003. 3 yearly intervals. Expires September 2020
Corporate Services			
2018 National Inclusion Standard (pilot)	Corporate	External – Inclusive Employers	Bronze standard awarded in May 2018

Appendix One

Assessment title	Area	External/internal	Latest judgement
Accreditation to ISO20000 Service Management and ISO27001 Information Security for IT services	IT services.	External - British Standards Institute (BSI)	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
Shared Services infrastructure and business processes have been independently accredited to ISAE3402	Shared Services	External – audit undertaken by Ernst and Young	ISAE3402 has been successfully achieved for 19/20 based on the design of the control environment. This enables all partner organisations to get independent assurance comfort to an external accredited standard on the overall control environment. In 20/21, this assurance work will extend to both the design and operation of controls.

Appendix Two: 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>The broadband programme reached over 115,000 premises, with 65,000 paying customers on the network - representing a take-up of 57% in December 2018, up from 48% at the start of the year. In 2018/19 12,869 properties in Hampshire were given access to superfast broadband, exceeding the year's target of 11,779. The programme is reaching communities that have been left out of national broadband plans.</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, developer contributions, and funding from Test Valley Borough Council.</p>
	<p>Agreement was reached between Rushmoor Borough Council, EM3 LEP, Hampshire County Council and the Aerospace company Gulfstream for a maintenance and repair facility to be built at TAG Farnborough Airport. The project represents an overall investment of around £50 million and will bring up to 500 jobs to Hampshire. The facility is expected to open by June 2020.</p>
	<p>There were 33.5 million bus passenger journeys in Hampshire in 2017/18 (the most recent data available), an all-time high and an increase of over 3 million since 2009/10. This increase is compared with a 1.9% decrease in 2017/18 nationally and is the result of partnership working between the County Council and local bus operators.</p>

Serving Hampshire priority	Achievement
	<p>The County Council was ranked the joint top Authority nationally for Highways service delivery according to the National Highways and Transport Network (NHT) Highways Satisfaction survey (2018), and the highest performing authority in the South East. The County Council is also in the upper top quartile nationally for highway conditions.</p> <p>£3 million match funding was provided by the County Council in 2018/19 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>The strategic partnership between the County Council and Isle of Wight Council's Children's Social Care services was assessed as providing 'stable and consistent leadership, increased resilience and a firm focus on continual improvement. Services were rated as <i>Good</i> by Ofsted - an improvement on the 2014 judgement of <i>Requires Improvement</i>, which led to the County Council being asked to support Children's Services' on the island.</p> <p>All children's homes operated by the County Council were inspected by Ofsted during 2018/19. Eight of the homes were judged to be <i>Outstanding</i> or <i>Good</i>. One home and Hampshire County Council's Secure Children's Home were considered to <i>Require Improvement</i> to be <i>Good</i> and actions are being taken to achieve this.</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>Hampshire's young students outperform the national average at Key Stage 2. 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 - and reflects the high-quality support and improvement services that the County Council continues to provide to schools.</p>

Serving Hampshire priority	Achievement
	<p>Schools in Hampshire are delivering better GCSE results than the national average, with 67% of GCSE pupils attaining grade C in both English and Mathematics, compared with an average of 64% for England.</p>
	<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. Students following advanced Tech-level qualifications also improved their average grade to Distinction - an improvement on the 2017 national average of Distinction minus.</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; and • advanced use of digital tools. •
	<p>Delayed Transfers of Care in Hampshire continued to reduce, reflecting significant partnership effort and focus. The number of days of delay reported in February 2019 was 1,170 - a reduction of 46% compared with the 2,163 days experienced in February 2018. Improvements were supported by increased reablement capacity, making more beds available during winter, and improved performance monitoring through a new integrated Health and Social care dashboard.</p>
	<p>Hampshire continued to be high performing in the delivery of care for older people. As at the end of March 2019, 23 in-house care providers were rated <i>Good</i> (including the four Community Response Teams that deliver reablement to clients at home), with a further provider rated <i>Outstanding</i> by the Care Quality Commission.</p>

Serving Hampshire priority	Achievement
	<p>Four of the County Council’s residential and nursing homes were awarded Platinum accreditation with the Gold Standards Framework – recognised as the industry standard for care at the end of life. Emsworth House, Fleming House, Malmesbury Lawn, and Westholme nursing homes received the accreditation, following a nine-month process of rigorous assessment.</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>£67 million was allocated by the County Council for investment 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>
<p>Outcome three: People in Hampshire enjoy a rich and diverse environment</p>	<p>The county’s five country parks² each received the Green Flag award in July 2018, which recognises high environmental standards and excellent visitor facilities. In 2018/19, there were 4.3 million visits recorded to Hampshire’s countryside sites, an increase of 500,000 compared with the previous year.</p>
	<p>CO2 emissions continued to fall year-on-year, down to 78,685 tonnes in 2017/18 (the most recent data). This is a decline from 83,992 tonnes in 2016/17 and exceeds the 2025 target of 79,080 tonnes. This demonstrates that the County Council reducing its carbon footprint – delivering environmental benefits whilst reducing energy costs.</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>

² Lepe, River Hamble, Queen Elizabeth, Royal Victoria and Staunton country parks

Serving Hampshire priority	Achievement
	<p>Totton and Romsey libraries, and Gosport Discovery Centre were refurbished and modernised to become more versatile. Improvements included a multi-functional community room at Totton Library, self-service kiosks at Romsey Library and bookable meeting rooms for community groups at Gosport Discovery Centre.</p>
<p>Outcome four: people in Hampshire enjoy being part of strong, inclusive communities</p>	<p>Hampshire's Youth Offending Service (YOS) was judged overall as <i>Good</i>, with <i>Outstanding</i> features by Ofsted. The report notes that Hampshire's YOS '<i>provided an excellent range of interventions to reduce the likelihood of offending</i>'.</p> <p>The County Council worked with the Defence Medical Welfare Service to deliver and launch an online training package designed to help organisations establish formal mentoring schemes and support Armed Forces leavers transition to civilian employment. In addition, an App was developed and launched signposting members of the Armed Forces community and practitioners to sources of support. The County Council contributed to the App's development through its involvement in the Forces Connect South East project.</p> <p>A new joint initiative with Hampshire Fire and Rescue Service and Southern Health National Foundation was launched called <i>Friends or Falls Champions</i> as part of the Royal Society for the Prevention of Accidents <i>Stand Up Stay Up</i> campaign. The scheme encourages uptake of volunteer Champions to support older people avoid falls.</p> <p>The County Council and the NHS in Hampshire started 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> <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. 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>

Serving Hampshire priority	Achievement
<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 the shared services Integrated Business Centre continued to improve, with 77% of customers who completed the satisfaction survey between January and March 2019 scoring their experience as <i>Satisfied</i>, an improvement of 7% compared with last year. The three words most commonly used by customers to describe the service that they received were <i>Good</i>, <i>Excellent</i>, and <i>Helpful</i>.</p>
	<p>The percentage of working hours lost to sickness absence in 2018/19 has reduced to 3.23%, down from 3.74% in 2017/18 - the lowest level of sickness reported at year-end in the last seven years.</p>
	<p>The London Borough of Hammersmith and Fulham, London Borough of Kensington and Chelsea and Westminster City Council joined the County Council's Shared Services partnership in December 2018, following the successful go-live of new arrangements as scheduled. This expansion demonstrates the strength and high performance of the County Council's corporate support functions.</p>
	<p>Six new organisations joined the Southern Internal Audit Partnership (SIAP) from April 2019. Following a robust evaluation and selection process, these new organisations selected the SIAP as their preferred supplier of audit services, bringing the total number of partners and clients in the Partnership to 30. These new organisations include four Surrey local authorities, as well as the police forces and offices of the Police and Crime Commissioners for both Surrey and Sussex.</p>
	<p>HC3S, the County Council's catering service secured nine new catering contracts in 2018/19 in Hampshire, Dorset and Wiltshire, including the first 6th form college to be catered for by the service. Income allows skills to be retained within Hampshire and contributes to the County Council's budget.</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.

Appendix Three: Local Government and Social Care Ombudsman determinations 2018/19

Department	Complaint	Decision	Remedy	Remedy Completed
Adults' Health and Care	The County Council has failed to: assess the complainant's son's needs properly; produce a care and support plan which meets his needs; address safeguarding issues; or ensure its care provider meets his needs.	Upheld	Reassess the complainant's son's needs.	No, but LGO discontinued their involvement in case as circumstances changed.
Children's Services	The County Council took too long to arrange a transfer conference when the complainant's daughter, who at the time was subject to a child protection plan, moved to another council area to live with her father.	Upheld	N/A	N/A
Children's Services	The County Council upheld some of the complainant's complaints about the service he received from the children's services department but would not consider his outstanding grievances further.	Upheld	N/A - local remedy completed to resolve complaint.	N/A
Children's Services	The County Council failed to provide alternative education or deliver special educational needs provision for their son, while he was out of school, took too long to issue an Education, Health and Care Plan, and refused to allow them to educate the complainant's son at home.	Upheld	Apology	Yes
Adults' Health and Care	The County Council failed to consider the Best Interests of the complainant's mother when placing her in a care home that was not close to the complainant's home.	Upheld	N/A	N/A
Adults' Health and Care	The County Council failed to respect the complainant's family member's wishes regarding sharing information with particular family members. The County Council threatened a referral to the Court of Protection if the complainant failed to agree the plan for care. The County Council allowed the complainant to be bullied by family members.	Not upheld	N/A	N/A

Appendix Three

Department	Complaint	Decision	Remedy	Remedy Completed
Adults' Health and Care	A carer funded by the County Council refused to help the complainant get dressed in advance of attending a funeral. The complainant also ran out of medication. There were delays in the complaint being dealt with by the care agency, which the complainant believed were due to discrimination.	Upheld	Financial - £150 Apologise in writing	Yes
Children's Services	The County Council failed to initiate a stage two investigation as per the statutory guidance. The County Council's failures in the substantive complaint have had an adverse impact on his child's education.	Upheld	Commence stage 2 investigation.	Yes
Children's Services	The County Council delayed in completing the process of assessing and issuing a Health, Education and Care Plan for the complainant's son.	Upheld	Apologise. £2850 financial remedy	Ongoing
Children's Services	The County Council refused to continue providing free home to school transport for his child. The County Council considered there was a nearer suitable school that the child could attend. The complainant advised that his child need to attend a particular school for faith and SEN reasons.	Not upheld	N/A	N/A
Adults' Health and Care	A care agency commissioned to provide services on behalf of the County Council provided care which was unsafe and of a poor standard. The carers damaged the property.	Upheld	Financial - £500 Apologise in writing. Review lessons learnt.	Yes
Children's Services	The County Council completed an investigation into an allegation that the complainant hit his child. The social worker spoke to his child without informing the complainant. The assessment was inaccurate.	Upheld	Respond to second complaint.	Yes
Children's Services	The County Council cancelled two intended child protection conference meetings late. The complainants were not informed and lost earnings as a result.	Upheld	£500 financial remedy	Yes

Appendix Three

Department	Complaint	Decision	Remedy	Remedy Completed
Adults' Health and Care	The County Council failed to clarify how it calculated the complainant mother's care home fees and how the fees were affected by Funded Nursing Care payments. The complainant thought the County Council may have overcharged her.	Upheld	N/A	N/A
Children's Services	The County Council failed to make amendments to an Education, Health and Care plan ordered by the Tribunal.	Upheld	Apologise.	Yes
Children's Services	The County Council failed to follow the statutory complaints process and child protection protocols. This has had a negative impact on the complainant and his family.	Upheld	Apologise.	Yes
Adults' Health and Care	The care home where her husband stayed gave the notes of a former resident to ambulance staff, when her husband went into hospital. This could have resulted in the hospital providing wrong treatment or medication to her husband.	Upheld	Apologise.	Yes
Children's Services	The County Council failed to deal with the complainant's Home to School transport appeal properly. The County Council did not follow its policy and did not give a detailed written explanation of the considerations made by the appeals panel.	Upheld	Apologise. Rearrange appeal. Review policy.	Yes
Corporate Services	The County Council's refused the complainant's appeal for a school place for their daughter. The complainant does not believe the appeal was conducted appropriately.	Not upheld	N/A	N/A
Children's Services	The County Council failed to provide clear reasons for the decision to refuse a school place requested on medical grounds. The County Council failed to provide the possibility of proper review at appeal.	Upheld	Reconsider application. Provide additional guidance to Clerks and Panel Members.	Yes

Appendix Three

Department	Complaint	Decision	Remedy	Remedy Completed
Adults' Health and Care	The care home where the complainant's father lived provided substandard care. When the complainant wanted to complaint, the care home failed to signpost her to the County Council's complaints process. When she contacted the County Council, the complaint was not put through the complaints process.	Upheld	N/A	N/A
Children's Services	The County Council unreasonably refused to meet a duty to investigate and compile a report for a court under the Adoption and Children Act 2002.	Not upheld		N/A
Corporate Services	The County Council did not consider the complainant's physical circumstances when it reviewed the blue badge application. The complainant's blue badge was not renewed.	Upheld	£150 financial remedy	Yes
Children's Services	There was a two year delay by the County Council in completing an annual review for a young person for whom it maintains an EHC Plan.	Upheld	Review of EHCP. Apologise. Audit EHCPs. £450 financial remedy.	Ongoing