

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	13 th July 2021
Title:	<i>Serving Hampshire</i> Strategic Plan 2021-2025 and Corporate Performance Management Framework
Report From:	Chief Executive

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Purpose of this Report

1. The purpose of this report is to seek approval of the new Strategic Plan for 2021-2025, and its accompanying Corporate Performance Management Framework.

Recommendation(s)

2. That Cabinet approve the Corporate Performance Management Framework.
3. That Cabinet recommend to the County Council approval of the *Serving Hampshire* Strategic Plan for 2021 – 2025.

Executive Summary

4. This paper sets out the proposed revised Strategic Plan: *Serving Hampshire* 2021-2025. The Strategic Plan comprises four strategic aims, each supported by a set of key priorities, and eight principles for 'the way we work'.
5. Accompanying the proposed new Strategic Plan is the corporate Performance Management Framework, which provides a mechanism to demonstrate progress achieved against the Strategic Plan and has been revised to take account of new strategic priorities.

Contextual information

6. The County Council's Strategic Plan is a four-year document which sets out the main outcomes that it seeks to achieve for Hampshire, as well as several key priorities. The Strategic Plan is supported by the corporate Performance Management Framework, which is reported to the Corporate Management Team (CMT) on a quarterly basis, and six-monthly to Cabinet.
7. The Serving Hampshire Strategic Plan provides the overarching framework for the County Council and its services and is intended to guide decision-making to ensure that Hampshire taxpayers' money is targeted where it is needed most, and where it can make the most impact. The Strategic Plan is informed, and underpinned, by various, more detailed departmental plans, including: The Children's and Young People's Plan, Adults' Health and Care Service's vision, the Public Health Strategy, the Climate Change Strategy, and the COVID-19 Recovery Plan. The Strategic Plan covers the period of 2021-2025, reflecting the term of office for the new administration.
8. The current Strategic Plan comes to an end this year, and there are a number of significant issues for local government which will come to the fore during the period of the next Strategic Plan. These include recovery and restoration in Hampshire following the COVID-19 pandemic, an unprecedented financial context, increasing pressure on social care, the proposed new Planning system, and the response to climate change - amongst others. Therefore, it is important that the County Council takes these into account when shaping its strategic direction over the medium term.
9. A comprehensive exercise to review the current Strategic Plan was undertaken to develop and influence the proposed document (attached at appendix one):
 - Review of departments' business plans and other key documents which underpin the Strategic Plan to understand principal areas of focus for services;
 - Inclusion of strategic priorities identified by the Hampshire 2050 Commission of Inquiry, as well as a strong link to the Hampshire Story – the Hampshire brand developed to encourage economic development and a key recommendation from the Commission;
 - Analysis of feedback from residents via surveys and consultation exercises over the past four years, with key themes highlighted;
 - Identification of priorities for national bodies such as the NHS, County Council Network (CCN) and the Local Government Association (LGA).

10. It is recognised that the COVID-19 pandemic has exacerbated and highlighted the impact of health and social inequality. Therefore, the proposed Strategic Plan places a strong emphasis on advancing social equality in Hampshire. Further commentary on the main issues facing the County Council in the next five years, which will be addressed by the Strategic Plan, are set out in the overview in appendix one.

Serving Hampshire – Strategic Plan 2021 – 2025

11. The Strategic Plan sets out four strategic aims, each supported by a set of key priorities. The four strategic aims are intended to guide the County Council in prioritising its resources, whilst also reflecting the breadth of the County Council's responsibilities.

12. The proposed Strategic Plan retains the existing four strategic outcomes from the current Strategic Plan, as they remain the principle focus for the County Council's work. These are:

- **Outcome one:** Hampshire maintains strong and sustainable economic growth and prosperity;
- **Outcome two:** People in Hampshire live safe, healthy, and independent lives;
- **Outcome three:** People in Hampshire enjoy a rich and diverse environment; and
- **Outcome four:** People in Hampshire enjoy being part of strong, inclusive communities.

13. Beneath these priorities sits a new set of objectives for the County Council, aligned with its medium-term priorities and designed to focus work on the key areas of importance for the County Council. These are also set out in appendix one.

Commentary on the Strategic Plan

Outcome 1: Hampshire maintains strong and sustainable economic growth and prosperity

14. The first strategic aim relates to Hampshire's future economic growth and prosperity - this is of strategic importance because Hampshire's economic success underpins a number of other positive outcomes for Hampshire's residents and communities.

15. The new priority areas for the first outcome closely reflect the *Hampshire 2050 Commission of Inquiry's* recommendations and the significant body of

evidence developed by the Commission - as well as the need to promote Hampshire's economic recovery from the pandemic in a sustainable way. There is also a focus on exploiting Hampshire's strengths around innovation, research, and knowledge sectors - this is alongside the development of a skills agenda which is inclusive and supports the matching of people with skills that support the right type of economic growth for Hampshire.

Outcome 2: People in Hampshire live safe, healthy, and independent lives

16. The second strategic aim is about supporting people to live safe, healthy, and independent lives by focusing the County Council's resources where they are needed most. It also prioritises work to enable residents to stay well, both physically and mentally, enabling people to do more for themselves.
17. The County Council's ongoing commitment to capitalising on technological innovation to deliver services is also amplified in the proposed priority areas for outcome two. This is expressed as an opportunity across the organisation, for all its services.

Outcome 3: Hampshire enjoys a rich and diverse environment

18. The third strategic outcome provides a strong alignment to the County Council's key corporate programmes relating to climate change and place shaping – the review of the Strategic Plan for 2021-2025 now provides the opportunity to ensure these areas of work are overtly embedded in the County Council's strategic vision.
19. Reference is also made in the proposed new Strategic Plan to striving for *Environmental Net Gain*, defined by the Ministry for Housing, Communities and Local Government as the aim to reduce pressure on and achieve overall improvements in natural capital, ecosystem services and the benefits they deliver for people and nature.

Outcome 4: Hampshire enjoys strong, inclusive communities

20. This strategic aim is about recognising the resources, skills and strengths that exist in local communities and that, when utilised, can help reduce the demand and dependency on County Council services. With the support of family, friends, volunteers and carers, the majority of people are able to live full and independent lives. In this way, residents and communities become more resilient, doing more for themselves, and less reliant on County Council services. This enables more resources to be targeted where they are needed most.

21. This current review of the Strategic Plan has sought to further strengthen the County Council's essential partnership with the voluntary, community and social enterprise (VCSE), as well as its commitment to tackling health and social inequalities. Both sustaining the positive relationship with the VCSE in Hampshire, and the need to advance social equality are two issues which will be key to the county's recovery from the COVID-19 pandemic. The review of the Strategic Plan in 2021 provides a timely opportunity to ensure that a strategic focus is maintained on these two matters.

'The way we work' principles

22. The Strategic Plan also includes eight principles for 'the way we work', which signal the approach the County Council will take in delivering the four strategic aims. These eight principles represent the Collective Wisdom design principles for an external audience and are closely aligned.

23. All eight ways of working underpin an overarching ambition to put residents at the heart of everything the County Council does. This means engaging, involving, and informing residents in understanding issues and developing solutions. This will support the County Council to ensure its resources are targeted and responsive to people's needs, thereby aiding efficiency and helping to increase customer satisfaction.

24. These principles also signal the County Council's intention to continue to develop additional accessible, efficient online services – part of its work to enable people to do more for themselves - and reducing dependency on more costly, council services.

25. The importance of working with partners is also recognised within these principles. The County Council's place-shaping role is delivered in partnership with individuals, community and voluntary sector groups and a plethora of other public and private sector organisations – all seeking to serve the same population.

26. The County Council's approach will continue to be characterised by a relentless focus on maximising efficiency and using Hampshire taxpayers' money wisely to provide good value for money. This recognises the County Council's role as the representative body in Hampshire, elected to steward the county well for future generations.

27. The Strategic Plan also recognises the importance of delivering services in ways that value people's differences and treat people fairly. This means empowering residents and employees to fulfil their potential, including by supporting positive emotional and mental health and wellbeing.

28. Finally, the ways of working highlight the County Council's intention to always keep improving. The County Council remains one of the top performing councils in the country – a significant achievement in view of the volume of change and spending reductions that the Authority has had to absorb, combined with the challenges of the COVID-19 pandemic. Over the next four years, Officers and Members will continue to act in the interests of Hampshire, seeking to find innovative, more efficient ways of working and to maximise value for Hampshire residents.

Review of the corporate Performance Management Framework (PMF)

29. Alongside the County Council's Strategic Plan sits the corporate Performance Management Framework. The PMF offers assurance to Cabinet and CMT against the delivery of the Strategic Plan, and provides evidence that the County Council 'knows itself' as an organisation and is aware of its areas of strengths, as well as opportunities for improvement.

30. It includes a range of performance measures which are regularly monitored by departments, demonstrating measurable progress against the priorities in the Strategic Plan. In addition to this, independent, external validation of the County Council's performance is also captured and reported to Cabinet - this is achieved through recording the County Council's performance against a range of accreditations and certifications. Furthermore, corporate performance reports to Cabinet provide narrative against the County Council's progress against its Inclusion, Diversity and Wellbeing work programme, and the annual Local Government and Social Care Ombudsman determinations.

31. Currently, the corporate performance cycle as per the PMF is on a quarterly, exception basis to CMT. A half yearly and then annual performance report is presented to Cabinet, which also provides information on external validations and significant achievements relating to the Strategic Plan priorities.

Proposed changes to the PMF

32. The refresh of the County Council's Strategic Plan provides the opportunity to review the existing PMF to ensure it continues to be a fit-for-purpose vehicle to monitor its delivery.

33. The new PMF, described below, retains and amplifies key elements of the existing framework, whilst also introducing several new aspects for consideration, including a new Director's performance assessment and the incorporation of the performance monitoring of significant corporate programmes, such as the *Hampshire 2050 Commission of Inquiry* recommendations, and the *Climate Change Strategy*. These will supplement

the PMF and provide CMT and Cabinet with additional assurance as well as a more rounded view of the County Council's performance.

34. The new PMF will be implemented for the start of 2021/22 for CMT's quarterly corporate performance reporting, and in the half-year performance reporting to Cabinet towards the end of 2021.

Retained elements of existing PMF

35. *Performance measures:* A revised set of measures reflect a more streamlined and focussed approach and have been proposed by departments as the key measures of their work.
36. *External validation:* The biannual corporate performance reports to Cabinet currently include an appendix which sets out all external accreditations and certifications that services hold during the relevant time period for the report. This section will be retained in the new PMF and amplified in future corporate performance reports as a key source of independent assurance for Members regarding the County Council's performance.
37. *County Council achievements:* Services' key achievements for the performance report's relevant time period are also included as an appendix for Cabinet, with significant items highlighted in the covering report. This would be retained in the new PMF.
38. *Narrative on Inclusion, Diversity and Wellbeing:* A stronger and more overt focus on fairness and equality has been woven into the new Strategic Plan, and the performance reports to Cabinet will continue to include a narrative section on progress against the County Council's Inclusion, Diversity and Wellbeing work programme.
39. *Local Government and Social Care Ombudsman determinations:* The annual summary of LGSCO determinations will continue to be included within the annual corporate performance report to Cabinet.

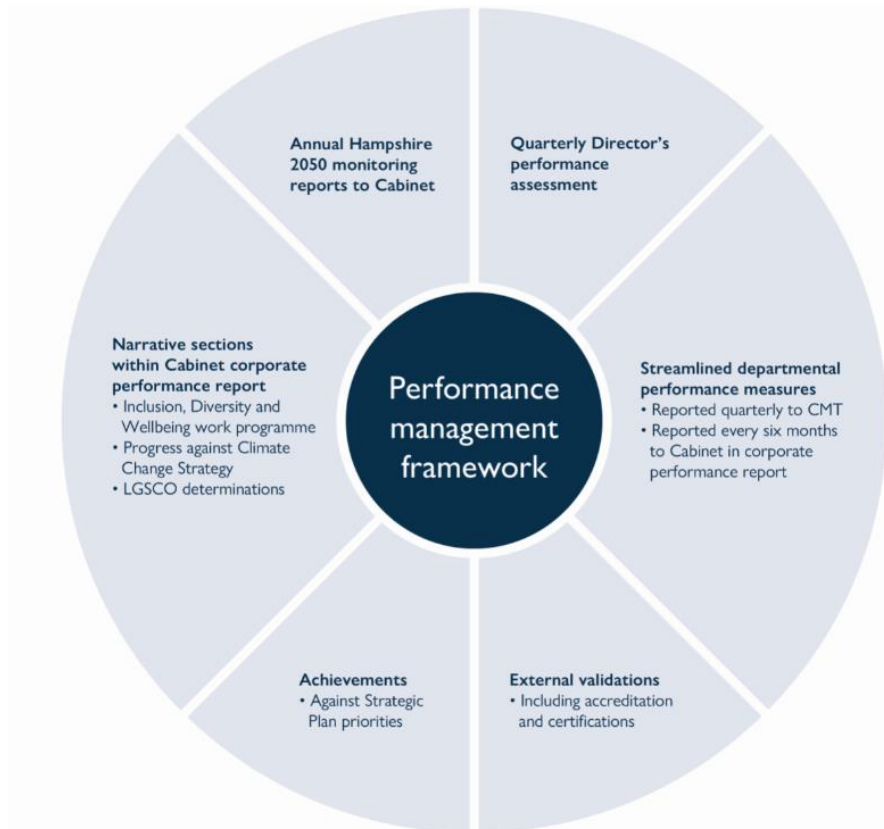
New, additional elements to be included in the PMF

40. *Narrative on Climate Change Strategy:* The first proposed additional element to the new PMF is the inclusion of a short narrative section on progress against the Climate Change Strategy in the annual corporate performance report to Cabinet. As this programme of work requires the involvement of a number of partners, and indicators relating to carbon measures are not available on a frequent basis, an annual, activity-based narrative is proposed as the most appropriate way of integrating this key work programme into the PMF. This narrative will cross-reference to the existing reporting mechanisms

for the *Climate Change Strategy* and provide sign posting as far as possible to avoid the duplication of work.

41. *Hampshire 2050 Commission of Inquiry recommendations*: The second additional element is the incorporation of the annual *Hampshire 2050* monitoring report into the wider PMF, to enable Cabinet to have a full view of some of the wider outcomes the County Council wishes to achieve via the Strategic Plan, but do not lend themselves to a direct measure of the County Council's performance.
42. *Director's performance assessment*: A further, qualitative layer of self-assessed assurance will be added to the PMF via a regular Director's performance assessment. This provides an opportunity to highlight performance risks and challenges to Cabinet and CMT and will be undertaken by departments. Directors will also be asked to provide narrative around the department's performance levels, incorporating a focus on residents' needs, and staff engagement.
43. Figure one below summarises the elements described above which will comprise the new corporate PMF.

Figure one



44. Figure two below sets out the proposed reporting cycle of the different PMF elements.

Figure two

Proposed reporting of draft corporate performance management framework

Annual corporate performance report to Cabinet (and Policy & Resources Select Committee)	Streamlined departmental performance measures set
	Narrative sections within Cabinet report: <ul style="list-style-type: none"> • Inclusion, Diversity and Wellbeing work programme • Progress against Climate Change Strategy • LGSCO determinations
	External validations
	Achievements
	Director's performance assessment
	Signpost to annual Hampshire 2050 reporting
Six-monthly corporate performance report to Cabinet (and Policy & Resources Select Committee)	Streamlined departmental performance measures set
	Narrative sections within Cabinet report <ul style="list-style-type: none"> • Inclusion, Diversity and Wellbeing • Progress against Climate Change Strategy
	External validations
	Achievements
	Director's performance assessment
Quarterly corporate performance measure reporting to CMT	Streamlined departmental performance measures set
	Director's performance assessment

Climate Change Impact Assessment

45. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience impacts of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects,

policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.

46. The carbon mitigation tool and/or climate change adaptation tool was not applicable because this report relates to the County Council's overarching Strategic Plan rather than any specific interventions. It is expected that these tools will be applied to any relevant projects which support the delivery of the Strategic Plan outcomes.

Conclusions

47. The proposed new Strategic Plan for 2021-2025 sets out the ambitions and priorities for Hampshire County Council for the term of the new Administration. It reflects the significant challenges facing the County Council during this period, and where it will focus its efforts to ensure resources are targeted where they are most needed.
48. Delivery of the Strategic Plan will be monitored and reported to Cabinet and the CMT through the corporate PMF, which will provide assurance through several different elements to provide a holistic view of the County Council's performance and progress.

REQUIRED CORPORATE AND 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

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

EQUALITIES IMPACT ASSESSMENT:

1. 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 by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) 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 protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are 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. Equalities Impact Assessment:

3. The Serving Hampshire Strategic Plan is intended to provide a framework for the County Council's business which supports positive outcomes for all Hampshire residents, including groups with protected characteristics. It will have either a positive or neutral impact on all protected groups.
4. The Strategic Plan has a particular emphasis on prioritising the needs of Hampshire's most vulnerable residents and specifically states that the County Council will work to ensure fair access to services and advance social equality in Hampshire.