

DRIVING SUCCESS

Hampshire County Council's Performance Management Framework



Chief Officer Self-Assessments: 2009/10 Quarter
Four
July 2010

HAMPSHIRE COUNTY COUNCIL

Decision Report

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1) Executive Summary

- 1.1. Driving Success¹ provides a strong and self-determined improvement framework for the County Council.
- 1.2. Since its introduction the momentum behind Driving Success and the principles underpinning it have been maintained and strengthened. The step-change in the way performance and improvement is managed across the Council is recognised and welcomed.
- 1.3. This report is in the Driving Success format. It consists of seven Chief Officer Self-Assessments, one for each department, at quarter four of 2009/10. These self-assessments represent each Chief Officer's judgement of the key issues for them and their department now and looking forward².
- 1.4. Accompanying these Chief Officer Self-Assessments is an overview by the Head of Improvement which highlights common themes and gives a verdict on the Council's overall position and direction of travel.

¹ Driving Success is the Council's corporate Performance Management Framework. A summary overview is contained within appendix two.

² Please see appendix one for the guidance note and 'prompt list' given to Chief Officers.

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Leader's Preface



From a political perspective residents have an expectation that public services will develop to meet their aspirations and provide value for money. Driving Success provides one means by which County Council services can be assessed and improvement identified. It is the hallmark of an organisation that it is comfortable with the pursuit of constant

improvement. Driving Success provides a means by which political ambition and management leadership can be brought together to look for improved service outcomes.

A handwritten signature in black ink, appearing to read 'K Thornber'.

Cllr K Thornber, Leader of Hampshire County Council

Chief Executive's Preface



The County Council has been assessed as Four Stars and 'Improving Strongly' across its services. Driving Success was developed to look beyond inspection regimes and provide a means by which the performance of the organisation could be assessed, explained and where relevant improved. The size and complexity of the Council means that improving performance requires a framework to be embedded into the management of

the Council. Driving Success provides the means by which this can be done and provides momentum for the future.

A handwritten signature in black ink, appearing to read 'Andrew Smith'.

Andrew Smith, Chief Executive of Hampshire County Council

2) Head of Improvement's Council Overview

The Council's Overall Position & Direction of Travel

- 2.1. The public sector financial context is stark whilst the demand on Council services and the public's expectations of them continue to grow.
- 2.2. In this environment maintaining performance, let alone improving it, poses a significant challenge. If the Council ever took its high performance for granted it can no longer afford to do so.
- 2.3. Driving Success provides a strong corporate Performance Management Framework which enables strategic improvement planning, management and reporting. As part of this it will be increasingly important to be clear and consistent about Council priorities.
- 2.4. It will also be necessary to strengthen linkages between Driving Success and improvement priorities with the budget planning process to support Member decision making about resource allocation. This will support the increasing focus on value for money and return on investment.
- 2.5. In terms of the 2009/10 year-end position, the County Council's strategic performance continues to be strong with service improvements across the board.
- 2.6. This high base and positive direction of travel is the context for the Head of Improvement's assessment below which deliberately focuses on areas for improvement. Whilst the danger is that this gives a skewed view of overall performance it does allow some of the key or more difficult issues to be given more attention.

Corporate Improvement Plan, LAA & National Indicators

- 2.7. Performance has improved across the range of performance indicators and priority areas. Whilst the overall position is positive there remains significant gaps in data availability which means that the picture may change.
- 2.8. Of the indicators where data is available³, performance has been improved or maintained in 67% of the 2009/10 Corporate Improvement Plan indicators, 69% of the LAA⁴ indicators and 62% of general NIs⁵.
- 2.9. Whilst this shows generally strong performance, 39% of the 2009/10 Corporate Improvement Plan targets, 56% of the LAA targets and 55% of general NI targets were not met. This may indicate that the Council is being deliberately ambitious and setting stretching targets (this is

³ At the time of writing data is available for 104 National Indicators for 2009/10, which comprises 56% of the full set.

⁴ LAA = Local Area Agreement.

⁵ NIs = National Indicators.

certainly the case in some areas) or that, whilst the direction of travel is generally positive, the Council is not achieving its ambition in some areas⁶.

- 2.10. It is unclear the extent to which the economic recession and other external factors beyond the Council's control have affected this but they clearly have had some impact. At this stage comprehensive benchmarking data is not available so it is not possible to draw comparisons to see if this is part of broader trend nationally.
- 2.11. Specific indicators which will need to be monitored closely during 2010/11 include the following – all of these are known issues which departments are tackling. The Head of Improvement will highlight any significant issues and the action taken to address these in future Driving Success reports, as appropriate:
 - Despite improvement, the proportion of children in care experiencing three or more placement moves in a year remains relatively high in comparison to other authorities. This is compounded by increasing pressure on social care teams as a result of rising numbers of children in care and child protection plans which is mirrored nationally. This is impacting on a number of other social care indicators related to assessments, timeliness and reviews. All of these are well known issues with action being taken to tackle.
 - The percentage change between the under 18 conception rate from the 1998 baseline is at risk of not being met and the latest rolling three year rate shows conception rates have increased in eight districts. Work is being taken with partners and possible lessons from the 25% reduction in Havant's rates are being explored.
 - The economic situation continues to limit the likelihood to meet LAA employment targets (eg the overall employment rate) and economic LAA targets have been suspended/renegotiated nationally.
 - Following rises in NEET⁷ figures in Hampshire, since August 2009 NEET figures have steadily fallen on a monthly basis (against the regional and national trend) and are now almost at pre-recession levels. This is positive but will need to be monitored alongside the situation for care leavers in employment, education or training which is less favourable.
 - Performance against repeat incidents of domestic violence is currently lower than other authorities and a dedicated action plan has been put in place to improve this position.
 - The impact of the severe winter weather on the condition of highways is still being assessed but it is likely to impact the

⁶ Although it is recognised some targets are negotiated externally.

⁷ NEET = The percentage of 16-18 year olds Not in Education, Employment or Training.

likelihood of meeting improvement targets. Operation 'Restore and Resilience' is the Council's strategic response.

- 2.12. Some of the above have been supported by additional resources as part of an effort to underpin performance improvement in the Corporate Improvement Plan and Local Area Agreement.
- 2.13. In May 2010 Cabinet decided to invest £2,972,000 in the 2010/11 'Hard to Move' improvement priorities from the corporately retained LPSA2⁸ reward grant money. The allocation of this money in performance improvement in the Corporate Improvement Plan 'Hard to Move' and related areas is shown in the table below and will be reported in future Driving Success reports.
- 2.14. It was agreed that a similar sum would be invested directly by departments in these and related areas from their share of the LPSA2 reward grant money. However, following central Government's announced reduction in the LPSA2 reward grant funding by around 50% this additional departmental money is no longer available.

Corporate Improvement Plan 'Hard to Move' priorities	£'000
Environment – restoring pot holes	1,339
Adult Services – improving re-ablement capacity	750
Children's Services – for intensive support and foster care	883
Allocation of the corporately retained LPSA2 grant	2,972

Inspection

- 2.15. In December 2009 it was recognised that the authority 'Performs Excellently' – the highest rating possible in the CAA⁹ regime. Hampshire is one of only three county councils to be awarded this accolade.
- 2.16. Since then, the new government has called an end to CAA and the Audit Commission issued formal confirmation on 28/5/10 that they would immediately cease all their CAA work. This includes discontinuing any activity related to the Use of Resources, Managing Performance, Organisational Assessment and Area Assessment.
- 2.17. The Audit Commission will, however, continue to deliver the audit in line with the statutory Code of Audit Practice under which they are required to give a value for money conclusion (based around 'yes/no' responses to a small number of criteria) alongside their opinion on the financial statements.
- 2.18. It is not anticipated that this will require any further work beyond that completed to date for the Use of Resources assessment. The District

⁸ LPSA2 = Local Public Sector Agreement two.

⁹ CAA = Comprehensive Area Assessment.

Auditor will report any significant findings in the Annual Audit Letter but will not be reporting a score for the Use of Resources.

- 2.19. At this stage it is unclear if or when an alternative local government inspection framework will be established but whatever happens it is likely that this would be much less onerous, more focussed and hopefully proportionate. This supports the direction of travel of Driving Success and the Council's determination to provide self-determined improvement and internal challenge.
- 2.20. At the moment, the CQC¹⁰ assessment of Adult Services and the Ofsted assessment of Children's Services is not affected by the cessation of the CAA regime. They are due to publish the results of these in December 2010.
- 2.21. There has been no further significant inspections over the last period.

Tackling Inequalities

- 2.22. Tackling health and economic inequalities across the county remains a key area for improvement, these are deeply entrenched issues that go far beyond traditional service delivery. They require innovative new approaches, capacity to be built within communities and partnership working. Success will be slow not because of a lack of focus or momentum but because of the behavioural adaptation required.
- 2.23. The Council's role in tackling these inequalities has been strengthened by the re-established of Hampshire Action Teams (HATs) by the County Council at its meeting in November 2009.
- 2.24. The seven HATs have had their first round of planning meetings and – informed by District Profiles – have started to identify their priorities/projects in line with their Terms of Reference, one of which is tackling health and economic inequalities. The District Profiles identified areas in the bottom 20% for the Index of Multiple Deprivation¹¹ as well as local smaller pockets of deprivation.
- 2.25. Rushmoor, Havant and Gosport have the highest levels of deprivation. Potential projects include refurbishment of play areas in areas of deprivation, improving educational attainment in deprived areas, refurbishment of a CAB¹² centres and providing youth facilities.
- 2.26. To support HATs a Community Fund of £700,000 for all seven HATs has been made available. A new Cabinet Member for Communities, Cllr Mans, has been appointed with responsibility for HATs and links with the LSPs¹³ and he will agree any HAT projects in consultation with the HAT Chairmen and the Leader, as appropriate.
- 2.27. HAT Business Plans are being developed and the HATs will report on progress and outcomes to Full Council on an annual basis.

¹⁰ CQC = Care Quality Commission.

¹¹ IMD.

¹² CAB = Citizens Advice Bureau.

¹³ LSPs = Local Strategic Partnerships.

Finances

- 2.28. The previous government had agreed not to change the 2010/11 local authority grant settlement originally agreed in late 2007, so that the start of the squeeze on local authority spending as part of the Government's programme for reducing the public sector deficit was not expected to take effect fully until 2011/12.
- 2.29. The incoming Government has indicated that it believes that action to start to reduce the deficit needs to start in 2010/11 and an emergency budget will be published on the 22/6/10, which is expected to target reductions of over £6billion in public spending in 2010/11. Government spending plans for the period beyond 2010/11 are unlikely to be announced until the autumn.
- 2.30. Whilst HM Treasury has confirmed there will be no immediate reduction to Formula Grant, Local Government will make a contribution of £1,165m in 2010/11 through reductions to individual grants to Local Authorities. At the time of writing, the impact on Hampshire County Council was a minimum in-year reduction of £8.4m revenue funding and £5.5m capital funding for 2010/11.
- 2.31. The Council is well positioned compared to most local authorities to handle the forthcoming squeeze on public spending, because of forward planning, financial stability and capacity. That said, it will still require continued careful management, a much greater focus on efficiency measures and other innovative steps and difficult decisions.
- 2.32. Alongside this, department budgets face some significant growth pressures and the Medium Term Financial strategy assumptions were reviewed in May in the light of those pressures and the need for continuing management action to be taken. The planned corporate efficiency savings in the 2010/11 budget will provide welcome help to the achievement of efficiencies targets in 2011/12 and 2012/13.

Efficiency Programme Progress

- 2.33. The Member Efficiency Panel was established in September 2009, to take strategic oversight of direction and progress. Since then progress has been strong with £8.6m of early savings programmed for 2010/11.
- 2.34. This is part of the phase one programme of efficiency work developed by the Efficiency Panel and the officer Efficiency Board. This comprises four programme areas: reducing the pay bill; better procurement; good housekeeping; and revenue income optimisation. The work is targeted to deliver £15m savings in 2011/12 with a further £15m in subsequent years.

- 2.35. CMT¹⁴ and the Board are to consider possible phase two efficiency savings in May 2010, for development and subsequent discussion with the Member Efficiency Panel.
- 2.36. In parallel, DMTs¹⁵ are identifying further efficiencies in their own service areas, in addition to the 'post-Gershon' recyclable savings which have been achieved and reported for several years, and the phase one savings referred to above.
- 2.37. Achieving this range of efficiencies will be an ongoing operational necessity but it will be important to ensure that services and general performance do not unduly suffer as efficiency becomes an increasing focus.

Corporate Services Review Implementation Progress

- 2.38. With the cessation of the Corporate Services Review¹⁶ Implementation Board in July 2009, the Change Board took responsibility for overseeing the implementation of the various CSR workstreams.
- 2.39. Since then all of the programmes have made good progress and, where appropriate, have now become part of a wider corporate project, for example Hantsdirect moving into the Customer Services Strategy.
- 2.40. In March 2010 the Change Board formally signed-off a number of the CSR projects as they had largely been completed and were moving into new areas of development. As part of this close-down the Change Board asked each CSR lead to provide an overall summary of progress made against the agreed action plans presented to Cabinet in April 2009, giving a particular emphasis on what outcomes their CSR programme achieved and what difference this made to service delivery.
- 2.41. This brings to an end these priority 'fit for purpose' infrastructure reviews and changes within the authority which better position the Council looking forward.

Transformation & Change

- 2.42. The Change Board has reported to CMT on Phase one and part of Phase two of its work which has now been completed. This involved a review of the Council's most significant change programmes to ensure the necessary infrastructure is in place to manage the projects and that the linkages between workstreams are being identified to ensure economies of scale wherever possible.
- 2.43. Ongoing work being undertaken by the board includes: the identification and development of core change competencies to ensure managers are as effective as possible in managing change; the development of an overall framework for managing cross-cutting

¹⁴ CMT = Corporate Management Team.

¹⁵ DMTs = Departmental Management Teams.

¹⁶ CSR.

change initiatives; and an approach to prioritisation for corporate change projects. With the increased emphasis on efficiencies, work is also underway to more closely align the work of the Change and Efficiency Boards to ensure their respective work programmes are complementary.

- 2.44. Building workforce capacity is a key component to managing change effectively and considerable progress has been made in strengthening the Council's workforce planning arrangements. A strategic workforce planning programme which more closely aligns future workforce needs with budget and service planning has now been agreed with Cabinet and departments are currently implementing this.
- 2.45. As previously reported, the main purpose of the new arrangements are to better address the Council's longer term workforce issues including skills gaps, succession planning and staff development. Of particular note in this area is progress on the apprenticeship agenda. Twenty three apprentices were recruited between November 2009 and April 2010 and whilst the pilot has another 6-10 months to run, plans are currently being developed to recruit a further 50 in 2010/11.

Workforce

- 2.46. There has been significant workforce development in 2009/10 arising from a number of key change programmes including Personalisation, Safeguarding and Hampshire Workstyle. Alongside this there has been work to consolidate major changes from previous years such as Children's Centres and the transfer of Connexions to the County Council.
- 2.47. It also saw the commencement of measures to respond to the changing financial situation in local and national government, such as vacancy management controls and closer tracking of workforce indicators and costs.
- 2.48. In 2010/11, the reduction in local government funding will mean that the Council needs to give consideration to further service transformation and workforce streamlining. This must include the process for consulting with the Trade Unions, managing communication to staff and any changes to employment contracts and ways of working.
- 2.49. Work will continue on strengthening the strategic approaches to workforce planning, it's integration with both service planning and Leadership and Management Development to support the County Council's drive to maximise workforce efficiency.
- 2.50. The extent of forthcoming changes will drive the ongoing review of Workforce Plans during the course of the year.

Challenges looking forward

- 2.51. The financial climate in the public sector is tough with significant efficiency savings needed – this poses perhaps the most significant

challenge in a generation to enable improved and maintained performance in priority services whilst overall budgets are squeezed. At the same time demand and expectations on services continue to grow.

- 2.52. Over the next couple of years there will be a lot of turbulence and change both internally and externally. In response, the Council will need to redefine current working practices, improve leadership capability and work hard to make sure opportunities are not missed.
- 2.53. As part of this, it will be increasingly necessary to utilise and reshape capacity across the organisation to create the right capacity behind the work of Cabinet, the Chief Executive and CMT to tackle the significant change agenda ahead.
- 2.54. The scrapping of CAA provides the opportunity for the County Council to redirect attention to the things most important to the authority and residents. Reaffirming a self-directed improvement focus and internal challenge will be key to continuing the Council's move 'beyond inspection'. Driving Success and the Corporate Improvement Plan provide a strong base and positive direction of travel.
- 2.55. Over the next twelve months focus will be given to taking Driving Success to the next level to maintain and develop further the improvement infrastructure and performance of the Council.

Conclusion

- 2.56. Hampshire County Council is a first-rate organisation achieving extremely high performance outcomes. This is recognised by performance results and external independent inspection.
- 2.57. This record will be increasingly difficult to maintain in the current financial climate. Sustaining such high standards of performance whilst needing to find significant efficiencies will be extremely difficult to achieve – this is the principle challenge facing the Council.
- 2.58. The Council can take heart from the fact that it is positioned well to manage these challenges.
- 2.59. The rest of this report is given over to Chief Officer Self-Assessments which provide a greater analysis of the position of each department at the 2009/10 year end position. They focus on the issues that matter locally rather than the more rigid, sometimes over focus, on national performance indicators.
- 2.60. The Chief Officers have drawn out the key issues and risks for improving and sustaining further the performance of their services and the corporate/partner areas they are responsible for.
- 2.61. It is clear that the leadership, vision and aspiration of both Members and managers is focussed on achieving efficiencies, improved performance on priorities and delivering value for money.

Recommendations

2.62. It is recommended to Cabinet that:

- 1)** The Council's overall positive performance, direction of travel and sustained high performance is noted.
- 2)** Members and staff are congratulated for their contribution to this high performance record.
- 3)** Executive Members, Scrutiny Members, Chief Officers and other officers are asked to play their full part in performance management and take action to improve performance under Driving Success as set out in the roles and responsibilities in appendix three (this was previously approved by Cabinet in November 2008).
- 4)** In view of the abolition of CAA and the emerging landscape on inspection, a fuller report on the performance framework is produced for Cabinet in the Autumn.

Chief Executive's Department



Chief Officer Self-Assessment: Chief Executive's Department

General summary of recent progress and implications for the coming period.

The beginning of this quarter was dominated by ensuring services were maintained during the period of adverse weather in January which affected Hampshire badly. A number of Sections in the department including Emergency Planning and Hantsdirect played a key role in ensuring that key services were maintained.

Although good progress has been made with the recession measures implemented by Economic Development, it is likely that the employment rate will not hit the targets set before the recession. The Future Jobs Fund (six month jobs for up to 900 young people) and Hampshire County Council apprenticeship pilot are important contributions by the Council to the achievement of this target. In February the County Council budget was set for 2010-11 – it was agreed that the LABGI allocation received by the authority would be earmarked to support increased Economic Development activity (£500,000 per year) over each of the following three years.

HATS were re-established, the HATS officers have now been successfully recruited and senior officers identified in each department to support the work of HATS. The first HATS meetings were successful and to support their on-going work, a community fund of £700,000 was agreed for 2010/11 to be allocated to the seven HATS areas using deprivation indices.

Leadership and management capacity has been significantly strengthened with the appointment of Paul Archer as Assistant Chief Executive, made possible through the rationalisation of a number of other senior officer posts and wider departmental changes. Focus now turns to the recruitment of a Head of Communications which is progressing well.

Recent achievements and key milestones.

The Corporate Leadership & Management Development Strategy is being implemented. Since CMT signed this off 140 managers have been through corporate management Induction and 130 through Essentials of Management. The Coaching & Mentoring website was launched. Further implementation at Leadership Academy/Management Academy/Strategic Leadership levels was delayed due to funding restrictions.

Community Action Hampshire Agreement & business plan: The Leader has signed the new CAH agreement. The agreement and their business plan is a significant step forward which identifies the HCC outcomes that link to each of their service streams and in turn provides for an improvement in value for money.

LPSA2 Reward Grant: Cabinet agreed to the release of the corporately retained LPSA2 reward grant monies and approved a £2.972m investment in Corporate Improvement Plan 'Hard to Move' priority areas focussed around repairing potholes, improving re-ablement capacity (adults) and for intensive support and foster care (children).

Equalities: A self-assessment performance framework has been developed for monitoring progress with embedding equality and diversity across the department.

Workforce Development: A forum for Programme Managers was launched in March 2010 to share/develop skills across the organisation.

CAA: The department has been actively supporting and co-ordinating CAA related activity on behalf of the Council to ensure the best case is put forward. This has involved numerous senior officer meetings, interviews and the submission of strong and comprehensive evidence files. The CAA process and potential outcome continued to be a cause for concern when it was announced that the CAA inspection regime was being abolished.

Engagement with the Voluntary & Community sector: Consultation on Improvement plan ended 19th March, feedback is now being collated and analysed.

South Downs National Park Legal Services SLA: The Head of Legal Services will provide paid legal support to the new National Park authority following a successful tender submission. The value of the commission is £40,000 per annum.

Governance: The Head of Governance has made good progress on a number of fronts and is beginning a more comprehensive review of the County Council's constitution.

Key challenges/improvement priorities	Action being taken
<p>Developing capacity & new skills as well as changing some of the more traditional ways of working will provide a significant challenge over the next year.</p>	<p>Throughout 2009/10 implementation of the CSR's & development of a three year efficiency programme. Progress in Q4 – The Efficiency Board has now identified a programme of initial savings and work is continuing to address the longer term efficiency requirements. An exercise is also underway being facilitated by external consultants on revenue income optimisation opportunities.</p>
<p>Impact of the economic downturn on our ability to deliver Local Area Agreements & Corporate Improvement Plan targets</p>	<p>Development of partnerships with external agencies to ensure HCC is seen as a "model employer" & is developing employment strategies to assist in the current economic downturn. Other recession projects currently being worked on include, retail support package, smarter working centres, volunteering work experience. Progress in Q4 – Good progress has been made with recession projects – uptake on the retail support package has exceeded expectations and smarter working centres have been opened. The Apprenticeships Grants Programme is now supporting 36 apprentices (in addition to the 22 Corporate Pilot apprentices) and the Future Jobs Fund has created short term jobs for 18-24 year olds with 102 employed by HCC and 387 by other partners so far.</p>
<p>Development of Economic Strategy & Impact Assessment</p>	<p>The Hampshire Economic Board has agreed a proposed timetable for delivering a Local Economic Assessment (LEA) for Hampshire in line with the statutory duty that will come into force in April 2010. Progress in Q4 – This is progressing well and the Hampshire Economic Board is on track to deliver a Local Economic Assessment for Hampshire in July 2010.</p>
<p>Maintaining our CAA rating will be difficult as it is based on how things are improving for Hampshire as a whole as well as the separate Children's and Adult inspections.</p>	<p>The Head of Improvement is engaging with all departments to co-ordinate the Council's response to the next inspection. Progress in Q4 – The focus in the last quarter shifted to the Use of Resources Assessment. This was proving challenging as there is no transparent framework as to how level 4 is achieved but the new government has now announced that the CAA inspection will cease and the Audit Commission have confirmed no CAA assessments, scores or reports will be given or published.</p>
<p>Potential risk in HR's capacity to deliver the extra workload with the implementation of the ISA & CRB re-checking</p>	<p>The corporate policy implementation of the new Independent Safeguarding Authority's vetting & barring requirements in 2009/10 has now been developed & agreed. Progress in Q4 – Progress with implementing the new scheme is on target.</p>
<p>Development of Customer Services & public access</p>	<p>A range of initiatives are being developed to build on the base provided by Hantsdirect. These are aimed at both improving customer service and, by channel shift, reducing the cost of customer transactions. Progress in Q4 – A workshop on 'Improving Customer Experience' was attended by all departments focusing on how improving customer experience can increase efficiency and lead to reduced costs. Work also commenced on the development of a web self service pilot for Highways fault reporting.</p>
<p>Corporate workforce planning & efficiencies</p>	<p>Revised arrangements are being developed to ensure that there is a greater emphasis on strategic workforce planning, linked to corporate priorities & integrated with service & budgetary planning. Progress in Q4 – Workforce planning process implemented for all departments through HR Business Partners with completion due by May 2010.</p>

Chief Officer Self-Assessment

County Treasurer's Department



Chief Officer Self-Assessment: County Treasurer's Department

General summary of recent progress and implications for the coming period

This Chief Officer self assessment from the County Treasurer for the fourth quarter sets out both corporate financial management performance and departmental performance.

The 2010/11 budget was approved by Cabinet and County Council in February.

The Use of Resources assessment for 2009/10 is now underway. A strong self assessment has been submitted with performance being put forward for a level 4 assessment in several areas.

The department is planning for the County Treasurer's retirement in June 2010, the new County Treasurer has been appointed and is due to start in August.

With the general election, there is the potential for an emergency budget which could impact on the Medium Term Financial Strategy and could require consideration with the final accounts. In the meantime Cabinet will consider a refreshed MTFs in May, considering the impact of the winter weather on road condition, an updated risk assessment particularly on Equal Pay, free personal care, the Basingstoke Canal, libraries restructuring and the implications of the Building Schools for the Future programme with the outline business case for phase one is due to Cabinet in July 2010.





In the next quarter there will be the emergence of the draft Use of Resources assessment score for 2009/10 from the Audit Commission.

Recent achievements and key milestones

The budget for 2010/11 was set and approved by Cabinet and County Council in February. This set out a plan for council tax rises of 1.9% for four years, a corporate efficiency programme to deliver savings of £15m in 2011/12 and a further £15m in 2012/13, and announced early delivery of £8.6 million corporate efficiency savings for 2010/11.

The Use of Resources self assessment was developed, following full involvement of all Chief Officers, setting out the scale of improvement and performance delivered across the County Council in 2009/10, building on our excellent assessment for 2008/09, and achieved with value for money and efficiency. An evidence pack has been completed and submitted for the 2010 assessment.

The Joint Prospectus for the delivery of Human Resources shared services was developed for the HR Shared Services Board in draft and Shared Service arrangements were finalised for HR and Payroll with East Hants District Council and Havant Borough Council commencing on 1 April 2010.

Current key risks / improvement priorities	Action being taken
 Planned reductions in Government public spending from 2011/12	<p>The MTFS to Cabinet in October set out the efficiency strategy. The Efficiency Panel and Efficiency Board are working to deliver a programme of cashable efficiencies from across the County Council's activities for 2011/12. Q4 – 2010/11 budget includes proposals for achieving in advance £8.6m in corporate efficiency savings in 2010/11 as the initial phase of the £15m programme in both 2011/12 and 2012/13.</p>
 Financial health indicators	<p>All of the indicators are expected to be within or very close to the target range or have favourable variances. Because forecast capital receipts and third party capital contributions for 2009/10 are only £26.1m, the risk to achieving lower capital receipts and third party contributions is lower than usual.</p>
 IFRS Implementation	<p>International Financial Reporting Standard (IFRS) is to be implemented from 2009/10. Risk associated with the treatment of the waste disposal contract in 2009/10 accounts. During Q4 consultants have determined that the waste disposal contract is on balance sheet and are modelling relevant entries to the accounts by early May 2010.</p>
 2010 Pension Fund valuation	<p>Pension Services is on target to meet the Government Actuary's Department timetable for the cost sharing mechanism, as well as the 2010 Fund Valuation deadline. The actuary is working to avoid an increase in the employers' contribution rate.</p>
 16-18 funding transfer to local authorities affected by delays from DCSF and LSC	<p>The transfer of commissioning and funding for 16-18 education takes place on 1 April 2010. As at 31 March 2010 we are on course to pay all colleges on time. The transferring staff and posts are completed and induction and planning is underway. A delay in the publication of financial management guidance by the Young Peoples Learning Agency caused by the general election could impact on our development of a scheme of delegation for these new responsibilities.</p>
 Affordability of back pay and compensation claims	<p>The MTFS assesses the risk. Scope to spread costs by capitalisation direction is uncertain following CLG decision not to give Hampshire the small direction requested in 2009/10. The future position is more critical with claims likely to start being settled during 2011. There is also an increasing risk of not being able to borrow to settle claims when they arise.</p>
 Demonstrate that Value for Money is being achieved by the organisation	<p>During Quarter 4 the Use of Resources Self Assessment has submitted a strong case for a top score of 4 for KLOE 1.2 (Understanding costs and achieving efficiencies).</p>
 Free personal care for the elderly	<p>During Quarter 4 the department has successfully lobbied Central Government to make changes to both the proposed formula and the implementation date.</p>
 Succession planning	<p>The County Treasurer retires in June 2010. There are risks from loss of knowledge and skills. Recruitment to replace him and shadowing to ensure short term stability is underway, with a new Treasurer appointed and due to start in August.</p>
 Income reductions	<p>There are risks to the income streams for the department from Police, Fire and sixth form colleges. These risks have been built into budget planning and the proposed structures for 16-18 assurance work.</p>

Chief Officer Self-Assessment

Adult Services



Chief Officer Self-Assessment: Adult Services

General summary of recent progress and implications for the coming period

As a council who achieved Grade 3 overall ('performing well') in 2008/09, the Care Quality Commission (CQC) allowed us to self declare on the outcomes where we are 'performing well' and 'performing excellently' in 2009/10. Based on the progress made over the last year, the self declaration states that performance has improved from 'well' to 'excellent' in respect of Outcome 2 Improved Quality of Life; Outcome 5 Freedom from Discrimination and Harassment; and that we anticipate a grade of 'excellent' for Outcome 7 Personal Dignity and Respect. We continue to perform 'excellently' in Outcome 3 Making a Positive Contribution and are making steady progress to move from 'well' to 'excellent' in Outcome 1 Improved Health and Wellbeing, and Outcome 6 Economic Wellbeing in 2011/12.

All key milestones for transforming adult social care for Year 1 have been achieved and plans are in place to embed the Year 2 programme in the business of the department, ensuring it is integral to budget setting with clear links between improved performance and improved outcomes for individuals. Whilst we will continue to move all areas of the Hampshire Model forward, there will be a particular focus on self-directed support (SDS), free crisis care, learning disability transformation and market development.

The roll out of 'Time to Think' re-ablement beds (which provide up to 6 weeks of re-ablement for people on discharge from hospital who would otherwise have gone into long term care) has progressed well, with 57 of the total 67 beds in operation across the county with continued improvement in reducing delays in transfers of care (NI131) through joint work with Health. Plans are underway with NHS Hampshire to develop a joint NHS and Adult Services Department approach to improving the delivery of all rapid response and re-ablement services within the community.

Work to address the CQC 2009 improvement area of developing meaningful service user outcomes and involvement in the adult safeguarding process is nearing completion. A theatre company was commissioned to enable service users to fully express their views about their experiences. This innovative piece of work was presented at two national conferences in March 2010 and will be submitted to a professional journal for publication. An audit tool is being developed for users to work alongside Adult Services staff to audit the outcomes they would wish to see. In addition, a governance framework is being developed which will require members of the Safeguarding Adults Board to meet annually with service users and to be held to account for the delivery of services.

Of the nine national indicators reported by Adult Services (excluding NI 141 & 142 reported by Supporting People) all but one have maintained or improved on the previous year's performance, with five achieving plan or better.

Recent achievements and key milestones

The CQC Annual Review of **Shared Lives** 2009/10 rated the service as 3 stars (excellent) for the third consecutive year.

The launch in the New Forest of a **Counsel and Care** telephone information and advice line (the second in the county) for older people and their carers.

The development of a **Carers e-Learning module** (available to all County Council staff) to raise awareness of our responsibilities towards carers.






The launch of a project with the YOU Trust and Improvement and Efficiency South East in March to make **Telecare** available to anyone with a learning disability.

Following in the footsteps of the national social work taskforce, a **social work taskforce** has been established to develop the role of social workers across the county. This model of working will be used to engage with professional groups and to harness the skills of all staff to deliver the transformation of social care.

After delays due to the bad winter weather, work on site commenced in January at the Fleet and Basingstoke **new build Extra Care developments**. The Gosport new build scheme is also underway with a revised completion date of end of November 2010.

The completed expansion of the Community Innovation Teams, in partnership with Health and the voluntary sector, to achieve county-wide coverage.

The transfer of revenue in respect of people with a learning disability living in NHS campus accommodation agreed by the PCT.

Current key risks / improvement priorities	Action being taken
<p> Performance – CQC self-assessment 2009/10; NI risks.</p>	<p>While we were not selected by CQC to complete the full self assessment (including risk assessment and random sampling), CQC reserve the power to call in a full assessment of all seven outcomes. Thorough preparation has been undertaken to ensure that the evidence in the self assessment, to be submitted to CQC in mid May, strongly supports our self declaration of 'excellent' in four outcomes and performing 'well' in three outcomes.</p> <p>Management action across the Department has ensured that the level of risk to performance posed by the national indicator set is low. While the department has exceeded its stretch target of over 3,000 clients on SDS or receiving a Direct Payment (NI 130) some risk remains as the indicator's current definition may still keep the Council in the bottom quartile. With the roll out of SDS across the county underway, further improvement in performance is anticipated in 2010/11.</p>
<p> Resource management – budget pressures; implications of free personal care.</p>	<p>As a result of management action throughout the year, and the agreed use of contingencies, the department is forecasting that it will achieve close to a balanced outturn position for 2009/10. The Department is preparing for the advent of free personal care, which has been identified as the main risk to the delivery of the transformation of services. This includes influencing the national allocation formula, indicative cost implications for Hampshire and the commissioning of research to provide a more detailed understanding of the number of people in Hampshire who currently fund their own domiciliary care, the range of their needs and services being used.</p>
<p> Transformation – budget implications; workforce implications; self-directed support (SDS) and positive risk taking.</p>	<p>Funding of the transformation programme in Year 2 was agreed at County Council in February 2010. We plan to manage within allocated resources through ensuring a balanced approach to the extension of early intervention and prevention services and free crisis care. Implementation will be supported by a comprehensive programme of staff training and engagement. Progress on the county-wide implementation of SDS continued on target in preparation for the April go live date. The roll out in 2010 will be underpinned by the introduction of the department policy to support positive risk taking.</p>
<p> Partnership working, commissioning – partnerships with Health; joint commissioning of integrated care.</p>	<p>Progress has been made in a number in areas including, the establishment of the Joint Strategic Board, involvement in the process and agreement on the organisational form for community health services, and a way forward on the Section 117 Mental Health agreement. The financial position of NHS Hampshire remains a major challenge and a threat to the health and social care economy. It is likely to have its most direct impact on social care through the rate and manner of hospital discharges, reduction in health provision and further constriction on Continuing Health Care assessments. Discussions are continuing on an overarching Section 75 agreement, which would govern all joint commissioning, procurement and provision and on a Single Point of Access model, which may mitigate some of these impacts.</p>
<p> Safeguarding adults – increased activity.</p>	<p>At the end of the financial year, the number of reported safeguarding incidents has risen from 804 in 2008/09 to 1437 in 2009/10 – an increase of 79%. The number of planning meetings has risen by 100% and the number of case conferences by 64%. Despite this increase in activity, timescales for planning meetings have improved over the year to 66% held within seven days. However, workload pressure, and the time taken to gather information from multiple sources, continues to impact on indicative timescales for case conferences. In the light of the increase in safeguarding activity, a review of operational capacity is planned during summer 2010 in order to maintain the right level of skills and support.</p>

Children's Services



Chief Officer Self-Assessment: Children's Services

General summary of recent progress and implications for the coming period

Children's Services Department was judged as *performing well* in the first new style annual rating from [Ofsted](#), published as part of the CAA 2009. The Department delivers good and improving outcomes, with key improvements in 2009/10 including:

- An increasing proportion of settings judged as *good* or better in Ofsted inspections (100% of nurseries; 68% of primary schools; 69% of secondary schools; 92% of special schools; 80% of children's homes – all higher proportions than the national average).
- Attainment of children in care - results at Key Stage 2 likely to move Hampshire out of the bottom quartile (percentage of children in care achieving level 4 in English increased from 35% in 2007/08 to 47.6% in 2008/09; maths increased from 31% in 2007/08 to 50% in 2008/09).
- Placement stability for children in care – the percentage experiencing three or more placements during one year has fallen from 16.4% in 2008/09 to 14% for the 12 months to March 2010 (internal monitoring data – final figures for 2009/10 will be available in June).
- Repeat child protection plans – the percentage of children subject to a second or subsequent plan has fallen significantly in 2009/10, from 17% in 2008/09 to 10.9% for the 12 months to March 2010 (internal monitoring data – final figures for 2009/10 will be available in June).
- The proportion of 16-18 year olds not in education, employment or training, which has fallen from 6.3% in 2008/09 to 5.5% in February 2010.

All areas for development raised in Ofsted's unannounced inspection of arrangements for contact, referral and assessment (2009) have been addressed.

Areas for improvement in 2010/11 include: narrowing the attainment gap for vulnerable children; continuing to improve outcomes for children in care and care leavers; increasing the timeliness of safeguarding assessments; and reducing teenage conceptions.

Significant budget pressures experienced in 2009/10 have been significantly reduced through management action. However, these pressures have resulted in a final overspend against the cash limit of approx £500,000 (non-schools budget), which is £2m less than forecast at Revised Budget time. The Cabinet has agreed to write this off. Despite efficiency saving targets amounting to approx £3.5m in 2010/11, a number of new pressures have emerged (or are anticipated to continue into the new financial year). In particular, pressures continue to be experienced in services for vulnerable children, which appear to be typical across other authorities. These pressures are being addressed, including undertaking a budget challenge programme with managers. Active management of vacancies continues. Absence management remains a priority. There are significant retention issues for qualified social workers in the north of the county.

Recent achievements and key milestones

National targets for the designation of Sure Start Children's Centres have been achieved, with 100% of phase 3 centres having basic designation and 100% of phase 1 and 2 centres achieving full designation by the end of March 2010.

Monitoring data for March 2010 shows that performance against 49% of Children's Services National Indicators (NIs) has improved during 2009/10 (this analysis only includes indicators where new data has become available during 2009/10). Based on this latest data, 11.65% of targets have been achieved to date; 14.56% are on track to be achieved; 20.39% are at risk of not being achieved; 49.52% are unlikely to be achieved; and 2.91% have been missed (a further 0.97% do not have targets). This is due to the challenging nature of the Local Area Agreement (LAA) and statutory attainment targets. The latest Ofsted performance profile shows that performance in 90% of NIs is in line with or above the national average. Final 2009/10 data for social care NIs will be available in June 2010, while provisional exam results for 2009/10 are not available until August 2010.

Current key risks / improvement priorities		Action being taken
Safeguarding and children in care	<ul style="list-style-type: none"> Despite improvement, the proportion of children in care experiencing three or more placement moves in a year remains relatively high in comparison to other authorities Increasing pressure on social care teams as a result of rising numbers of children in care and child protection plans 	<ul style="list-style-type: none"> New Quality Improvement Framework has established an annual cycle of audit, self-assessment and improvement planning to secure continuous improvement. Robust monthly monitoring by Children's Services Department and scrutiny of practice at an area level through the Local Safeguarding Children Board. New independent chair appointed for Local Safeguarding Children Board.
Local Children's Partnerships	<ul style="list-style-type: none"> The strengthening of Children's Trust arrangements through the Apprenticeship, Skills, Learning and Children Act 2009 	<ul style="list-style-type: none"> 15 Local Children's Partnerships (LCPs) have been developed, taking into account the most appropriate geographical groupings for local communities, schools and partners to deliver CYPP priorities at a local level. Membership of each LCP is currently being finalised, with each partnership expected to develop a local delivery plan by July 2010.
Impact of recession	<ul style="list-style-type: none"> Non-achievement of key LAA targets: proportion of 16-18 year olds NEET and the percentage of care leavers in education, employment or training 	<ul style="list-style-type: none"> NEET has fallen month on month since September 2009 (5.5% in February 2010). Co-ordinated plans for improvement across the County Council, with activities including the development of apprenticeships/work experience opportunities; increased choice and more flexible pathways from 14-19; and improving the provision of information, advice and guidance to young people. For care leavers, Connexions personal advisers will be invited to reviews from the age of 13 to participate in care planning at an earlier stage.
Teenage conceptions	<ul style="list-style-type: none"> Non-achievement of LAA target: the percentage change between the under 18 conception rate from the 1998 baseline. The provisional figure for 2008 is -5.4%. The rolling three year rate for 2006-08 shows conception rates have increased in eight districts from 2005-07. 	<ul style="list-style-type: none"> A new partnership action plan has been developed in response to the latest data. Integrated actions are outlined for schools, colleges, locality teams, youth teams, Connexions, children's centres, extended services, parenting support, behaviour support, health services and district councils. Reducing teenage conceptions is one of the key priorities for the new LCPs.

Hotlist

Hampshire County Council joined the national Building Schools for the Future (BSF) programme in July 2009. In the first phase of the programme, £80 million will rebuild, refurbish or remodel nine schools and one education centre in Havant and Horndean. It includes the creation of an academy –set to open in September 2010. A 'Strategy for Change' has been submitted to Partnership for Schools (the Government body overseeing the programme). Once the strategy has been approved, the County Council will be able to work on detailed plans for improvement works for individual schools.

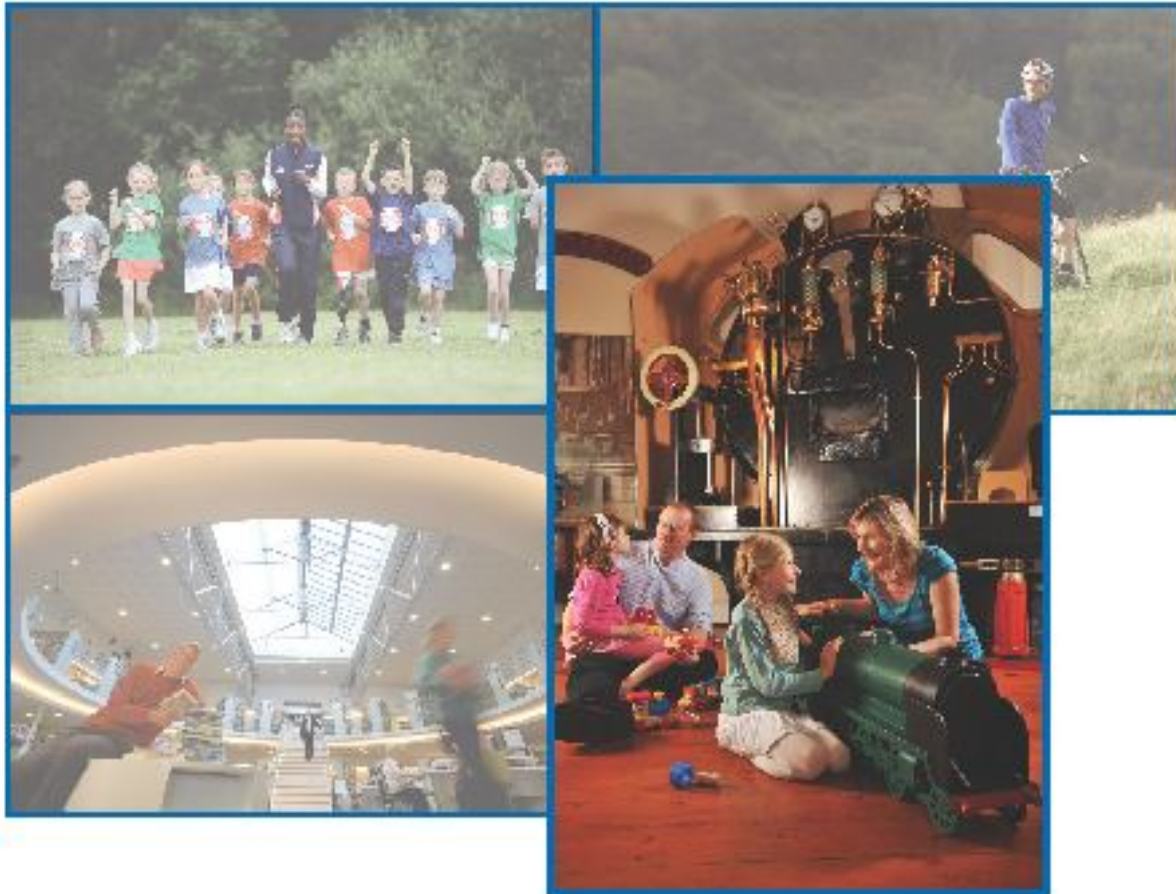
The Child Poverty Act 2010 (coming into force from 25 May 2010) introduces new duties on local authorities to:

- co-operate to put in place arrangements to work to reduce and mitigate the effects of child poverty in their local areas;
- prepare and publish a local child poverty needs assessment – the first to be published by April 2011 and then every three years;
- prepare a joint child poverty strategy, setting out measures to reduce and mitigate the effects of child poverty – refreshed every three years.

Children's Services are currently scoping how these activities can be integrated within the work of the Department and across the County Council and partners. The new LCPs will play a key role in co-operation arrangements and implementing the strategy at a local level.

Chief Officer Self-Assessment

Culture, Communities and Rural Affairs



Chief Officer Self-Assessment: Culture, Communities & Rural Affairs

General summary of recent progress and implications for the coming period

1. Participation rates remained high during the ongoing extensive programme of refurbishment to improve the quality and attractiveness of our services and range of facilities for customers.
2. Culture-all campaign and Passport has been a very positive response to the recession resulting in visit increases at participating sites.
3. The expansion of targeted and innovative work specifically with young people and older people e.g. Wessex Dance Academy
4. The implementation of the restructured senior management of the department and development of the cross-cutting Theme priorities.
5. Genuine progress with the implementation of Rural Delivery Strategy projects through cross-department action.
6. Culmination of the delivery of major planned improvements to facilities and buildings across the department delivered on time and on budget e.g. The Spring Arts & Heritage Centre in Havant, Royal Victoria Country Park Chapel

National indicators - Interim data from the Active People survey for participation in culture and sport (NI 8,9,10,11) show a slight downward trend in participation by Hampshire residents for Libraries and Museums – this reflects the national trend. Targets have been set to be top quartile. Library visits show a slight decrease on the previous year (-1.0%) when comparing libraries unaffected by closures. Visits and use of other services reflect seasonal fluctuations and are affected by the adverse weather in December worse in January which will also have an impact on income. A degree of fluctuation in visits is expected but online access continues to increase.

Recent achievements and key milestones

1. Culture-all promotion and Passport generated a high level of interest – more than 1,500 Passports have been sold including 300 through the online shop, generating over £90,000 income in only 8 months. A review of Culture-all will be taken to the Executive Member in July 2010. Passports have been issued to all foster parents in Hampshire. 5,873 Culture-all vouchers redeemed at the visitor attractions we promoted with a combined value of £48,313.
2. Hampshire is one of the first authorities to offer an e-book and audio book download service. The service went live in December, broadening the services available to customers, particularly those who need to use audio-books or e-readers. It has proved very popular - almost 4,000 downloads by end of March.
3. New management structure fully implemented with a reduction from 5 Heads of Service to 3 Assistant Directors. Programme and Service Managers are leading the cross-cutting activity to enhance our capacity and contribution to corporate priorities to improve outcomes for target communities and children in care. Head of Hampshire Learning, and Library Service and Museums Operational Heads now in post.
4. Visits to Hampshire's Museums are up 8% on the previous year showing a positive response to the improved offer in the refurbished exhibition and gallery spaces and due to some major events e.g. Oktoberfest at Milestones, popular temporary exhibitions at Willis Museum, Winchester Discovery Centre and the Gosport Gallery.
5. Endorsement of the Vision and Strategy for the Library Service by Cabinet, CMT and Cllr Snaith, setting out for the first time the vision and direction for the Service and its commitment to providing a sustainable service that meets the evolving needs of the communities of Hampshire.
6. Partnerships with Children's Services and Registration Services saw the start of a programme to open Children's Centres and Registration Offices in libraries, to improve customer access to HCC services. The first Registration Office opened in Gosport DC in February. Both services will be investing money in the Library Service (e.g. £125,000 from Children's Services that will help fund installation of Self Service in Chineham and Eastleigh libraries).
7. On behalf of CMT the department is supporting the development of the new HATS to achieve better engagement and objectives at a local level.






Rural Delivery Strategy – of approximately 120 rural projects being taken forward by Departments with their own resources 79% were proceeding as planned at year-end, with only 4% not progressing. Of the funded projects it is estimated that £154,000 of County Council investment will help facilitate a combined

investment of £670,000 in rural Hampshire.

Forward look –

1. Director is leading an Income & Efficiency Task Group to achieve a step change in income potential with a £0.5million target for 2010/11.
2. The third Discovery Centre will open in Basingstoke in 2010/11. Waterlooville library closed in February for work to begin and will be a pilot along with Basingstoke providing a Hantsdirect Local service following refurbishment, including a new learning facility. This is part of the continued development of our work with Adult Services on the Basingstoke Pilot and Discovery Centre, supporting Care Choice and developing the Library Service role in supporting personalisation and specifically information and advice role for older people and adults with learning disabilities.
3. Several years of planning will culminate in the opening of the Heritage Lottery funded restored Basing House re-opening in summer 2010.
4. The Runways End adventure activities centre capital project has now achieved Committee Decision agreement, with briefings for senior politicians and others. Design work is complete and final drafts for the partnership and management agreements are in place. All funding (capital and revenue) is identified and secure. A main contractor is appointed. On site build to start in Sept 2010.
5. The transformation of Hampshire’s libraries will continue with a staff restructure to ensure the service continues to meet the needs of local communities and is financially sustainable.

A medium to long-term Strategy for the future of Hampshire’s green estate will be developed in partnership with PBRs considering its development, use and future stewardship and report to Cabinet in 2010/11 as part of the review of corporate assets.

Current key risks / improvement priorities.	Action being taken
 Basingstoke Canal – red on Corporate Risk register following condition survey.	In response to the condition survey work is now very advanced in deciding what specific remedial works are required. The Leader and Members have agreed substantial investment for managing the asset. Action is in hand for joint procurement with Surrey.
 Risk to the future continuation of services and single initiative projects funded from time-limited Government grants SHIOW – Sport Hampshire & Isle of Wight County Sports Partnership	Renaissance, SHIOW, EDGE and Find Your Talent are projects at risk and significant to the core aim to broaden access through targeted activity. We are working with partners and funding bodies to assess the liabilities and impacts of loss of funding to plan for the future sustainability of these programmes to ensure that the best of these programmes continue as core business in future. The Museum Service is planning to restructure to accommodate future funding changes and opportunities post March 2011. We are initiating a review of our Museum and Heritage Strategy for the future.
 Safeguarding – children, young people and vulnerable adults	The department is alert to its responsibility and obligations. The implementation of the Vetting and possible barring in recruitment and the implications of implementation for existing staff is a serious responsibility. It is being planned to ensure it doesn’t act as an inhibitor to offering genuine challenges for young people e.g. Learning Outside the Classroom, and the legal requirements match our business.
 Sustaining the Library Service budget and continued culture change within the service – risk of managing change in very visible public service	A progress report on the Library Strategy and framework for the provision of static libraries went to Executive Member in January 2010. This is a key foundation stone for the future development of the library service and sets out for the first time our commitment to the residents of Hampshire on the standard of service (e.g. range of stock, opening hours, public IT access) to be provided by each type of library. Corporate issue around weekend enhancement to be reviewed.
 HCC revenue clients and partners facing impact from recession.	Discussions are ongoing and close monitoring of the situation being undertaken. Need to be aware of pressures on District and Borough funding that could impact on client and own programmes.

Environment



Chief Officer Self-Assessment: Environment Department





General summary of recent progress and implications for the coming period

Good progress continues to be made in achieving our key service priorities with a focus on our Corporate Improvement Plan and Local Area Agreement priorities to reduce traffic speeds in villages, reduce waste to landfill, proactively manage the growth agenda and promote measures to mitigate and adapt to climate change. The significant challenges in keeping the roads open during cold weather winter were met well. Lessons from this event are being studied and will be incorporated into our future plans. A positive reaction has also been made to address the damage inflicted to the road network. The delay in the legal procedures to implement the BRT(Phase 1) has been a major frustration. Nevertheless, we are working hard to both progress the scheme and manage the financial implications. Despite these issues, budgets continued to be managed in line with expectations.

Recent achievements and key milestones

- Further spells of cold, snowy weather in January 2010 put great pressures on the resources of the highways service but these were met well. The department proactively responding to the consequent damage caused to our road network.
- Operations Restore and Resilience have been devised and financial resources are being sought. Operation Restore is a £12.5m operation to repair the recent damage to our roads resulting from the worst winter weather in 30 years. Operation Resilience is a further programme to invest in improving the condition of our road network over the next 7 years.
- The £250m Street lighting PFI is underway with co-location with the main contractor commencing in February.
- The new South Coast Street Lighting team won Best Local Government Project Team at the 'Public Private Finance Awards 2010', beating off seven other entries.
- As part of our work on the Improvement and Efficiency South East (IESE) we completed the switch to a regional 4-supplier framework in January 2010 that will realise highways and transport services costs savings for us and our partner local authorities.
- The road casualty statistics reported in Hampshire during 2009 were confirmed as the lowest on record for the total number. Falls in the levels of sight casualties and fatalities were most welcome although a rise in serious casualties reminds us of the continuing challenges.
- The Winchester High Street improvement remains on programme despite cold weather disruptions in January and the first sections are complete.
- South Winchester Park & Ride opened on schedule and on budget on 19th April, following a successful construction phase. New low emission buses have been introduced as part of a new contract. The new car park features Hampshire's first public electric car charging points.
- The Wheels to Work scheme improving mobility for young adults has been extended to cover a wider rural area in Hampshire.
- The Home to School transport pilots have been extended to enable full evaluation and development to maximise the opportunities for them to become self sustaining.
- DCLG funding of £0.75m was secured for improved bus services and related infrastructure in preparation for the Whitehill / Bordon Eco town.
- The Waterside Community Rail Partnership was launched to investigate the reopening of passenger rail services to Hythe.
- Good progress has been made with the setting up of the South Downs National Park Authority including further negotiations on the potential delegation of planning responsibilities.
- A recent recycling review has been completed with all local authorities in Hampshire which has resulted in agreements on what kerbside materials should be recycled, and a partnership commitment to further improve capture and quality.
- The economic downturn and continuing reduction in waste volumes, further improvements in recycling levels, positive contract claims negotiations and increased income from third party processing all contributed to waste costs for 2009/10 being £4m lower than originally budgeted. This enabled the £3m central waste contingency to be redirected to other priority Council areas and to help offset the excess costs of responding to the extreme winter weather.

Good progress continues to be made on our LAA priorities although our confidence on achieving our road maintenance targets has been reduced following the recent weather related damage.

Current key risks / improvement priorities.	Action being taken
<p> Condition of the highway network following the winter weather.</p>	<p>The acute spells of harsh winter weather had an adverse impact on the planned works programmes (both improvement and maintenance works) and the surface condition of many highways. Immediate commitments were given to improve the ability to better respond to future emergencies through improved access to salt supplies and a review of other responses is underway. Remediation of the damage to road network was immediately procured through reinstating a pothole buster approach and by reviewing the ongoing works to target revised priorities.</p> <p>A significant investment package, spanning seven years as part of a 15 year strategy, aimed at improving Hampshire's roads and pavements, has since been devised within 'Operations Restore and Resilience'. These operations seek to develop action plans supported by a commitment of long-term investment, to improve the strength and condition of Hampshire's road network., making it more resilient and less susceptible to defects caused by extreme weather conditions. To do this, structural repairs, resurfacing and drainage works are being planned in both the short and long terms. Commitments made in the new Corporate Improvement Plan set out our intent to still fulfill the LAA targets and seek improvement beyond them in the next three years on both road condition and the public perception of the quality of the maintenance service.</p>
<p> Future funding for transport infrastructure, services and highway maintenance – risk of substantial reduction</p>	<p>As reported in previous assessments, severe cuts in the level of national and regional transport capital funding are planned from 2011. Reductions in local receipts could be expected, due to the introduction of CIL from April 2010 (However, this is not statutory and to date no LPA's are intending to introduce). In addition the transfer of responsibility for Concessionary Fares to the County Council, with uncertainty over the adequacy of the accompanying funding transfer, and a policy commitment to keeping maintenance funding and performance at current levels there may need to be significant reductions in our traffic management and transport improvement programmes as well as for bus subsidy support. To mitigate this we are working to accelerate the release of developer contributions, and the efficiency of bus contracts. We will also seek to manage expectations of delivery levels. The additional pressures arising from the recent weather damage to the road network will compound this matter.</p>
<p> South East Hampshire Bus Rapid Transit. Financial risk related to the implementation and spending of funding.</p>	<p>The appeal against the unsuccessful Judicial Review of the granting of planning permission for Phase 1A was held on 10th/11th March 2010. HCC mounted a robust defence of the decision to grant planning approval and the judgement is currently awaited. The two applications for areas of the site to be registered as Town/Village Greens under the Commons Act 2006 are progressing. Both applications were referred to non-statutory public inquiry by the Regulatory Committee in February 2010, the first of which (for the section of track at Wych Lane) has already taken place. The second (for the triangle of land adjacent to Tichborne Way) has been adjourned until 1st July 2010.</p> <p>Construction of the scheme is currently programmed to commence no earlier than June 2010, subject to the outcome of the appeal and first village green application. Funding remains a concern, as the completion of all the works will now definitely be delayed until after 31st March 2011, which is the final date for claiming against the CIF Grant. Alternative funding arrangements are being actively pursued with HCA, who remain fully supportive of the scheme.</p>
<p> Minerals & Waste Development Framework – Risks from SoS or other political decisions.</p>	<p>The Secretary of State has now published for consultation his draft revision, which maintains the apportionment suggested in the EiP Panel Report, and therefore continues to be unfavourable to the County Council. The general election led to continued uncertainty regarding progress on the Framework, but background technical work on the all elements of the Framework continues. Subject to a post election review of the regional planning arrangements and framework, to inform the way forward, proposals are intended to be presented for consultation starting in late autumn 2010, taking account of the likely revised apportionment.</p>

Chief Officer Self-Assessment

Property, Business and Regulatory Services



Chief Officer Self-Assessment: Property, Business & Regulatory Services and IT (PBR&IT)

General summary of recent progress and implications for the coming period






The department is leading on efficiencies, business transformation and community safety within the Corporate Improvement Plan, as well as supporting enhanced customer outcomes. Key challenges are around improving public perception of crime and anti-social behaviour as well as identifying appropriate targets for carbon reduction. Hampshire's IT Team have won a National award for work to improve computer skills for staff and residents, and two National Green IT awards for outstanding achievement in sustainable ICT. School meal provision has seen growth this year of around 300,000 meals and uptake of nearly 34%, the highest figure for the past five years. The successful refurbishment of Elizabeth II Court by Property Services has been recognised as the Sustainability Project of the Year at the UK Green Building Council Awards, delivering an efficient, high quality and flexible workspace with the project completed on cost and on time.

Recent achievements and key milestones

The department is the corporate and county lead for business transformation, to include Workstyle and Facilities Management, and carbon management programmes. IT have achieved significant success to support business transformation including implementation of Hantsfile in Environment and IT, HPSN2 telecoms contract signed with HLOW partners, and SAP/ESS improvements e.g. electronic payslips, travels claims and time recording. Progress has been made with procurement of smart metering and a Carbon Trust loan of £500k secured to save 900 tonnes of CO2 through new boiler controls in corporate buildings. The procurement improvement programme will drive down cost through process reductions to support the delivery of effective services, for example the introduction of procurement cards to reduce the number of payments associated with individual transactions. HCC and Kent County Council are collaborating with Improvement and Efficiency South East (IESE) to make shared contracts available across the region.

The department is the corporate lead on procurement and has achieved £25m savings for participating local authorities using framework agreements across the South East of England. Revenue Income Optimisation is progressing to identify new income to add to the departmental efficiency programme which primarily looks at redesign of existing services to provide cashable savings. Significant workforce re-modelling is now complete within IT delivering savings of £1m during 2010/11. Successful appointment of Strategic and Senior Managers in Property by workforce remodelling has achieved cost savings of £200k. Business Services group have exceeded their revised financial projection for 2009/10, delivering an overall surplus of £0.9m. Property Services have achieved predicted income of £6.4m in delivery of services for other public sector organisations during 2009/10, representing a 50% increase compared to 2008/09. Capital receipts in excess of £11.5m have been secured despite the adverse financial climate.

The department has successfully delivered 489 construction projects valued at £119m during 2009/10. A Regional Education Partnership is being promoted with central government to support the procurement of the first phase of Building Schools for the Future with funding of £80m anticipated for projects within Havant. IT have successfully delivered 138 development projects, valued at £9m during 2009/10 to include flexible 'pull printing' to support Workstyle and Hantsdirect integration of Lagan with key IT systems including Swift and Exor. Trading Standards has introduced a new dispute resolution and mediation service to assist vulnerable residents who have suffered financial loss, achieving over £200k in refunds and reduced liabilities over the past two years. Registration have developed a customer charter to ensure compliance with the National Good Practice Guide for Registration and launched a new customer feedback card to achieve improved customer liaison.

Current key risks / improvement priorities.	Action being taken
 Economic and financial climate impact on income	<p>Given the pressure on local authority budgets the Efficiency Board and Members Panel will be communicating directly about our own financial situation during the first quarter of 2010/11 and budgets will need to be reviewed accordingly. Business planning is being used to identify new sources of income for Property Services and a trading company model is being developed to secure existing clients and allow future expansion. Existing land holdings continue to be scoped to identify further potential sites for the 500 affordable homes initiative to support residents on low income and in rural areas.</p>
 Workforce planning and organisational design	<p>Following the completion of reorganisations within IT and Registration the challenge for the year ahead will be to maintain and improve service delivery while managing staff morale. Other workforce re-modelling projects undertaken to improve services and deliver efficiencies include a centralised Facilities Management service, a revised PBR&IT administration model and HTM re-structure, as well as the ongoing CSR implementation in Property. This work is a critical strand in the efficiency programme which will enable business process engineering to create further cashable savings.</p>
 Successful implementation of corporate business transformation and cultural change	<p>Implementation of Hantsfile is key to the future success of Workstyle, requiring new ways of working to be embraced by staff. Facilities Management services are to be rolled out beyond the Castle Complex with significant progress towards providing FM functions across Hampshire, as well as extending the scope of the service. Success for these initiatives relies on other departments and staff embracing cultural and behavioural change. Business Units have set aside £0.5m in 2009/10 to support the Procurement improvement programme which needs to achieve £10m in savings over the next two financial years.</p>
 Work in Partnership to reduce crime and disorder and anti-social behaviour	<p>PBR&IT has the lead for community safety at the operational level through the ACSO Service, and strategically via the County Strategy Group on Crime and Disorder. Resource has been identified to progress mainstreaming of section 17 across the County Council with a lead contact needed for each Department to raise the profile and fulfil requirements under the Crime and Disorder Act 1998. Performance for NI 32 (Repeat incidents of domestic violence) is currently lower than other authorities and a dedicated action plan has been put in place to improve this position. A strategic review of domestic abuse has been led by HCC and partners to identify best practice and improvements on behalf of the County Strategy Group and a new countywide Independent Domestic Violence Advisor service is to be introduced. A further challenge for 2010/11 will be to work closely with Hampshire partners to improve communication with residents and increase public confidence as measured by the Place Survey.</p>
 Contribution to corporate sustainability agenda, carbon reduction targets and adaptation to climate change.	<p>A Carbon Management strategy and draft Management Plan has been produced including proposed targets for carbon reduction for presentation to Cabinet. The Schools Forum have agreed to expenditure of funds on the Smart Meter Programme commencing in 2010. A Schools Carbon Management Group has been established with representatives from headteachers, study centres and Children's Services. A pilot study to encourage behavioural change in Hampshire offices has commenced in Mottisfont Court and the results will be monitored over the coming months. The Department is working closely with Environment colleagues to develop a comprehensive approach to Carbon Management and Adaptation ensuring the county council is at the forefront in providing leadership externally as well as an exemplar in it's own service provision.</p>

Appendix One: Chief Officer Self-Assessment Prompt List

The following is a 'prompt list' of issues or questions that Chief Officers were given to guide them in the preparation of their one/two sides of A4 self-assessments. This list is intended to prompt the consideration of the significance of particular issues, they are not a prescription of what must be included – this is for the Chief Officer to decide.

The key point is that these self-assessments need to be the Chief Officer's judgement of what the key performance issues are for them now and looking forward. The 'so what' factor should be applied when considering what to include in the self-assessment – why does Cabinet or CMT need to know this: it needs to have corporate impact, significance and/or a need for corporate (or other departmental) support or resource allocation.

The 'prompt list' includes – does your self-assessment outline:

- **Direction of Travel:** Overall strategic performance and direction of travel (inc whether this is sustainable)?
- **Risks:** Key issues, risks or 'hotspots' looking forward and how these are being addressed?
- **CIP, LAA & NIS:** Areas of concern within the Corporate Improvement Plan, LAA or NIS which your department takes the lead or makes a significant contribution to?
- **Finance & workforce:** Departmental financial health and, where relevant, key workforce issues?
- **Management:** Significant departmental value for money, management or efficiency issues/improvements?
- **Statutory & inspection:** Any issues/concerns in relation to statutory responsibilities or inspection/audit?
- **Sensitivities:** Any areas of specific Member interest or public trust/confidence risks?
- **External:** Significant external changes or implications (eg regulatory or legislative changes)?
- **Equality & Sustainability:** Any significant equality or sustainability issues?
- **Balance:** Give a balanced view in terms of overall (good) performance against areas for further improvement (or at least put them into context)?
- **Coverage:** Have the most significant areas of services delivered and budget been reflected - do they need to be?

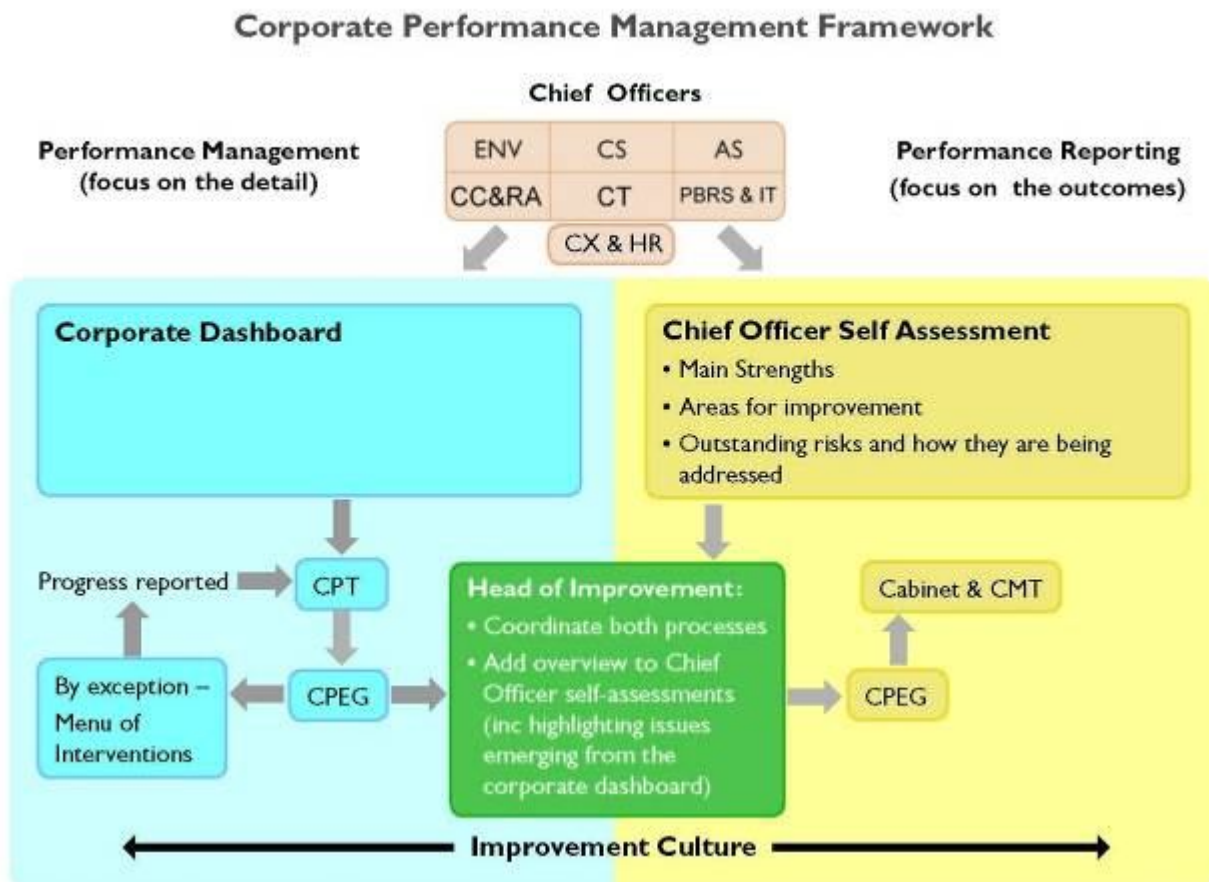
Appendix Two: Overview of Driving Success

Chief Officers, with their Executive Member, own and lead performance management for their department. This is central to the framework but Driving Success also recognises that there needs to be corporate visibility of this, particularly areas of risk or weakness. Driving Success strengthens self-awareness and mechanisms to enable corporate discussions about areas for improvement – in the spirit of collective responsibility.

Driving Success has four key underpinning principles:

- Keep it **simple**
- **Honesty** should be central
- Concentrate on the critical issues that **matter most locally** and not everything
- Do something about performance and improvement when **action** is required.

The diagram below sets out the corporate Performance Management Framework, making the distinction between the corporate performance management process (on the left) and the corporate performance reporting process (on the right). It also introduces the two new concepts of the Corporate Dashboard and the Chief Officer Self-assessment:



Appendix three: Driving Success Main Roles & Responsibilities

	Role	Responsibility
Chief Officers	Leading and managing service delivery and driving continuous improvement, reporting weaker performance and risk corporately	Take an honest self-awareness approach to departmental performance and take action to improve performance – escalating issues to the Leader and Cabinet, as appropriate
Executive Members	Keeping a watching brief of the performance of services in their portfolio, particularly areas of poorer performance and risk, as well as setting ambition in areas of best practice and innovation	Working with and challenging Chief Officers to drive continuous improvement – escalating issues to the Leader and Cabinet, as appropriate
Head of Improvement	Keeping a watching brief of the Council's overall performance position, acting as a catalyst to drive improvement and reporting areas of risk	Work with and support Chief Officers to drive improvement in the areas that matter most locally and report this to CPEG, CMT and Cabinet, as appropriate
CPEG	Considering the Council's corporate position and significant outstanding areas of concern in order to agree or commission action to address as well as ensuring the Council is being ambitious enough	CPEG will agree action on behalf of CMT in response to outstanding areas of concern. The Head of Improvement will liaise with CPEG to prepare reports to CMT (and ultimately Cabinet) twice a year, or by exception
Chief Executive	Ensuring action is being taken to address areas of poorer performance and risk as well as develop areas of best practice and innovation	Taking action to address or escalating issues, as appropriate, to CMT, Cabinet and the Leader
Executive Member for Performance	Keeping a watching brief of the Council's overall performance position, particularly areas of poorer performance and risk as well as areas of best practice and innovation	Advising, alerting and challenging Cabinet and Executive Members to issues
CMT, Cabinet & Leader	Overseeing performance and setting the overall level of ambition for the authority	Challenging areas to improve and of risk
Scrutiny Select Committees	Holding the Executive to account on performance issues and providing challenge, as appropriate	Undertaking specific reviews to scrutinise decisions and/or offer alternative policy or service proposals to help improvement