

Home

Welcome to the homepage of Hampshire County Council's Corporate Strategy and Performance Plan

The website has two key elements to it:

- **our Corporate Strategy** - which is forward looking and provides a brief summary of our strategic objectives and priorities for improvement. This is the overarching focus for all activity undertaken by Hampshire County Council and you can find out more under the ['What we aim to achieve'](#) section of this website
- **our Performance Plan** - which is backward looking and reports on progress on delivering targets in relation to both national and local priorities and you can find out more under the ['How well are we doing?'](#) section of this website.

Efficiency

Following the national Gershon review in late 2004 we have placed an increased emphasis on our efficiency in the way we deliver our services and have submitted forward and backward looking Annual Efficiency Statements (AES) to the ODPM. These complement the forward looking Corporate Strategy and the backward looking Performance Plan.

Links of interest:

- [Forward looking AES submitted 15/04/05](#)
- Backward looking AES submitted 15/06/05 (link to follow)

How we decide and resource our priorities

- information on external factors that influence the way we make policies and plans to deliver services under ['About Hampshire'](#)
- the way we use our resources to deliver services under ['What is our capacity to deliver?'](#)

Throughout the website you will find links to related information.

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Our statutory remit

Central Government requires every local authority to publish a performance plan each year. It is one of the few statutory plans required from all local authorities and in the case of authorities categorised as 'excellent', it is the sole annual plan that Government requires us to prepare and publish.

The Local Government Act 1999: Part 1: set out the original legislation for Best Value; this has subsequently been amended by Statutory Instrument no. 2002/305 and further guidance issued by the Office of the Deputy Prime Minister (ODPM) as circular 03/2003 and its addendum 02/2004.

The act states that "A Best Value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of

economy, efficiency and effectiveness.”

In addition we must make sure local people have access to clear and relevant information about our performance. We publish summary information each year in a special pullout included in the Spring edition of the Council's magazine, 'Hampshire Now'.

Links of interest

- [Local Government Act 1999: Part 1: Best Value](#)
- [Statutory Instrument no. 2002/305](#)
- [ODPM circular 03/2003 and 02/2004 addendum](#)
- [Latest summary performance information in Hampshire Now \(Spring 2005\)](#)

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About Hampshire



Hampshire County Council is a large, dynamic and successful authority. The county of Hampshire is also large, dynamic and successful, but this overall appearance of affluence masks real problems of relative deprivation and vulnerable communities.

Hampshire is the third largest shire county with a population of **1.25m** residents, over **502,000** households and covering **3680km²**. It is a diverse county with a mix of significant urban and extensive rural areas. Although less than **10%** of the county is urban, **87%** of the population live in urban areas with major settlements at, Aldershot, Andover, Basingstoke, Eastleigh, Fareham, Farnborough, Gosport, Havant and Winchester.

Approximately **90%** of the county is classified as rural with significant areas which are the subject of national and international environmental designations, including the new national park for the New Forest and the proposed one for the South Downs. Although not within the administrative area of the county council, the relationship between the port cities of Southampton and Portsmouth and the rest of the county has a significant effect on transport connections, employment and travel to work issues, housing and economic needs.

Further statistical information about the county can be obtained from our [Facts and Figures](#) web pages.

To ensure that information about the county is shared to maximum benefit amongst those planning and managing council services, a Corporate Research Forum exists to act as a corporate focus for the collection and analysis of management information.

Links of interest:

- [Facts and Figures](#)
- [Corporate Research Forum \(terms of reference\)](#)

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Statistics

We use and interpret a wide range of data to plan the delivery of public services. Information about external factors as well as the size and scale of our operations are key drivers for our decision making:

- [Population](#)
- [Transport](#)
- [Economy](#)
- [Education](#)

More detailed statistics are available at [Hampshire Facts and Figures](#)

This information is supplemented by the research we carry out with residents, partners and our own staff to arrive at our priorities for improvement. (See '[Public opinion](#)').

A Corporate Research Forum exists to share relevant information with staff who must have access to the latest and most accurate statistics.

Links of interest:

- [Hampshire Facts and Figures](#)
- [Corporate Research Forum \(terms of reference\)](#)

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Population

Overall population is forecast to grow by approximately 3.3% by 2011 and by approximately 6.5% by 2021 compared to 2001.

The number of households is expected to grow by around 9.0 % by 2011 and by around 18.3% by 2021 compared to 2001.

The age profile of the population is similar to the national average, but whereas younger age groups are expected to decline, growth in the over 85 age group is expected to be 38.7% by 2011 and 75.4% by 2021 compared to 2001.

There is a relatively low minority ethnic population in Hampshire at 1.5%, compared to the national average of 7.8%.

Pressures for development arise from the predicted growth in the number of households and associated activities, including traffic congestion, and the aim is to maximise the use of urban areas to meet these, minimising the use of green fields. There are also increasing pressures on the match between the location of school pupils and the provision of school places. The continuing growth in the older population also leads to higher demand for social services.

Overall the county is relatively prosperous with house prices higher than the average for the rest of the South East and 86.5% of housing in the private sector.

Average earnings (for people resident in Hampshire) are approximately 10% higher than the

national (England & Wales) average; unemployment levels are low at just 1.0% (based on the number of peoplemaking claims), and economic output (GVA) per head is £15,400, a little higher than the national average This produces difficulties for recruitment and retention for all levels of staff and pressure for affordable housing.

This affluence, however, masks significant areas and groups of people within the county that are more vulnerable. The 2004 Index of Multiple Deprivation shows that Havant, Gosport, New Forest, and Rushmoor all have pockets of deprivation that are recorded as being amongst the twenty most deprived areas in Hampshire, and amongst the twenty-percent most deprived areas in the country. In fact, Hampshire has twenty-four areas in total that lie in the top twenty-percent most deprived areas in the country. These areas tend to have lower earnings and higher unemployment.

As well as areas of urban deprivation, the county's extensive rural areas also bring pressures in terms of social exclusion, transport, affordable housing, maintaining the rich diversity of the county and the future of agriculture.

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Transport

Hampshire has 3 major motorways - M3, A3(M) and M27 - and a road network of some 8600km.

There are:

- 370km of railway line
- 49 railway stations
- two thriving airports

...and designated Trans European links (road and rail).

The county occupies a strategically important location on the south coast by providing one of the main gateways to mainland Europe via the ports of Southampton and Portsmouth. The influence of these ports is significant for the pressure on the road and rail networks. Transport issues in the north of the county are dominated by the Blackwater Valley sub-region and its association with London and Heathrow.

The county is experiencing the effect of higher than average traffic growth , higher than average car ownership and increasing journey lengths. The spiralling problem of road traffic congestion coupled with inadequacies in the passenger transport system is a threat to economic competitiveness, health and quality of life and underlines the need for a sustainable approach to transport issues.

These pressures have led to the need for innovative, integrated solutions such as the proposed South Hampshire Rapid Transit System in the south of the county, a new partnership approach to bus and rail services, promotion of alternative travel modes such as cycling and walking, action to reduce casualties and new methods of engaging the community in developing transport schemes and policies.

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Economy

The latest statistics (for 2002) show that the Hampshire economy, worth £18.4 billion, is the third largest shire economy behind Surrey and Hertfordshire. However at £14,800 Hampshire's Gross Domestic Product (GDP) per head, a widely regarded indicator of general economic performance (rather than sheer size) is a little below the national average (£15,300) and well below the average for the south east region (£16,800).



There are significant differences within the county with average earnings higher in the north and unemployment higher in the south. The overall GDP per head reflects the resident population rather than the number of jobs in the area. Around one in nine of Hampshire's working residents travel to work in the neighbouring cities of Portsmouth and Southampton, in turn providing the workers for one in three of the total number of jobs in the two cities.

Commuting is a major feature of the Hampshire economy that affects every district: as well as Hart in the north of the county, Fareham, Eastleigh and Havant, in the south, provide jobs for less than half of their resident workers.

Hampshire also has strong links with the armed forces and the Ministry of Defence which, as well as having significant land holdings in the county, is also a major employer. This has led to pressures on education planning for service families who move frequently. Other key employment sectors include: finance and business services, advanced engineering, leisure and tourism. Addressing issues related to affordable housing, gaps in key skills and the attraction of higher paid jobs outside the county is key to ensuring the economy's continued health.

A recent study of Hampshire Business Development Needs surveyed Hampshire businesses (including those in Portsmouth and Southampton) and found that 78% rated Hampshire as fairly good or very good as a place to run a business, compared to 87% who rated Hampshire as fairly good or very good as a place to work. When probed on this disparity the business focus groups concluded that Hampshire is a nice place to live, but a difficult place to do business. As well as the issues mentioned above, Hampshire businesses also raised transport congestion and a shortage of space to grow amongst the key difficulties that they face.

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Education statistics

Hampshire County Council works with 542 schools serving over 170,000 pupils. The schools range from a 22 pupil rural primary, to a 2110 pupil secondary. Current education expenditure is over £680m per annum and the LEA is committed to improving standards in teaching and learning across the county.



We have:

- 2 nursery schools and 12 nursery units with 377 (full time equivalent) pupils
- 434 primary schools with 98,029 pupils
- 71 secondary schools with 72,659 pupils including 1,671 pupils taught in secondary school sixth forms
- 28 special schools with 2,315 pupils

Source: All data is taken from PLASC (pupil level annual school census), January 2005

Links of interest:

- [Schools](#)
- [Education statistics booklet](#)

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Public Opinion

Public opinion research undertaken by Hampshire County Council over the last four to five years has highlighted issues of concern to local residents and communities as well as those services and quality of life issues that residents feel more positive about. Some of the latest research findings from the 2002 and 2003 Residents' surveys undertaken on the Council's behalf by MORI have told us that:

- People remain positive about the area as a place to live.
- Peace and quiet, access to countryside/coast and shopping facilities are good things about the County.
- More residents feel more well informed about the County Council.
- Improved satisfaction for service users amongst some key service areas such as social services, education, and libraries.
- Providing more things to do for young people remains a key theme.
- Residents are most critical of facilities for young people.
- More people are never going out after dark.
- Road and pavement maintenance is a continuing concern.
- Residents are positive about libraries, recycling facilities, and countryside sites and parks.

The other work commissioned this year has been to find out more about what is concerning people:

- Work has been done to find out more about how young people think, their motivations and aspirations. Parents of teenage children also participated in the study that looks at the issues for parents bringing up teenage children; the pressures, difficulties, plus the positives. This work was done to inform the Youth Strategy and policy development. As a result of this work the County Council is to recruit 40 Accredited Community Safety Wardens who will work alongside the police in the most troubled spots in the county.
- Work was commissioned looking at the residents levels of understanding of the council tax and the spending priorities they felt as most and least important.
- Work amongst the elderly begins later this month. It is a priority of the authority and the findings will be fed into the Cabinet to inform policy.
- Work amongst minority ethnic groups will look at accessibility of services, quality of life issues, education, housing, etc.
- Work was undertaken on the national government exercise looking at satisfaction levels with county council services. This project is for the government to gauge and measure performance amongst local government across the country. Hampshire hopes to be in the upper quartile of performance. The national league table will be published over the next two months.

- The citizens' panel –'Hampshire Listens' continues to look at local and national issues. The panel has been asked a number of questions on many subjects-the environment, transport , technology, life-long learning, and regional government.

All the research and consultation carried out by the County Council is reported to senior officers and Cabinet members to inform their thinking and guide policy and service development.

Links of interest:

- [Market research](#)

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Organisation of the County Council

The County Council is currently organised into eight main departments:

- Chief Executive's
- Education
- Social Services
- Environment
- Recreation and Heritage
- Property, Business and Regulatory Services
- Human Resources
- County Treasurer's

There is a Corporate Management Team, comprising the eight Chief Officers for the main departments and led by the Chief Executive. The County Council has strong international links and runs an office in Brussels, as part of South East England House, in partnership with West Sussex and the Isle of Wight. The Council is also a member of the voluntary regional assembly for the south-east (SEERA) and plays a full part in the key national local government groupings, such as the County Councils Network (CCN) and the Local Government association (LGA).

The size and complexity of the County Council poses challenges, while providing opportunities not open to smaller organisations. The Council has met the challenge of managing internal communications and delivering efficient operations by balancing central co-ordination and control with an empowering, devolved structure for delivering front-line services. The council capitalises on opportunities for economies of scale and for developing expertise and intellectual capacity in different specialisms. The evidence for this is in the number of individuals and other organisations who approach the Council for support, advice and information.

The County Council's budgeted gross revenue spending in 2005/06 is over £1.4 billion together with planned four-year capital spending programme of more than £0.5 billion. It employs over 37,000 people, including part time staff, most of whom work on the front line providing services.

The County Council is a relatively low spending authority, with a Formula Spending Share (FSS) per head in the lowest quartile of comparable county councils. Its budgeted spending in excess of FSS in 2005/06 is below the median for such county councils. The council tax for 2005/06 is at the lowest quartile, despite its percentage increase in grant for 2005/06 also being in the lowest quartile.

The County Council's budget strategy balances service needs against national and local priorities whilst recognising the impact that large council tax increases have on those whose incomes are

fixed or rising slowly, such as pensioners.

Links of interest:

- [Council tax and budget 2005/06](#)
- [Forward looking Efficiency Statement 2005/06](#)
- Backward looking Efficiency Statement 2004/05 (Link not yet live)

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Political Context

Hampshire is a two tier area for local government and has very active Parish and Town councils in most areas. At the County Council elections in 2005 65.61% of the electorate voted.

There are 11 District Councils of which seven are Conservative controlled and one is Liberal Democrat. No political group has overall control in the other three. Also within the geographical area of Hampshire are the Unitary cities of Southampton and Portsmouth, both with no overall control, the Hampshire Fire and Rescue Authority, which is a Conservative controlled combined authority for Hampshire, Southampton and Portsmouth, and the Hampshire Police Authority which covers the two cities and the Isle of Wight as well as Hampshire.

Good working links have been developed with the district and unitary authorities through the Hampshire and Isle of Wight Local Government Association and with the parish and town councils through the Hampshire Association of Parish and Town Councils. This working relationship has been held up as an example of best practice by the Government Office for the South East for managing a complex political structure and reflecting the geographical remit of other public sector bodies such as health, particularly in relation to the development of community strategies and the Supporting People initiative. This network has also helped in the development of Local Strategic Partnerships and the preparation of community strategies. The regional context is also becoming ever more important.

Hampshire County Council has 78 elected members. The County Council is Conservative controlled:

- Conservative - 46
- Liberal Democrat - 28
- Labour - 4

The County Council introduced a Cabinet with Leader structure in September 2001. There are 10 Cabinet members. The Leader of the Council is responsible for the Policy and Resources portfolio and is Cabinet chairman. The portfolios of the other nine members of the Executive are:

- Children (Lead Member)
- Performance Efficiency and Communications
- Community Development and External affairs
- Economic Development
- Education (Member with special responsibility)
- Environment: North Hampshire and Spatial Strategy
- Environment: South Hampshire and Resource Management

- Recreation and Heritage
- Adult Social Care

There are six Policy Review Committees with the role of policy development, scrutiny and Best Value to advise the Executive. These include the Policy and Resources Scrutiny and Select Committee which operates along the lines of a Parliamentary Select Committee and a Health Review Committee.

The County Council also has a Standards Committee, a Governance Committee, a Regulatory Committee and an Employment Committee. There is also a sub-structure of subject and area based advisory panels.

The [Constitution](#) sets out operating arrangements in more detail.

Links of interest:

- [Your County your Councillors](#)
- [Parish and Town councils](#)

Internal links (Hantsnet):

(Please note - these links are only available to Hampshire County Council Staff)

- [Democratic protocols](#)

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Our response to the local context

The County Council has a clear vision of its leadership role in relation to longer term issues that affect the people of Hampshire, and recognises its role, along with the public and other agencies, in creating an integrated approach to finding solutions through the Hampshire Community Strategy.

This Strategy sets out four main themes: Health and Well-being; Economic Prosperity and Life Long Learning; Strong and safe communities and environment, infrastructure and transport. These set the direction for the longer term vision for Hampshire.

Looking at the medium and shorter term, the Cabinet and the Corporate Management Team have identified key themes and actions they wish to achieve over the course of the administration in response to the Community Strategy vision. These are based on the extensive programme of research with residents and balanced with national initiatives, evidence of current performance and opportunities for further efficiency gains. These form the County Council's Corporate Strategy and the framework for the Local Public Service Agreement (LPSA) which has been signed with the Government. These main themes are: Maximising life opportunities, Stewardship of the environment, Achieving economic prosperity, Building strong and safe communities, Improving services and Developing councillors and staff.

Supporting the main Corporate Strategy, the County Council has a Corporate Sustainable Development Strategy to highlight issues of social inclusion, community engagement, protection and enhancement of the built and natural environment and management of natural resources. There is also an IEG statement and an Equalities Strategy which set out the Council's commitment to improving access to services and to give a stronger focus on the needs, aspirations and choices of residents.

The County Council's LPSA has provided a focus on performance in key priority areas for the Council as detailed in the Corporate Strategy. This includes the areas identified by Cabinet as of

highest priority in the short term. There are:

- Youth, crime and deprivation
- Older People
- Education and skills development
- Transportation and economic housing

In order to deliver, the development of the County Council's leadership role is a priority. Building capacity through partnerships and by using its size as an asset, being prepared to take calculated risks, making best use of innovation and the mixed economy approach to service delivery are key building blocks that along with a competent and motivated workforce form an integrated framework for managing change.

The County Council has a good track record of partnership working both at the strategic level and across all services, both through existing inter-agency and local strategic partnership working and the development of new partnerships, especially more integrated working with health. The added value of these partnerships, especially the ability to maximise the use of resources from other sources to achieve real improvements in delivery, is a key part of the County Council's strategy.

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What we aim to achieve

Developing the quality of life for everyone

The Corporate Strategy brings together in one place, both for staff and councillors and for partners and residents, the main messages about what the County Council stands for and what we aim to achieve together.

The Corporate Strategy is a statement of our aims and how we intend to achieve them. It shows how the County Council responds to changes and challenges, identifies common aims with partners and sets priorities and targets for improvement. The Strategy also includes the County Council's policies on sustainable development, equalities and race promotion, crime and disorder and e-government.

The six key aims form the core of the strategy, under the overarching aim of 'developing the quality of life for everyone'. The strategy highlights, those priorities which have originated from a number of sources, often after consultation with local communities. These include the Cabinet priorities, the CPA improvement plan, the Local Public Service Agreement, the best value review programme and the Hampshire Community Strategy.

The document also links the key aims to the other related plans and strategies that the County Council produces which provide more detail about how we deliver services.

The six key aims are:



Maximising life opportunities – creating opportunities for the whole community and

reducing the impact of discrimination, through the provision of high quality accessible learning and caring services.

2**Stewardship of the environment** – protecting our environment by promoting the

principles of environmental sustainability and ensuring that Hampshire continues to be a place where people of all backgrounds want to live, work and visit.

3**Achieving economic prosperity** – leading the development of strong, diverse and

sustainable economy which supports jobs, businesses and investment.

4**Building strong and safe communities** – working together with local people to help make

people feel informed, empowered and eliminate discrimination. Working in partnership with others to make people feel safe in their own communities and to promote health and well being.

5**Improving services** – ensuring our services are inclusive and continuously improving to

meet the changing needs of the community.

6**Developing councillors and staff** – ensuring that councillors and staff are equipped with

the appropriate skills, knowledge and resources to respond effectively to the needs of all the people of Hampshire regardless of background.

Efficiency

Following the national Gershon Review in late 2004 we were charged with finding 2.5% efficiency gains over the next three years. To plan for this a forward looking Annual Efficiency Statement (AES) was written which identifies the areas where smarter delivery can help produce savings.

Links of interest:

- [Forward looking AES](#)

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Aim 1: Maximising life opportunities

Creating opportunities for the whole community and reducing the impact of discrimination and deprivation, through the provision and support of high quality accessible learning and caring services.

Promoting participation in learning

The County Council will promote and enable people to participate in high quality learning, whatever their age and abilities. This helps to develop the skills that people need to play a full role in society. Some areas for achievement include:

- helping children achieve their full potential by increasing educational standards and reducing unauthorised absences in secondary schools



- Ensuring people of all ages and circumstances can benefit from lifelong elearning
- providing personal and social development opportunities for 13 -19 year olds through youth work, for example, cultural activities, advice, information and counselling, international and residential experiences
- raising people's awareness and enjoyment of Hampshire's natural and cultural diversity


Protecting, caring for and empowering vulnerable people

This aim is to ensure that all the people of Hampshire have the right to live a safe and as normal life as possible. Our key priorities in this area include:

- increasing the number of children in friend and family placements
- ensuring looked after children have life opportunities equal to other children
- enabling vulnerable people to increase their independence and take a fuller control over their daily lives
- providing better care and support for older people



Links of interest:

-  [Aim 1 target sheet](#) (Adobe Acrobat Document, size 138KB - [download Acrobat Reader](#))
- [Related plans and strategies](#)

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Aim 2: Stewardship of the environment

Protecting our environment by promoting the principles of environmental sustainability and ensuring that Hampshire continues to be a place where people of all backgrounds want to live, work and visit.

Shaping our surroundings

The individuality and quality of Hampshire's cities, towns, villages and countryside will be maintained and enhanced by:

- improving the quality of protected landscapes and nature conservation areas
- maintaining public satisfaction with Hampshire's environment
- enhancing biodiversity and protecting habitats of threatened species



Travel and transport

A long-term view will be taken about how best to manage the road network and improve transport options with the aim of improving travel choices for all through the provision of a range of reliable, attractive and accessible alternatives to the car. Key priorities in this area include:

- improving the condition of roads and pavements
- encouraging more people to use better quality bus services
- tackling congestion in targeted urban areas




Natural resources

The ways in which the community uses natural resources must change to address current rates of depletion and pollution. As a first step the development of a Material Resource Strategy and Land Use Plan will focus on a number of key themes:

- promoting the use of renewable and recyclable resource
- minimising the creation of and managing waste
- raising awareness of the impact lifestyles and businesses have on the environment

Links of interest:

-  [Aim 2 target sheet](#) (Adobe Acrobat Document, size 128KB - [download Acrobat Reader](#))
- [Related plans and strategies](#)

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Aim 3: Achieving economic prosperity

Leading the development of a strong, diverse and sustainable economy, which supports jobs, businesses and investment.

Promoting economic well-being

To improve Hampshire's economic performance relative to regional and national averages by:

- maximising external funding and investment
- reducing the impact of congestion on economic performance
- acting as a responsible purchaser
- promoting new technologies such as broadband



Support of businesses in Hampshire

Helping existing business to thrive and encouraging the growth of diverse business opportunities for people from all backgrounds. Through:

- continuing to support the economy in rural areas, such as market towns
- reflecting the views of business in policy planning
- promoting investment in more efficient use of natural resources and environmentally friendly business practice




Access to skills and employment

To maintain prosperity our workforce must meet the need of the employer. Developing initiatives to promote access to jobs, skills and training will include:

- Establishing childcare facilities in disadvantaged areas
- promoting links between skills, training availability and business needs
- improving job opportunities for all, promoting good practice in equality and diversity of employment and the positive benefit of employing disabled people



Links of interest:

-  [Aim 3 target sheet](#) (Adobe Acrobat Document, size 125KB - [download Acrobat Reader](#))
- [Related plans and strategies](#)

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Aim 4: Building strong and safe communities

Working together with local people to help make people feel informed, empowered and eliminate discrimination. Working in partnership with others to make people feel safe in their own communities and to promote health and well-being.

Working together with Hampshire communities

This involves improving our dialogue with all those in the local communities, ensuring people feel informed, everyone's views are heard and that the community plays a central role in shaping our services. This will be achieved by:

- continuing to represent the views of the local community, at regional, national and international levels to influence and shape policy
- working with the voluntary and community sector through the Compact to continue to improve service delivery, build capacity and promote volunteering
- continuing to develop the community strategy and work with the Hampshire Strategic Partnership

Working with others to build strong, safe and sustainable communities

We will aim to make people feel safer by reducing crime and the fear of crime. Our work with disaffected people, in particular young people, who are in conflict with the law, will focus on diverting them away from the criminal system. We will:

- aim to target resources in areas of most need and for groups in danger of social exclusion
- ensure adequate infrastructure to support employment and housing growth



- be ready to respond to emergencies such as flooding


Promoting health and well-being

Through joint working with the health services, district councils and local strategic partnerships we will improve the health and safety of the people of Hampshire. By:

- promoting and supporting health and healthy lifestyles for all
- making the roads safer by reducing fatalities
- fulfilling our role of scrutinizing the National Health Service



Links of interest:

-  [Aim 4 target sheet](#) (Adobe Acrobat Document, size 131KB - [download Acrobat Reader](#))
- [Related plans and strategies](#)

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Aim 5: Improving services

Ensuring our services are inclusive and continuously improving to meet the changing needs of the whole community.

Improving our performance

Continuous improvement of our services to achieve consistently high levels of customer satisfaction and performance results that reflect high quality services through:

- achieving consistently high levels of customer satisfaction across all services wherever they are delivered
- retention of 'Excellent' rating under the Comprehensive Performance Assessment
- democratic arrangements designed to reflect community views and best practice

Providing access to employment and services in a way that suits the community and our customers

Our aim is to shape services around users' needs to be more convenient, flexible and responsive and to develop innovative uses for County Council facilities by:

- developing innovative uses of County Council facilities such as Discovery Centres
- provision of electronic services
- ensuring buildings are accessible




Managing our resources

We will continue to promote prudent financial management and to improve cost effectiveness aimed at increasing value for money. This will involve ensuring that procurement practice supports

the cost efficient delivery of quality services and best practice in relationships with contractors, suppliers and partners. We will also ensure that our buildings and other assets provide a positive environment for the delivery of high quality services and we will develop information technology systems to improve efficiency such as prompt payment of invoices.



Links of interest:

-  [Aim 5 target sheet](#) (Adobe Acrobat Document, size 123KB - [download Acrobat Reader](#))
- [Related plans and strategies](#)

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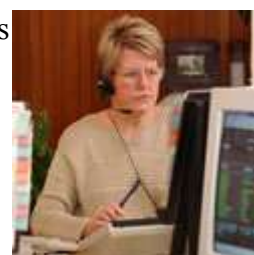
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Aim 6: Developing councillors and staff

Ensuring that councillors and staff are equipped with the appropriate skills, knowledge and resources to respond effectively to the needs of all the people of Hampshire, regardless of background.


Supporting and developing our councillors and staff

Our focus here is to put in place employment, development and reward packages that promote innovation and good practice. We will develop strong teams and leaders, who will promote equality and evolve new ways of working to improve service delivery across the authority by:



- retaining our ‘Investors in People’ accreditation
- investing in affordable housing for key workers
- promoting innovation and change, creating a performance culture, including scrutiny of existing practice and modernising the employment package to fit new ways of working through the completion of the Pay and Benefits project

Links of interest:

-  [Aim 6 target sheet](#) (Adobe Acrobat Document, size 61KB - [download Acrobat Reader](#))
- [Related plans and strategies](#)

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A-Z of related plans and strategies

The Corporate Strategy aims are supported by a comprehensive range of [service plans](#) and complemented through other plans and strategies which are illustrated in the table below.

A-Z of related plans and strategies	AIM 1	AIM 2	AIM 3	AIM 4	AIM 5	AIM 6
Adult Learning Plan August 2003 - July 2004	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

Areas Of Outstanding Natural Beauty Management Plans(1)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Areas Of Outstanding Natural Beauty Management Plans(2)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Biodiversity Action Plan for Hampshire Partnership	<input checked="" type="checkbox"/>					
Capital Strategy					<input checked="" type="checkbox"/>	
Children Plan	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Community Strategy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Compact and associated Codes of Good Practice	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Connexions Strategy						
Corporate Biodiversity Action Plan		<input checked="" type="checkbox"/>				
Corporate Communications Strategy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Corporate Consultation Strategy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Corporate Equality Plan and Race Scheme	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Corporate Lifelong Learning Strategy	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			
Corporate Procurement Strategy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Corporate Strategy for Managing Risk	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Corporate Sustainable Development Strategy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Corporate Urban Living Strategy		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Crime and Disorder Strategy				<input checked="" type="checkbox"/>		
Delivering Better Services	<input checked="" type="checkbox"/>					
Delivery and Improvement Statement	<input checked="" type="checkbox"/>					
Disability Discrimination Act Access Audits and Improvement Strategy			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
District Community Strategies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Economic Strategy			<input checked="" type="checkbox"/>			
Education Development Plan 2002 –2007	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			
Emergency Plan				<input checked="" type="checkbox"/>		
Enterprise Project Plan					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Food Service Plan 2003-06				<input checked="" type="checkbox"/>		
Hampshire County Council Strategy for Education	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			
Hampshire County Council’s e-Government & ICT Strategy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Hampshire County Structure Plan 1996-2011		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Hampshire Landscape Strategy		<input checked="" type="checkbox"/>				
Hampshire Local Transport Plan (first & second editions)		<input checked="" type="checkbox"/>				
Hampshire Natural Resource Initiative Business Plan 2003-2005		<input checked="" type="checkbox"/>				
Hampshire Water Strategy		<input checked="" type="checkbox"/>				

Hampshire's Cultural Strategy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Internal Communications Strategy					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
IT Strategy and Plan for Members						<input checked="" type="checkbox"/>
IT Strategy			<input checked="" type="checkbox"/>			
LEA Accessibility Strategy	<input checked="" type="checkbox"/>					
Material Resource Strategy by 2006		<input checked="" type="checkbox"/>				
Member Development Programme						<input checked="" type="checkbox"/>
People Strategy						<input checked="" type="checkbox"/>
Performance Plan					<input checked="" type="checkbox"/>	
Public Service Agreement					<input checked="" type="checkbox"/>	
School Organisation Plan	<input checked="" type="checkbox"/>					
SEEDA Regional Economic Strategy			<input checked="" type="checkbox"/>			
SEEDA Rural Strategy			<input checked="" type="checkbox"/>			
Strategy for the Built Estate	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Supporting People Strategy	<input checked="" type="checkbox"/>					
Sure Start Strategic Plan 2004-2006	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Youth Justice Plan	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		
Youth Service Strategic Development Plan 2003-2006	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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Service Plans

Policy and strategy are determined at a corporate and political level and relevant documents are therefore, publicly available. Service plans however, are a management tool to ensure we deliver services in accordance with the corporate priorities contained in policies and strategies. As such they are not public documents and the following links are only accessible via Hantsnet, the county council's intranet site.

The council has a [comprehensive range of service plans](#) which are aligned with human resource plans and budgets through a common planning and reporting timetable. Service plans ensure that action is taken to achieve the corporate key objectives of the corporate strategy and related plans.

Full information on Service Planning and its integration with Human Resources planning and budgeting is found on the [Integrated Planning with Budgeting webpages](#). An [e-learning package on Service Planning](#) is also available.







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Target sheets

This section of our Corporate Strategy shows the targets we have set for each of our six aims.

Click on the appropriate link to open that aim's target information sheet:

-  [Maximising life opportunities](#) (Adobe Acrobat Document, size 138KB - [download Acrobat Reader](#))
-  [Stewardship of the environment](#) (Adobe Acrobat Document, size 128KB - [download Acrobat Reader](#))
-  [Achieving economic prosperity](#) (Adobe Acrobat Document, size 125KB - [download Acrobat Reader](#))
-  [Building strong and safe communities](#) (Adobe Acrobat Document, size 131KB - [download Acrobat Reader](#))
-  [Improving services](#) (Adobe Acrobat Document, size 123KB - [download Acrobat Reader](#))
-  [Developing councillors and staff](#) (Adobe Acrobat Document, size 61KB - [download Acrobat Reader](#)).



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How well are we doing?

This page provides an overview at the top level of the Council's performance from the different perspective of interested parties.

Our self-assessment

The development of the Comprehensive Performance Assessment (CPA) has been founded on the principle that high performing organisations are aware of their own strengths and take action to develop their capacity to address areas for improvement. On this basis, self-assessment is a key element of the approach to CPA and more importantly to improving the public services we are responsible for.

Maintaining the currency of our self-assessment is vital and this website provides the medium for integrating and holding our key priorities and performance results in one place. In particular the section 'Progress with Corporate Aims' summarises our progress with our key targets, while more detailed information can be found in the remaining sections.

Links of interest:

- [Hampshire's CPA self-assessments](#)
- Value for money self assessment - 1st assessment to be added in August 2005

The Government's view

In December 2004 Hampshire County Council learnt that it remained an 'excellent' rated council, both for its corporate ability and for the delivery of local public services.

We will continue to be judged each year on whether we have learnt lessons from CPA and how we are using freedoms and flexibilities granted by Government to improve still further. We are responding to the five recommendations related to our corporate ability identified in the 2002 assessment and which the Auditor continues to monitor annually:

- Ensuring we are consistent in our communication of corporate priorities

- Fully supporting cross-cutting initiatives, such as equalities, crime and disorder
- Developing performance management
- Using consultation to influence outcomes
- Developing political scrutiny to challenge existing policies and strategies.

Our CPA improvement programme is now incorporated with our Corporate Strategy.

What do the people of Hampshire think?

Hampshire County Council undertakes a survey amongst residents every 2 years to measure performance in a number of key areas of activity.e.g. service delivery, image, communications and quality of life.

In 2004/05 MORI undertook this survey on the County Council's behalf. Residents told us overall that they are very satisfied with the way we are running things, and have similar satisfaction levels with the area in which they live. Scores have held up well over the last 6 years since first undertaking the work. Overall satisfaction levels with the County Council were slightly up on 2002 from 65% to 67%.

The 5 best things about the County as a place to live are: access to countryside, good transport links, peace and quiet, the local area and good shopping facilities. Things people dislike are: not enough facilities for young people, poor parking facilities, poor public transport, young people hanging around and too much traffic/speed of traffic.

Things that people would like to see improved in the area are-more facilities for teenagers, more affordable housing and reduced crime levels.

Libraries, recycling, primary schools, parks and open spaces are some of the most highly rated services that MORI have surveyed across the UK.

The priorities for the Council should be: listening to the community, a safer community, crime reduction and protecting the environment.

Overall the trend continues to indicate that we are a high performing authority against recent national data. However, the challenge for us is to maintain and improve still further.

What did the auditors say?

For the third year running the Council has been categorised as excellent. The 2004 Annual Audit and Inspection Letter praised progress and achievements in education, environment and social services. It went on to say that the Council works effectively to improve services with partners and fully understands its contribution to the Community Strategy, identifying what it wants to achieve by setting challenging targets and ambitions. The auditor identified a small number of areas, such as the continued development of performance management processes, where the Council could take further action. They concluded that, based on Hampshire's current plans, the Council is well placed to further improve the way it works and the services it provides.

How do we measure up against other county councils?

Each year we record our performance against a range of national performance indicators. In the past we have selected a core basket of 45 indicators to measure our performance over time and compare ourselves with other county councils. From 2003/4 we have extended this comparison to cover all 91 national performance indicators relative to county councils. Of these 91, Hampshire achieved a top quartile ranking in 26, a second quartile ranking in 25, a third quartile ranking in 26 and a fourth quartile ranking in 14.

2003/4 was also the year that a Customer Satisfaction Survey was performed. This was measured by 14 indicators and Hampshire achieved a top quartile ranking in 10, a second quartile ranking in 3 and a third quartile ranking in 1.

Overall Hampshire achieved a ranking of 4th out of 34 county councils when both the Customer Satisfaction and national indicator results are combined.

Other authorities use different baskets of indicators and methods of calculation, arriving at different results, in which Hampshire does not fare so well. In many cases comparison is made with the full 150 top tier authorities. It is also evident that authorities which may have previously been performing less well have made significant progress, affecting Hampshire's relative growth.

We are currently looking at a number of performance management systems which would help us to monitor and report our performance and improve our opportunities to take remedial action to address concerns with performance at an early stage.

What about efficiency?

Following the national Gershon Review in late 2004 we were charged with finding 2.5% efficiency gains annually over the next three years. A backward Annual Efficiency Statement (AES) was written to benchmark current performance. In order to embed these principles work is underway to integrate the pursuit of efficiency savings within service planning and reporting as well as the review programme.

Links of interest:

- Backward looking AES (Link to follow)

What have our service reviews told us?

We have carried out a significant number of fundamental service reviews since April 2000.

The annual update of progress with Best Value reviews continues to show that the majority of improvements have been implemented and are meeting their targets for improvement. The Education Other Than at School (EOTAS) and the Support for Children and Young People reviews have also helped inform the Council's response to the 'Every Child Matters' green paper. This year's notable achievements have been identified through the HIP and the Major Achievements Report.

From 2005/06 we have agreed a different, more efficient approach to defining our review programme. Whatever the reason for carrying out the review, all review activity is now mapped out in a single review programme, which constitutes the Council's best value review programme. All reviews will apply the principles of best value covered by the 'four C's of Challenge, Consult, Compare and Compete, while none are initiated solely with the reason of complying with best value legislation.

Links of interest:

- [Best Value Reviews](#)

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Progress with Corporate Aims

Under 'What we aim to achieve?' we have outlined our current aims and priorities for improvement.

This section of the website reports on progress with the key aims and targets defined in our Corporate Strategy last year, from 1 April 2004 to 31 March 2005.

You can look at the hard facts and figures relating to our corporate strategy targets and results for last year by going to the [local performance indicators](#) part of this website.

Performance for 2004/05 has also been summarised by department and may be found under [Departmental Summaries of Performance](#).

Delivery of Corporate Strategy targets is underpinned by a number of streams of activity and progress is monitored in a number of ways throughout the year, including the half year corporate performance monitoring exercise. In addition to the annual revision of the strategy, key sources of information include:

- progress with the Local Public Service Agreement (LPSA) targets
- progress with the Comprehensive Performance Assessment (CPA) improvement programme
- [Major Achievements report for cabinet](#)
- [the summary of performance results reported in every Spring edition of Hampshire](#)
- Monitoring against service plans

Relevant links:

- [LPSA](#)
- [CPA](#)

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Progress with Aim 1: Maximising life opportunities

We face a significant challenge during 2005/06 as we seek to implement the key elements of the Children Act. The first stages of preparation include the appointment of two new Directors – of Children Services and Adult Services – who will take up their new posts in the Summer.

Promoting participation in learning

Starting from a high base, the Council set itself extremely stretching targets in its first Local Public Service Agreement (LPSA) with Government to improve overall educational attainment and related activities. Although the LPSA targets have not been met in full, the results generally show an improving trend particularly against the national picture, which is borne out by good results against the national education performance indicators in 2003/04. However, we are addressing the relatively high number of exclusions from secondary schools.

Key performance results for pupils show that:

- Primary schools have maintained high standards at Key Stage (KS) 1 and have improved KS2 English and Maths to the best ever results.
- Secondary results at KS3 for English, Maths and Science compare well nationally
- GCSE results show approximately 1% increase across the county in pupils attaining 5 A* - C grades
- There is a 50% greater increase in attainment in the 12 targeted schools in deprived areas compared with the county average.
- The Government assesses overall pupil attendance in Hampshire as good and still

improving, while targeted support continues for some secondary schools, their pupils and families.

- We are taking a national lead in the assessment of progress of children with special educational needs (SEN).
- Exclusions from secondary schools in Hampshire were relatively high (222 exclusions in 2003/04 academic year and results were in the 3rd quartile of county councils for 2003/04. As action is being taken, the number of permanent exclusions is falling.
- There were 7% surplus places in secondary schools and the Council is ahead of its target to reduce surplus places in some primary schools which previously had levels in excess of 20%.

Raising the educational achievement of the Children Looked After by the County Council is a priority for Hampshire. The achievement of these children in our schools generally exceeds that of similar children in other south eastern authorities and is on a par with those counties most like us. However, their achievement is far below that of the general population at all key stages of education. Work to support these children is now much better co-ordinated and their needs have a high profile across the children's services community.

The Youth Service met its targets for the numbers of 13-19 year olds reached through youth work, which is in line with the national averages. New data collection systems for recording the numbers of young people achieving accredited outcomes through youth service work need further development before an accurate picture against national targets can be shown.

We also aspire to ensure people of all ages benefit from learning and have developed a Lifelong Learning Strategy to work with partners in promoting an inclusive and consistent approach to learning across the county. The focus of County Council funding of adult education has been changing to target the Learning and Skills Council's priorities: areas with the highest level of adults at pre level 2 and areas with low literacy and numeracy skills.

Halting and reversing the long term decline in the use of public libraries is a key objective for us. Library visits fell again last year but this was affected by major refurbishment schemes that required the operation of temporary services at a number of key sites. Early indications are that the new improved facilities are beginning to have the desired effect. The opening of Gosport Discovery Centre in March 2005 marks a key milestone in the library transformation programme. Visits to and usage of the discovery centre have surpassed expectations. The national significance of this programme is recognised in the award of Cultural Pathfinder status. Cultural services are adding value to curriculum based learning in schools, providing less formal learning and development opportunities for children and young people and making high quality cultural and recreational activities available to many people who would not previously have been able to benefit from them. Arts and Museums work in residential homes for older people and outdoor programmes for children looked after by the Council are just two examples.

Protecting, caring for and empowering vulnerable people

The focus on increasing stability in the lives of vulnerable children has shown a 1.3% increase in the number of looked after children who are fostered with family or friends and a similar rise in the numbers of other children supported to live with close family members in a 'kinship care' setting. Our approach to placing children in familiar surroundings has a perverse impact on the number of adoptions, with comparative performance in 2003/04 showing in the bottom quartile nationally and failure to meet the locally set target for 2004/05. However, overall improved outcomes for care leavers is reflected in the number who move on to further education, employment or training - CSCI has recognised performance in 2004/05 as 'very good', compared with very few young people remaining in contact in 2003/04. There has also been a marked improvement in the percentage of

child protection cases that are reviewed on time. Although at 96% this still falls short of the target, CSCI recognises that 100% is unrealistic.

We included extremely challenging educational targets for care leavers in our first LPSA and these have not been met. However there have been improvements from the baseline position in English and Maths at KS 3, as well as in the number of young people leaving care with 1 or more GCSEs at A* - G. There has been a worsening of results for those attaining A* - C grades.

We remain a national leader in the use of Direct Payments across all client groups, with 102 users per 100,000 population in 2004/05 compared with 68 in 2003/04. This underpins the philosophy in the green paper on adult social care. Waiting times for occupational therapy (OT) services have been reduced through the nationally acclaimed OT Direct scheme, although the national measure of equipment delivered in 7 working days shows failure to meet our own target in 2004/05 and performance in the third quartile of all county councils in 2003/04.

We have embarked on innovative approaches to providing better care and support for older people and are:

- on schedule with more than 300 additional nursing care beds through the ENHANCE project, which is being delivered in partnership with health at a time of continuing financial pressures for the NHS
- also on target with pilot schemes to prevent hospital admissions of older people – reflected in the national measure of number of older people helped to live at home. However, we fall significantly short of our own target to deliver intensive home care where needed.

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Progress with Aim 2: Stewardship of the environment

Shaping our surroundings

We launched the 'Holding out for Hampshire' campaign to raise awareness of the potential impact of the South East Plan and to lobby for additional infrastructure and funding to support development above existing growth rates. In the meantime, although actual information will not be available from SEERA until later in the year, the target for 6,500 additional dwellings to be built in 2004/05 should be met and we have exceeded our target for processing major planning applications in 13 weeks. Preparatory work has begun on the collection of information to support land management and environmental management schemes and there has been no net loss of habitats and species arising from the Council's own development and planning policies.

Travel and transport

Overall performance in this area is measured by the score given to the Local Transport Plan (LTP) and subsequently to progress with implementing it. In 2004 the LTP received an improved ('above average') score and publication of the provisional LTP2 is on schedule.

Although the DfT and ODPM are currently validating data returns, our LPSA in relation to road maintenance has been a catalyst in halting and reversing long term deterioration in road conditions. The percentage of B, C, and unclassified roads requiring improvement fell in 2004/05. Unfortunately lack of access to Government machinery has made it impossible to survey the condition of principal roads.

Our investment in Bus Quality Partnerships has led to a healthy improvement in the number of bus passengers on targeted routes. Up 1.75% on 2003/04 and reversing the downward trend that began in 99/00 (-2.37% for the whole period).

Natural resources

There has been a dramatic reduction (58.3% in 2003/04 to 46% in 2004/05) in the proportion of waste going to landfill, due to the opening of the Marchwood Energy Recovery from Waste Plant. This is also supported by a general improvement in recycling levels from 27% in 2003/04 to 30% in 2004/05 and the improved amount of waste going to energy recovery, from 14.7% to 23.75%. These results are overshadowed by the significant amount of work needed to achieve the ambitious targets of 40% recycling by 2006 and 45% energy recovery by 2005. We have also been acting to reduce the creation of waste and the target for reducing energy consumption in our own buildings has been exceeded.

We have been proactive in our promotion of environmental business practices and trialled the Building Research Establishment's 'Smart Waste' system with contractors in five major capital projects as well as encouraging the highest number of business candidates per county who were nominated for the Sustainable Business Award.

Links of interest:

- [Hampshire's sustainable development website](#)
- [Sustainable Development Strategy](#)
- [Green schools](#)
- [Green travel](#)

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Progress with Aim 3: Achieving economic prosperity

Promoting economic well-being

Significant partnership funding and the introduction of prudential borrowing approaches have increased our spending capacity and therefore inward investment in Hampshire's economy by in excess of £43 million. This information was collected centrally for the first time in 2004/05, however, many projects were already underway at the beginning of the year, so next year's figure will differ considerably. The target is £5 million per annum.

Many and varied schemes have supported the promotion and take-up of broadband technology with current take-up at 21.6% - ahead of the national average of 14.7% and on schedule for next year's target of 30%.

35 apprentices have begun working with us, with a variety of service managers taking up the initiative to provide potential posts and working towards the overall target of 46 apprenticeships for 2005.

We are working at all levels to reduce the impact of congestion on the county's economic performance:

- Continuing to promote the implementation of the South Hampshire Rapid Transit (SHRT) scheme linking Fareham to Gosport and Portsmouth.
- Encouraging all major development proposals to develop and adopt travel plans that help to

reduce dependence on car commuting and promote wider travel choices. Travel plans are now in place at 59 major employment sites.

Acting as a responsible purchaser, forthcoming council tenders are advertised on Hantsweb and a guide for suppliers has been published.

Support of business in Hampshire

'The Visit' e-tourism service has set a national lead in supporting local hotels and the tourism industry in Hampshire and the Hampshire Farmers Markets continue to be the most successful farmers markets in the UK, generating £2.5 million for local producers.

Access to skills and employment

Childcare facilities are established in relation to the index of deprivation and expansion of children's centres are focused on more deprived areas.

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Progress with Aim 4: Building strong and safe communities

Working together with Hampshire communities

We place great emphasis on consulting with local communities and engaging in many community events ranging from toddler groups to the New Forest Show to promote public services. The percentage of residents feeling well informed about our services has improved from 42% in 2002 to 47% in 2005, although this was below the target set of 55%.

Contributing to our review of democratic structures, pilot Area Committees were held in Test Valley (3) and Havant (4). These pilots were evaluated by INLOGOV and work on how to roll out area committees across the county is ongoing.

We have worked to increase our national profile and lobbying power in a number of ways including the Leader's chairmanship of the County Council's Network, engagement with the ODPM and Ministers and through the Innovation Forum of 'excellent' councils. Similar work has continued through our international networks. Targeted work through 'Hampshire Debates' engaged a wide range of stakeholders in February 2004 in issues relating to the South East Plan.

Local Strategic Partnerships form a cornerstone of working with key partners in Hampshire and the Hampshire Strategic Partnership development plan has been produced and the Community Strategy published in June 2004 and distributed to 700 stakeholders.

Working with others to build strong, safe and sustainable communities

We have recognised the need to focus resources on deprived areas of the county. Stretching targets for improved educational attainment and reducing pupil absence were set for two schools in Gosport. However, with the exception of reducing permanent exclusions at these schools the remaining results have worsened. There has been an increase in take-up of the significant range of diversionary activities that have been arranged for young people.

Legislation sets out our duty to work in partnership with district councils and the police to produce local strategies to deal with crime and community safety in district areas. This work is well established with member representation on all partnerships. A senior manager is nominated as the main contact point for each local partnership, with responsibility for ensuring the Council

contributes to projects at an operational level. Crime audits are being undertaken now to which we are contributing as a statutory partner and new local strategies are being produced by April 2005.

We have a specific aim to reduce crime and the fear of crime and in 2005 57% of residents said they feel either 'very safe' or 'fairly safe' walking outside after dark. This was slightly short of the 60% target but since the question had not been previously asked it is not certain how ambitious this target was. 36 Accredited Community Safety Officer posts have been established and the scheme has been well received with all but one officer appointed.

The Trading Standards Quick Response Team was established in 2004 to combat rogue traders who target vulnerable individuals, particularly older people. Working in co-operation with Hampshire Constabulary, the team have saved Hampshire residents considerable distress as well as many thousands of pounds in unnecessary expenditure (£45,000 from June – November 2004).

Promoting health and well-being

We have responded to new proposals to establish health scrutiny arrangements and has set up and carried out a programme of in depth health scrutiny reviews. These reviews improved service delivery of podiatry services for diabetics, access to therapy for school age children and access to medication in schools. More directly we have promoted cycling routes and walking events at our own sites as well as supported a marked increase in the number of participants at the annual youth, mini and parallel games.

There has been a significant fall in the number of people killed and seriously injured on Hampshire's roads, showing an 8% drop in all people killed or seriously injured since last year. It is unrealistic to make comparisons year-on-year given the volatile nature of this measure and therefore encouraging to note the longer term downward trend of -18% since the 1994-1998 average figure.

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Progress with Aim 5: Improving services

Improving our performance

We have maintained our 'excellent' status for the third year running and are justifiably proud of the external validation of the calibre of our services and overall management of resources. The Comprehensive Performance Assessment (CPA) has generated a national emphasis on performance, with all local authorities striving to improve their rating simultaneously. We aim to have a high percentage of our national performance indicator (BVPI) results in the top quartile compared with other county councils. Starting from a base of 43% BVPIs in the top quartile in 2000/01, this has slowly dropped to 34% in 2002/03 and to 26% in 2003/04. This is against a backdrop of achieving top quartile status for residents satisfaction levels and maintaining the level of Council Tax in the lowest quartile.

The cross-cutting Cabinet priority groups achieved their aim of targeting specific aspects of the Corporate Strategy and delivering service improvements related to 'older people', 'transportation', 'education and skills' and 'crime, youth and deprivation'.

Providing access to employment and services in a way that suits the community and our customers

The Government has set a target to make all possible services available electronically by the end of 2005 and the Council has made steady progress over the past year. Information about services is

increasingly available through Hantsweb and specifically through the online Catalogue of Services. The 'Social Services Direct' out of hours service continues to offer extended services in the evenings and at weekends, while the newer Occupational Therapy Direct service is also building steadily and received the prestigious Government Computing BT award for Innovation in the "Government to Citizen" category.

We have reviewed our approach to equality and diversity and paid particular attention to the Race Equality Scheme and making sure that policies, practices and procedures are assessed to make sure that they do not have a differential impact on any particular group of people. We have continued to encourage ethnic minority residents to make their views known and a research survey has identified some key areas for action. This fundamental examination of options for improvement has postponed achievement of level three of the equality standard.

Managing our resources

Significant work has been carried out to improve support for front-line services:

- The restructuring of Human Resources Department, coupled with the introduction of new technologies should improve strategic and operational input as well as improve efficiency.
- Performance management frameworks have been strengthened through the corporate service planning and performance reporting regime and backed up by departmental approaches to scrutinising and challenging plans for services.
- The implementation of SAP is beginning to bear fruit and £800,000 savings across finance, purchasing, IT and HR were identified in 2004/05, exceeding the target in the Corporate Strategy which refers to savings in financial processes only.
- We have ensured 78% of public buildings are accessible by disabled people – above the target of 75%.

Links of interest

- [Budget and council tax 2005/06](#)

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Progress with Aim 6: Developing councillors and staff

Creative and innovative use of technology and e-government has enabled good progress to be made in building the capacity of councillors and staff. The Learning Zone has provided a single and central portal for learning with new e-learning packages to complement corporate learning and development activities, most recently service planning and equalities and diversity. The Members IT Plan has also been implemented introducing opportunities to use broadband at home and all county councillors now have email access. Work is also underway for members to have their own websites. In addition, IT Services was successful in winning 'Best place to work in IT' for the public sector.

A number of innovative initiatives have been launched to build capacity. The foundation degree in Public Services Information Management was launched in February 2005 gaining a 'Best Practice' observation under Charter Mark. A member/officer group has been formed to formulate a training and development strategy for members and the Futures Group has been established to consider future challenges for the Council.

We aim to recruit a workforce that reflects the diverse community and following analysis of staff monitoring data is looking at initiatives to encourage more ethnic minority and disabled people to

apply for jobs. As part of the equality strategy many staff have enjoyed sessions on cultural awareness and deaf awareness, which have stimulated some improvements to service provision.

A Training and Change Strategy for Individual Performance Plans (IPPs) is under development with the IPPs intended to include a development section to complement performance management and the pay and benefits project. This will support us in retaining Investors In People and an assessment approach to post recognition review is being piloted. The Leadership Skills Programme continues and had been rolled out to the first three management tiers (330 managers).

Overall we have reduced absence to 7.34 days per full-time equivalent staff in 2004/05, exceeding the target of 9.45 days. To improve further a project called 'Improving Attendance' aims to achieve consistent standards across the authority.

A key challenge for us will be recruitment and retention of staff in certain areas. Some progress has been made including approximately £0.8m investment in affordable housing for key workers although this is below target (£1m).

Links of interest:

- [Equality monitoring report](#)
- [Race equality scheme](#)

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Departmental Summaries of Performance

While all departments potentially contribute all to the cross-cutting aims of the corporate strategy, it is also useful to recognise their individual performance. Therefore, the nine departments have summarised their own performance based on their management of the services they are responsible for.

The following links take you to each departmental summary and show you where the department has its own website:

- [Education](#)
- [Social Services](#)
- [Environment](#)
- [Chief Executive's](#)
- [Recreation and Heritage](#)
- [Property, Business and Regulatory Services](#)
- [IT Services](#)
- [County Treasurer's](#)
- [Human Resources](#)

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Education

Test and Examination results

- Key Stage (KS)1 test results for 2004 continued at their established high level of performance .
- Results in English and Maths in KS2 tests have improved.
- KS3 results in English, Maths and Science across Hampshire compare well against the national picture.
- GCSE was a positive result overall for the county, with a 1% increase.
- There has been a significant increase in attainment in the most deprived parts of the county.
- In the 12 target secondary schools with which the LEA has been working for the LPSA, the improvements were 50% greater than the overall county improvement. The lessons learnt are being applied on the proposals for LPSA2.

The Children Act

This is a priority for the Education Department. There is a pressing need to address behaviour problems and a high rate of exclusions. This will be best done through reorientation of resources into a preventative framework. Work is underway to move ahead with this, within the corporate direction and response to the Children Act.

School places planning

The School Organisation Plan was approved by the Executive member in December 2004.

Lifelong learning

The Education department has led a cross-cutting best value review of Lifelong Learning in the County Council. The outcomes include a new strategy for lifelong learning for the County Council and a detailed corporate action plan.

Admissions

The admissions team has continued to plan for the statutory co-ordination of admissions for primary and secondary schools. The first phase in September 2004 showed an increase to 95% of the number of pupils allocated a place in their parents' first preference school

Attendance

This is a DfES priority at the moment. In Hampshire it is good, and still improving. Work is being undertaken with secondary schools where attendance levels need to improve.

Priorities

The priorities for the Education Management Team for the 2004/5 academic year were identified in September 2004:

- Behaviour

- Attendance
- Primary strategy
- Secondary strategy
- Resource (people and capital and revenue funding)
- School Place Planning and Admissions
- Performance Management
- ICT, Information and Data management
- Ethnic minority achievement and progress
- Achievement of Looked After Children

These are being considered in the context of Children Act issues and other corporate priorities arising from the Corporate Strategy. Geographical and deprivation issues will be addressed where appropriate for each priority. Many of the issues within these priorities will involve partnership working with other departments and agencies and therefore have an emphasis on cross-departmental and corporate working.

Links of interest:

- [Education Department home page](#)

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Social Services

Social Services continues to show steady improvement across a range of corporate strategies and national performance indicators.

Major achievements

- The ENHANCE nursing home strategy is on schedule.
- OTDirect has won national awards and significantly reduced waiting times for many OT services.
- In 2003/4 Hampshire had very few care leavers in contact who were in education, employment or training; our current performance is ranked as "very good" by CSCI.
- Direct payments have increased significantly, in line with the philosophy underpinning the recent Green Paper on adult social care.

Links of interest:

- [Social Services Department home page](#)

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Environment

2004/5 has continued a run of good performance in recent years, both within individual service fields and overall, retaining the top score for the environment block of services under the Comprehensive Performance Assessment.

Key achievements included service improvements in our targeted areas resulting in:

- Dramatic reduction in the proportion of waste going to landfill and improved recycling levels.
- Significant fall in the number of people killed and seriously injured on Hampshire's roads.
- Halt and reversal to the long term deterioration in road maintenance conditions.
- Healthy improvement in the number of bus passengers on targeted routes.
- Above average score for the delivery of the Local Transport Plan programme.

The department has continued to improve its performance management systems during 2004/5 and was able to retain its Quality Management System accreditation.

Links of interest:

- [Environment Department home page](#)

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Chief Executive's

In addition to progress made against corporate strategy targets, a number of new initiatives have been dealt with during the course of 2004/05. These include:

- The establishment of an older people well being unit.
- Launch of 'There's never been a better time' campaign to inform older people of services available.
- Review of the democratic decision making processes.
- Response to the Gershon efficiency savings.
- Changes to the CPA assessment regime.

Achievements / Accreditations: The department holds a number of accreditations including:

- CharterMark for Information Centres and the Switchboard.
- Investors in People – whole department.
- Lexcel – Legal Practice.
- ISO 9001 – Democratic Services.

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Recreation & Heritage

The Recreation and Heritage services are actively pursuing the key aims of the Cultural Strategy adopted by the County Council on June 2003. These articulate cultural policy objectives that complement those of the Corporate Strategy:

- stewardship of the county's cultural heritage
- promoting access, inclusion and participation
- supporting lifelong learning

- achieving economic benefits
- reinforcing sense of place and community identity

In 2004/05 we have achieved a steady increase and broadening of the user base of our services. The MORI residents survey shows that satisfaction with our services is also growing. However, it is clear that our services will have to be increasingly responsive to sustain and increase our audience.

Halting and reversing the long term decline in the use of public libraries is a key objective for the Department. Library visits fell again last year, but this was affected by major refurbishment schemes that required the operation of reduced temporary services at a number of key sites. Early indications are that the new and improved facilities are beginning to have the desired effect. The opening of Gosport Discovery Centre in March 2005 marks a key milestone in the library transformation programme. Visits to and usage of the Discovery Centre have surpassed expectations. The national significance of this programme is recognised in the award of Cultural Pathfinder status.

The Recreation and Heritage services have developed effective partnerships with other County Council departments and these are adding value to curriculum-based learning in schools, providing less formal learning and development opportunities for children and young people and making high quality cultural and recreational activities available to many people, young and old, who would not previously have been able to benefit from them - Arts and Museums work in residential homes for older people and outdoor activity programmes for children looked after by the County Council are just two examples.

Links of interest:

- [Recreation and Heritage Department home page](#)

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Property, Business and Regulatory Services

The past year has seen significant progress in a number of key areas in the department. In relation to corporate priorities, we would highlight our achievements in the following areas:

- delivery of the County Council's Capital Programme which saw over £100 million of building activity over the year, including the opening of the first Discovery Centre in Hampshire, and the continuing delivery of the New Deal for Schools Modernisation Programme, amounting to a £14.9 million 'Condition' programme of repairs.
- the launch of the Corporate Procurement Unit, committed to the delivery of best value to the people of Hampshire and making a direct contribution to a number of corporate objectives – sustainability, local economic development, health and safety and equalities. In relation to Construction Procurement, Hampshire is setting the pace for the South East and nationally through our leadership of the Building Work Stream for the South East Centre for Excellence (SECE). Our Construction Procurement Unit has obtained cabinet approval to setting a new ceiling of 70% of expenditure for best value procurement, and our major framework agreements for construction have now reached a total of 28 schemes, worth £110 million, with performance on major projects up by 10%.
- launch of the Hampshire Apprenticeship Scheme with 21 apprentices currently working in a range of disciplines. This initiative has received support at the highest level in the County Council, making a direct contribution to one of the key cabinet priorities to promote education and skills for the people of Hampshire.
- Implementation of PREMIS, a new IT based system to procure and manage construction related work, totalling tens of £millions each year

- the progress made by the ENHANCE project team in providing extra nursing care beds in Hampshire. This large and complex project is being developed in partnership with the Strategic Health Authority through a multi-disciplinary fast track environment. It has a high political profile and is under national scrutiny as an example of collaborative working. The project represents a significant investment in care for older people in Hampshire and will, when completed, provide the latest in nursing care facilities.
- the development of the Accredited Community Safety Officer scheme, with 35 officers now in post, coupled with the creation of a Trading Standards Quick Response Team which aim to provide much needed support and protection to the elderly and vulnerable in our community.
- the introduction of Citizenship ceremonies, with over 600 Hampshire residents welcomed into their local area as British Citizens.

Links of interest:

- [PBRs Department home page](#)

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IT Services

The main achievements of IT Services during 2004/05 centre on the successful migration from the ageing mainframe platform and the associated systems replacement, delivered whilst completing the final part of the rollout of SAP to schools. Independent benchmarking demonstrated that the County Council is out performing the majority of both the private and public sector in terms of value for money from IT. High levels of customer satisfaction with IT were also reported, despite the challenges associated with the roll out of new systems. A customer satisfaction improvement programme is in place to address priorities identified by customers. During the year a wide range of projects were delivered successfully and for the most part, to time and to budget. The Hantsweb improvement programme has transformed the County Council website and has introduced a range of new and improved features. A key highpoint of the year was the award to the OT Direct project of 1st place in the "Best Project – Government to Citizen" category at the Government computing BT awards for innovation. This project was carried out in partnership with Social Services Department.

Major achievements over the last year include the decommissioning of the mainframe and replacement of all key applications within the required timescales and without any service interruptions. It is worth noting also that, despite almost 15 million emails and 900,000 virus attacks, no significant virus incidents occurred. The OT direct project won a national award for innovation. Hantsweb received an average of 7 million page accesses per month and was quoted in the press as "by far the busiest local authority website".

IT Services undertook a major benchmarking survey during the year which highlighted in particular the relative cost effectiveness of the Hantsnet desktop service. IT Services will continue to use external benchmarking with both the public and private sectors to identify opportunities for service improvements and efficiencies.

Links of interest:

- [IT Services Department home page](#)

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Treasurer's

Overall a good performance in dealing with an extensive change agenda and systems replacement issues whilst costs were reduced, maximum CPA score held and overall financial control was maintained.

Links of interest:

- [Treasurer's Department home page](#)

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Human Resources

The last year has seen the Human Resource Department reorganised from 5 departmentally based units and 2 central services, to a five level flexible model based on added value, efficiency and cost effective service delivery. This is in response to organisational requirements for HR to achieve efficiencies and cost savings required by both SAP realisation and the Gershon report.

The new model has been in place for six months and due to difficulties with key technology, some elements of the structure are yet to be fully developed. The department is currently reviewing this first phase of the restructure with both customers and HR staff to identify areas for improvement.

- Reward Strategy – implementation of Pay and Benefits project
- Improving Attendance project
- Organisational Design – design and development of new structures for the Children's and Adult services, including recruitment of new Directors
- Health and Wellbeing - development of pilot Health and Wellbeing programmes for HCC staff
- Development and delivery of a Leadership Programme for over 400 managers, including tailored programmes for first line managers and a development programme for HCC Cabinet.
- School workforce reform
- Organisational Development – including development of e-learning facilities.

Resourcing Centre: Achievements

- Resourcing staff centralised in Athelstan House with the office created in line with wellness principles.
- Recruitment advertising budgets centralised with the SAP realisation saving of £100,000 fully met.
- End to end recruitment processes re-engineered into a single consistent approach across the Council
- New telephone system providing a central contact point for both internal and external activity, incorporating call centre technology
- New central recruitment web site, incorporating an HR Branding
- Web enabled link between HCC and retained advertising agency (ADVAC)
- Use of SAP Recruitment Module
- The successful overseas recruitment of Nursing staff, primarily from India.

Employment Practice Centre: Achievements:

- Employment guide revised and published on the new HR intranet site.
- New HR intranet web pages being developed.
- Development of HR metrics/workforce reports
- Development of internal performance monitoring and reporting.
- Improved provision of performance and improvement data to departments.

Hampshire Learning Centre: Achievements

- Maintenance of IiP accreditation
- Development of Leadership skills through Leadership programme
- Development of e-learning
- Cabinet Development
- Individual Performance Plans
- Impact Assessment training has been rolled out across departments.
- 2 new free to access corporate courses designed
- Delivery of initial induction programmes for the nursing care strategy to enable the opening of the first units.
- Good scores have been achieved against the relevant PAF indicators in the Delivery and Improvement Statement reflecting both NVQ achievement and work based practice learning delivery.

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Performance measurement

Performance measurement is an important tool in our mission to continuously improve our services.

By measuring our performance we can:

- Ensure that we are focussed on our key objectives
- address areas where performance falls below the high target levels that we strive to achieve
- identify and share good practices
- learn from other local authorities.

National Performance Indicators

National performance indicators compare the performance of all local authorities on specific measures, which are required by government departments and agencies including the Department for Transport, Department for Education and Skills, Department for Health and the Office of the Deputy Prime Minister. Examples include:

- Best Value Performance Indicators, required by the Office of the Deputy Prime Minister
- Social Services Performance Assessment Framework Indicators, required by the Department of Health

- Education Development Plan Measures, required by the Department for Education and Skills.

We are required to publish our performance in relation to Best Value Performance Indicators, within this Performance Plan, of which there are around 100 for 2004/05. We are also required to publish targets for the following three years (i.e. 2005/06, 2006/07 and 2007/08).

We have published our results in two formats.

1. Best Value Performance Indicators: full results and targets, including a commentary on performance, for each individual Best Value Performance Indicator can be viewed within this website.

The Best Value Performance Indicators are grouped into the following sub-categories:

- Corporate Health (how well the authority is performing as an organisation)
- Education
- Social Services
- Environment
- Cultural and Related Services
- Crime and Community Safety
- Community Legal Services
- Cross-cutting

2. Alternatively, a list of all performance indicators can be viewed by downloading the [summary table](#). This summary table contains numerical performance information relating to the full set of Best Value Performance Indicators for 2004/05, but excludes the commentaries.

The [key](#) provides an explanation of the colour coding used on this summary table.

Local performance indicators

While performance indicators are used to measure performance at all levels of activity, the key set of [local performance indicators](#) are used in the Corporate Strategy.

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Measuring our performance

What do our performance results tell us about our performance?

Comprehensive Performance Assessment (CPA) has generated a national emphasis on performance, with all local authorities striving to improve their rating. The Council aims to have a high percentage of its national performance indicator (BVPI) results in the top quartile compared with other county councils. Starting from a base of 43% of a selected basket of BVPIs in the top quartile in 2000/01, this has slowly dropped to 36% in 2003/04. Comparing all 2003/04 BVPIs with stable definitions places only 26% in the top quartile and demonstrates the difficulty in maintaining a leading position in a competitive environment and when starting from a baseline of high performance. To place these results in context - the Council continues to achieve top quartile status for residents' satisfaction levels and maintaining the level of Council Tax in the lowest quartile.

While comparing ourselves with other similar local authorities is useful, it is also vital to keep an eye on how we are doing against our own targets. We looked at those BVPIs where it is sensible to compare outturn against targets. Comparison of performance for 2004/05 against the target figures set indicates that targets were achieved for 56%, compared with 48% in 2003/04. Year on year comparison (2003/04 to 2004/05) of the whole suite of BVPIs indicates improved performance for 66% of all comparable BVPIs and a further 11% of indicators showing stable performance.

We also set local goals in our Corporate Strategy and use our own locally defined measures to monitor progress towards them. In some cases the targets set are extremely challenging and reflect the ambitious targets negotiated with Government in the local Public Service Agreement (LPSA). Our results for 2004/05 show that over the 3 years of our current Corporate Strategy, we have achieved our targets for 64% out of the 80 local performance indicators which identify measurable targets.

The commentary from operational managers is vital to put performance in context and to provide the rationale for how the targets have been arrived at.

Auditing our performance results

For the 2003/04 performance results the District Auditor on 'reserved' 4 out of the 120 Best Value Performance Indicators. This represents a further improvement in the accuracy of our performance reporting from 2001/02 when the auditors 'reserved' 18 out of 87 indicators. The audit of the 2004/05 Best Value Performance Indicator results will take place in late summer / early autumn 2005 with final audited figures being published on the [Audit Commission website](#) in late December.

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Corporate Health

The Corporate Health indicators provide a snapshot of how well the authority is performing overall. These indicators are designed to reflect the underlying capacity and performance of local authorities and others as both democratic or locally accountable institutions and bodies responsible for managing a significant share of public expenditure.

BVPI no.	BVPI description
BV 1A	Community Strategies - Does the authority have a community strategy developed? Deleted from 05/06
BV 1B	Community Strategies - By when a full review of strategy will be completed. Deleted from 05/06
BV 1C	Community Strategies - Has authority reported progress towards its implementation? Deleted from 05/06
BV 1D	Community Strategies - By when does LA plan to have such strategy in place? Deleted from 05/06
BV 2A	The equality standard for local government in England
BV 2B	Duty to promote race equality
BV 3	Citizens satisfied with the overall service provided. Last survey 03/04
BV 4	Complainants satisfied with the handling of their complaint. Last survey 03/04
BV 8	Percentage of invoices paid on time

BV 11A	Percentage of top 5% earners that are women
BV 11B	Percentage of top 5% earners from black and minority ethnic communities
BV 11C	% of top paid 5% of staff who have a disability. New for 05/06
BV 12	Number of working days lost due to sickness absence
BV 14	Percentage of early retirements
BV 15	Percentage of ill health retirements
BV 16A	Percentage of disabled employees
BV 16B	Percentage of working age (16 - 65) people with disabilities
BV 17A	Percentage of black and ethnic minority employees
BV 17B	Percentage of economically active minority ethnic community population
BV 156	Percentage of buildings accessible for disabled people
BV 157	E-government: Percentage of e-enabled interactions
BV 180AI	Energy Consumption - Operational Property (Electricity). Deleted from 05/06
BV 180AII	Energy Consumption - Operational Property (Fossil fuels). Deleted from 05/06
BV 180B	Energy Consumption - Average lamp circuit energy for streetlights. Deleted from 05/06

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Education

The Office of the Deputy Prime Minister (ODPM) has established a suite of Education Best Value Performance Indicators which are aimed at measuring progress towards giving all children an excellent start in education and enabling all young people to achieve their potential.

The Department for Education and Skills (DfES) monitors a wide range of school performance measures, such as Key stage test results, which provide further information about performance in relation to education.

BVPI no.	BVPI description
BV 33	Youth Service expenditure per head of population. Deleted from 05/06
BV 34A	Percentage of surplus places in primary schools. Deleted from 05/06
BV 34B	Percentage of surplus places in secondary schools. Deleted from 05/06
BV 38	Percentage of pupil achieving 5 or more A*-C GCSEs
BV 39	Percentage of pupil achieving 5 or more A*-G GCSEs
BV 40	Percentage of pupil achieving Level 4 or above in KS2 Math tests
BV 41	Percentage of pupil achieving Level 4 or above in KS2 English tests
BV 43A	Percentage of SEN statements (excluding)
BV 43B	Percentage of SEN statements (including)
BV 44	Number of pupils permanently excluded. Deleted from 05/06
BV 45	Percentage absence in secondary schools
BV 46	Percentage absence in primary schools

BV 48	Percentage of schools under special measures. Deleted from 05/06
BV 159	% of permanently excluded pupils offered full-time alternative educational provisions of 21 hours or more. New for 05/06
BV 159A	Percentage of permanently excluded pupils attending alternative tuition (5 hours or less) Deleted from 05/06
BV 159B	Percentage of permanently excluded pupils attending alternative tuition (6-12 hours). Deleted from 05/06
BV 159C	Percentage of permanently excluded pupils attending alternative tuition (13-19 hours). Deleted from 05/06
BV 159D	Percentage of permanently excluded pupils attending alternative tuition (20 hours or more). Deleted from 05/06
BV 181A	Percentage of pupil achieving Level 5 or above in KS3 results - English
BV 181B	Percentage of pupil achieving Level 5 or above in KS3 results - Maths
BV 181C	Percentage of pupil achieving Level 5 or above in KS3 results - Science
BV 181D	Percentage of pupil achieving Level 5 or above in KS3 results - ICT Assessment
BV 192A	Quality of teaching - Average days access to relevant training and development. Deleted from 05/06
BV 192B	Quality of teaching - Average number of QTS teachers. Deleted from 05/06
BV 193A	Schools Budget as a percentage of the Schools Funding Assessment. Deleted from 05/06
BV 193B	Percentage increase in Schools Budgets. Deleted from 05/06
BV 194A	Proportion of children level 5 or above, KS2 in English
BV 194B	Proportion of children level 5 or above, KS2 in Maths
BV 221A	% of young people aged 13-19 gaining a recorded outcome compared to the % of young people in the LA area. New for 05/06
BV 221B	% of young people aged 13-19 gaining an accredited outcome compared to the % of young people in the LA area. New for 05/06
BV 222A	% of leaders of integrated early educ/child care settings funded/pt-funded by LA with a qualification at level 4 or above. New for 05/06
BV 222B	% of integrated early educ/child care settings funded/pt-funded by LA having input from staff with graduate training in teaching or child development. New for 05/06

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Social Services

Two of the Department of Health's (DoH) aims and objectives are:

- to enable people, who are unable to perform essential activities of daily living, including those with chronic illness, disability or terminal illness, to live as full and normal lives as possible: and
- to maximise the social development of children within a stable family setting.

These themes are reflected in the Social Services indicators (and also in the public service agreement targets).

Further information on Social Service performance can be found at <http://www.dh.gov.uk/PolicyAndGuidance/OrganisationPolicy/SocialServicesPerformanceAssessment>

The Office of the Deputy Prime Minister (ODPM) has also established a suite of social services BVPIs which have been selected from the wider range of DoH Performance and Assessment Framework (PAF) indicators, mentioned above.

BVPI no.	BVPI description
BV 49	Stability of Placements for Looked After Children
BV 50	Educational qualifications of Looked After Children
BV 51	Cost of services for Looked After Children. Deleted from 05/06
BV 52	Cost of services for intensive social care for adults. Deleted from 05/06
BV 53	Intensive home care per 1000 population aged 65 or over
BV 54	Over 65s helped to live at home per 1000 population
BV 56	Percentage of items of equipment delivered within 7 working days
BV 58	Percentage of people receiving statements of their needs. Deleted from 05/06
BV 161	Employment, education and training for care leavers
BV 162	Reviews of child protection cases
BV 163	Adoptions of children looked after
BV 195	Acceptable waiting time for assessment
BV 196	Acceptable waiting time for care packages
BV 201	Adults/Older people receiving direct payments @ 31 March per 100,000 pop.

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Environment

The quality of the public space and our local environment has a direct impact on the quality of peoples' lives. The current range of best value performance indicators, together with the public service targets are intended by the Government to be relevant to the public space - covering areas such as waste, planning and transport. (N.B. The description/measure on the web pages of the following indicators is incorrect and will be corrected on 1 July: BV99a(ii), BV99a(iii), BV99b(i), BV99b(iii), BV99c(i), BV99c(ii)).



BVPI no.	BVPI description
BV 82A	Percentage household waste recycled
BV 82AII	Total tonnage of household waste arising which have been sent by the Authority for recycling. New for 05/06
BV 82B	Percentage household waste composted
BV 82BII	Total tonnage of household waste arising which have been sent by the Authority for composting. New for 05/06

BV 82C	Percentage household waste used to recover other energy sources
BV 82CII	Total tonnage of household waste arising which have been used to recover heat, power and other energy sources. New for 05/06
BV 82D	Percentage household waste landfilled
BV 82DII	Total tonnage of household waste arising which have been landfilled. New for 05/06
BV 84	Number of kilograms household waste collected per head
BV 84B	% change from the previous financial year in the no. of kilograms of household waste collected per head of the population. New for 05/06
BV 87	Cost of waste disposal per tonne municipal waste
BV 90C	People satisfied with waste disposal (local tips). Last survey 03/04
BV 96	Condition of principal roads. Deleted from 05/06
BV 96X	Survey Method for BV 96. Deleted from 04/05
BV 97A	Condition of non-principal roads. Deleted from 05/06
BV 97B	Condition of unclassified roads. Deleted from 04/05
BV 99A	Road safety - road accident casualties per 100000 population a) Pedestrians killed/seriously injured. Deleted from 04/05
BV 99AI	Road accident casualties: Killed/Seriously injured all people. New for 04/05
BV 99AII	Road accident casualties: Killed/Seriously injured children. New for 04/05
BV 99AIII	Road accident casualties: Slight injuries. New for 04/05
BV 99AS	Road safety - road accident casualties per 100000 population a) Pedestrians slight injuries. Deleted from 04/05
BV 99B	Road safety - road accident casualties per 100000 population b) Pedal cyclists killed/seriously injured. Deleted from 04/05
BV 99BI	Road accident casualties: Killed/Seriously injured: ALL: % change from previous year. New for 04/05
BV 99BII	Road accident casualties: Killed/Seriously injured children % change since previous year. New for 04/05
BV 99BIII	Road accident casualties: Slight injuries: % change since previous year. New for 04/05
BV 99BS	Road safety - road accident casualties per 100000 population b) Pedal cyclists slight injuries. Deleted from 04/05
BV 99C	Road safety - road accident casualties per 100000 population c) two-wheeled motor vehicle users KSI. Deleted from 04/05
BV 99CI	Killed/Seriously injured: All: % change since 1994 - 1998 average. New for 04/05
BV 99CII	Road accident casualties: children: % change since 1994 - 1998 average. Slight injuries % change since previous year. New for 04/05
BV 99CIII	Road accident casualties: Slight injuries % change since 1994-1998 average. New for 04/05
BV 99CS	Road safety - road accident casualties per 100000 population c) two-wheeled motor vehicle users SI. Deleted from 04/05
BV 99D	Road safety - road accident casualties per 100000 population d) Car users killed/seriously injured. Deleted from 04/05

BV 99DS	Road safety - road accident casualties per 100000 population d) Car users slight injuries. Deleted from 04/05
BV 99E	Road safety - road accident casualties per 100000 population e) Other vehicle users killed/seriously injured. Deleted from 04/05
BV 99ES	Road safety - road accident casualties per 100000 population e) Other vehicle users slight injuries. Deleted from 04/05
BV 100	Number of temporary traffic control days caused by road works per km
BV 102	Passenger journeys on buses per year
BV 103	Respondents satisfied with public transport information. Last survey 03/04
BV 104	Respondents satisfied with local bus service
BV 165	Percentage of pedestrian crossings for disabled people
BV 178	Percentage of footpaths and rights of way easy to use by public
BV 178X	Type of methodology used for BV 178
BV 186A	Percentage of roads not needing major repair - Principal road network. Deleted from 05/06
BV 186B	Percentage of roads not needing major repair - non-Principal road network. Deleted from 05/06
BV 187	Condition of surface footway
BV 107	Cost of planning per head of population. Deleted from 03/04
BV 109A	Percentage of major planning applications within 13 weeks
BV 111	Applicants satisfied with the service received. Last survey 03/04
BV 200A	Plan Making - Do you have a development Plan? Deleted for 05/06
BV 200B	Plan Making - Are there any proposals? Deleted for 05/06
BV 166B	Trading standards checklist of best practice
BV 200C	Did the LPA publish an annual monitoring report by 31 December last year. New for 05/06
BV 215A	Average number of days taken to repair a street lighting fault which is under control of the LA. Non DNO. New for 05/06
BV 215B	Average number of days taken to repair a street lighting fault where response time is under control of a DNO. New for 05/06
BV 223	% of the LA principal road network where structural maintenance should be considered. New for 05/06
BV 224A	% of non-principal road network where maintenance should be considered. New for 05/06
BV 224B	% of unclassified road network where structural maintenance should be considered. New for 05/06

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Cultural and related services

The cultural and related services are important services that can impact on the quality of life for all

residents and local visitors. Many of the local authorities replying to the government in the course of the consultation on BVPIs for 2002/03 suggested that the quality of services in the cultural or leisure sectors often provided a barometer of corporate health.



BVPI no.	BVPI description
BV 114	Adoption of local authority cultural strategy. Deleted from 04/05
BV 117	Number of visits to libraries per 1000 population. Deleted from 05/06
BV 118A	Users found a book to borrow. Last measured 03/04
BV 118B	Users found the information they were looking for. Last measured 03/04
BV 118C	Users satisfied with the library overall. Last measured 03/04
BV 119A	Satisfaction with sports and leisure facilities. Last measured 03/04
BV 119B	Satisfaction with libraries. Last measured 03/04
BV 119C	Satisfaction with museums and galleries. Last measured 03/04
BV 119D	Satisfaction with theatres and concert halls. Last measured 03/04
BV 119E	Satisfaction with parks and open spaces. Last measured 03/04
BV 170A	Number of visits to/usage of museums per 1000 population
BV 170B	Number of those visits that were in person per 1000 population
BV 170C	Number of pupils in organised school trips visiting museums & galleries
BV 220	Compliance against the Public Library Services Standard (PLSS). New for 05/06

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Crime and Community Safety

The Government has published the list of BVPIs for 2003/04 in the National Policing Plan 2003/06. Those related to community safety are intended to inform authorities of weaknesses in their service that need to be addressed.

Performance information in relation to the crime and disorder Best Value performance indicators is collected by Hampshire Constabulary and primarily is intended to show their performance in dealing with crime in Hampshire. The County Council also reports on these measures because of the various ways in which we can contribute to improving crime reduction and community safety.

BVPI no.	BVPI description
BV 126	Burglaries per 1000 households
BV 127A	Robberies - Violent offences committed by a stranger per 1000 population. Deleted from 05/06
BV 127B	Robberies - Violent offences committed in a public place per 1000 population. Deleted from 05/06
BV 127C	Robberies - Violent offences committed in connection with licensed premises per 1000 population. Deleted from 05/06

BV 127D	Robberies - Violent offences committed under the influence per 1000 population. Deleted from 05/06
BV 128	Vehicle crimes per 1000 population
BV 174	Racial incidents per 100000 population
BV 175	Racial incidents with further action
BV 176	Domestic refuge places per 10000 population
BV 226A	Total amount spent by the LA on Advice and Guidance services provided by external organisations. New for 05/06
BV 226B	% of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality mark at "General Help" and above. New for 05/06
BV 226C	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public. New for 05/06

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Community Legal Service

The Community Legal Service (CLS) works through the Legal Services Commission (LSC) which offers contracts and grant-aid to almost 10,000 Quality Marked organisations across England and Wales. The Quality Mark ensures that these organisations provide a high level of professionalism and quality in the service they provide. These providers, which include legal firms and Not for Profit Agencies such as Citizens Advice Bureaux offer legal help, advice and guidance to a wide range of people. However the focus of this help is for those who have the greatest difficulty in identifying and finding redress for their problems. Local Authorities too, provide funding to agencies for this type of work often alongside the LSC funding. The CLS BVPI helps to measure the growing level of funding that is being directed to Quality Marked organisations by Local Authorities and in so doing will help to raise the quality of the service they provide to those most in need of it.

BVPI no.	BVPI description
BV 177	Legal and advice expenditure on Quality Mark services

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Cross Cutting

Central and Local Government have agreed a set of seven shared priorities for local government. The priorities focus the efforts of Government and councils for improving public services and cover key issues that will impact most on the lives of local people. To deliver improvements for local people across areas of the shared priorities will require councils to adopt a 'cross-cutting' approach to service delivery and to work closely with their local partners.

For 2004/05 the Government has used this approach to set two 'cross-cutting' best value performance indicators covering specific priorities where councils, in partnership with others, can make a contribution to delivering benefits to the local community.

BVPI no.	BVPI description
BV 197	Teenage Pregnancies
BV 198	Drug misusers in treatment

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Local Performance Indicators

Local Performance Indicators are of key importance in measuring those aspects of our activity that are not covered by national performance indicators.




The most important local performance indicators are set out in our [Corporate Strategy](#), with progress currently being monitored annually. Our targets and results against these key indicators for 2002/03 and 2003/04 are set out below:






Aim 1: Maximising life opportunities

-  [Promoting Participation in Learning](#) (Adobe Acrobat Document, size 15KB - [download Acrobat Reader](#))
-  [Protecting, caring for and empowering vulnerable people](#) (Adobe Acrobat Document, size 20KB - [download Acrobat Reader](#))




Aim2: Stewardship of the environment

-  [Shaping our surroundings](#) (Adobe Acrobat Document, size 22KB - [download Acrobat Reader](#))
-  [Travel and transport](#) (Adobe Acrobat Document, size 13KB - [download Acrobat Reader](#))
-  [Natural resources](#) (Adobe Acrobat Document, size 16KB - [download Acrobat Reader](#))




Aim 3: Achieving economic prosperity

-  [Promoting economic well-being](#) (Adobe Acrobat Document, size 13KB - [download Acrobat Reader](#))
-  [Supporting businesses in Hampshire](#) (Adobe Acrobat Document, size 12KB - [download Acrobat Reader](#))
-  [Access to skills and employment](#) (Adobe Acrobat Document, size 11KB - [download Acrobat Reader](#))

Aim 4: Building strong and safe communities

-  [Working with others to build strong, safe and sustainable communities](#) (Adobe Acrobat Document, size 14KB - [download Acrobat Reader](#))
-  [Working together with Hampshire communities](#) (Adobe Acrobat Document, size 14KB - [download Acrobat Reader](#))
-  [Promoting health and well-being](#) (Adobe Acrobat Document, size 18KB - [download Acrobat Reader](#))

Aim 5: Improving services

-  [Improving our performance](#) (Adobe Acrobat Document, size 15KB - [download Acrobat Reader](#))
-  [Managing our resources](#) (Adobe Acrobat Document, size 17KB - [download Acrobat Reader](#))
-  [Providing access to employment and services in a way that suits the community and our customers](#) (Adobe Acrobat Document, size 16KB - [download Acrobat Reader](#))

Aim 6: Developing councillors and staff

-  [Supporting and developing our councillors and staff](#) (Adobe Acrobat Document, size 13KB - [download Acrobat Reader](#))

Local performance indicators are also used at different levels within the County Council, including:

- monitoring progress in achieving the outcomes of (Best Value) reviews
- monitoring improvements identified through service planning
- monitoring progress with the Local Public Service Agreement (LPSA).

We also experiment with nationally and locally developed indicators, in support of current initiatives, often networking with colleagues in other local authorities to identify best practice.

Links of interest:

- [Library of Local Performance Indicators](#) (Audit Commission / IDEa)
- [Quality of Life Performance Indicators](#) (Audit Commission)

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Response to Audit

Local authorities spend public money and must be accountable for the way they use it to carry out their functions. Central Government regulates local government activity and spending through a number of audit and inspection bodies. Increasingly as local government has been asked to modernise, so too have the organisations inspecting us. The greatest impact has come from the drive to match the amount of audit and inspection time spent at a local authority with the level of risk that it will fail in some or all of its duties.

Comprehensive Performance Assessment (CPA)

In 2002, Hampshire County Council was assessed as excellent under the CPA, which was led by the Audit Commission and drew on judgements by other major inspectorates, providing a benchmark for deciding how much inspection work would be necessary in future. A CPA 'refresh' exercise is carried out annually and in 2003 and 2004 we were again assessed as excellent, minimising the amount of external audit and inspection that is carried out at the authority.

Following the first CPA we were required to generate an improvement plan, based on the lessons we learnt from the CPA. We developed the Hampshire Improvement Programme, prioritising targets from a number of key initiatives within the Corporate Strategy. In 2004 we incorporated them in our Corporate Strategy, making sure they were fully integrated with our core objectives while we continue to monitor progress against these targets.

Best Value Inspections

As a result of our excellent status, Government granted us freedom from inspection for a three-year period, starting in April 2003. However, the inspections that took place in 2002/03, showed us that there are some important lessons for us to learn in order to improve the more complex areas that we work in, in partnership with others both inside and outside the organisation. We are using this three year 'holiday' to develop our approach to fundamentally reviewing cross-cutting services or themes. See the section on Best Value Reviews to learn more.

Annual Audit Letter

In addition to inspecting our services, the Audit Commission appoint a local auditor to audit our accounts and ensure we have appropriate arrangements in place to manage the authority effectively. Each year the local auditor writes a formal letter to County Councillors, which makes recommendations for improvement.

Audit of Performance Plan and Performance Indicators

As part of these arrangements the local auditor must also make sure this plan complies with legislation and that the performance data is accurate.

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Comprehensive Performance Assessment (CPA)

In 2004 Hampshire County Council was rated for the third year running as an 'excellent' authority by the Audit Commission. This places us in a select group of top performing councils nationwide, something of which we are extremely proud.

As part of the annual refresh, the Auditor commented that the council 'is well placed to continue to improve the way it works and the services provided to local people'. This is very encouraging as we strive to develop our wide range of services and our partnership working with others to deliver even more for our community.

For further details of our CPA assessments please visit www.hants.gov.uk/cpa

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Annual Audit and Inspection Letter 2004



The following extract from the Annual Audit and Inspection Letter provides a summary of the key messages in the report.

"Council Performance

Hampshire County Council continues to be an excellent council. It fully understands its contribution to the Community Strategy, identifying what it wants to achieve including challenging targets and ambitions. Average educational achievement remains high and is improving within targeted schools in deprived areas. The council is addressing unauthorised absences and exclusions from schools although improvements are slower than expected. The council has clear priorities for children's services and provides strong support to achieve them. A new childrens and adolescent mental health trust has been created and services for adults continue to improve. Across all social care services some people wait too long for initial assessment although there are promising prospects for further improvement.

Arrangements to monitor performance are clearer and the council works effectively to improve services in partnership with others. As a result more nursing care is available for elderly people, levels of waste are reducing and recycling levels are amongst the best in the country. Based on Hampshire's current plans, the council is well placed to further improve the way it works and the services it provides."

Links of interest:

-  [Hampshire's Annual Audit letter 2002/03](#) (Adobe Acrobat Document, size 305KB - [download Acrobat Reader](#))
-  [Hampshire's Annual Audit letter 2004](#) (Adobe PDF Document - [download Acrobat Reader](#))

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Audit of Performance Plan and Performance Indicators

The following extract from the auditor's Annual Audit and Inspection Letter was based on the report on the audit of the (Best Value) Performance Plan and the Best Value Performance Indicators and summarises the key findings.

(Best Value) Performance Plan (BVPP) audit

"We completed our statutory audit of your 2004/05 (Best Value) Performance Plan in September (2004) and an unqualified opinion was issued."

"The BVPP is required to contain all specified Performance Indicators and associated targets for the year 2003/04 to 2006/07. The BVPP has been reviewed and all required BVPIs and targets have been included."

Accuracy of best value performance indicators

"Your performance information continues to improve. Reservations were placed against four indicators, significantly fewer than in previous years. Work is still needed however to achieve a 'right first time' culture and to reduce compilation errors. Officers are aware of this and there are no further issues for members attention."

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Best Value reviews

The Best Value review programme initially ensured that all the County Council's spending and use of resources would be reviewed within a five year period, starting from 1 April 2000. From 2005/06 we have agreed a different, more efficient approach to defining our review programme. Whatever the reason for carrying out the review, all review activity is now mapped out in a single review programme, which constitutes the Council's best value review programme. All reviews will apply the principles of best value covered by the 'four C's of Challenge, Consult, Compare and Compete, while none are initiated solely with the reason of complying with best value legislation.

Current Corporate Review Programme

The [programme for 05/06](#) was agreed by cabinet on 27 June 2005

Staff engagement in reviews

The staff of the County Council are its principal asset and the County Council involves staff in every Best Value review and the development of service plans.

Member engagement in reviews

Non-executive County Councillors are also nominated to participate in every review, providing challenge to those closely involved in the area under review and providing a steer for the best options for improvement, in the light of the Council's Policy Framework.

Outcomes from reviews

Copies of formal reports to County Councillors are held on our Best Value website, together with a summary of each review. For those reviews that were completed more than a year ago, there is also a summary report showing progress with the implementation of their improvement plans.

(Unfortunately, there may still be a few gaps in these documents as we have been converting the full range of paper documents into a format for inclusion on the website.)

The review papers can be found by perusing the full Best Value review programme at [Best Value review programme](#).

Best Value inspections

Where the Audit Commission has carried out an inspection of the area we have reviewed, the inspection report is accessible with the formal review papers.

Links of interest:

- [Best Value Reviews](#)

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Accreditation

The standards achieved by council services are validated by external accreditation, where appropriate, including the Charter Mark - awarded to a number of our frontline services - and the Investors in People accreditation awarded to the County Council as a whole.

Details of our corporate and departmental accreditations can be found using the menu on the left.

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Corporate: accreditation

Comprehensive Performance Assessment (CPA)

In 2004 the County Council was rated for the third year running as an 'excellent' authority by the Audit Commission.

Investors in People

The County Council continues to retain its Investors in People status.

Links of interest:

- [Hampshire's CPA website](#)
- [Investors in People](#) (external site)

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Chief Executive's: accreditation

Lexcel

The Legal Practice maintained Lexcel accreditation with the Law Society for 2004, and has held this since 1999. The accreditation indicates that the Practice has been independently assessed as meeting the Law Society's Practice Management Standards, best practice standards for management of a solicitors' practice.

Community Legal Service

Achieved Community Legal Service accreditation for the Farnborough Information Centre.

Charter Mark

The Charter Mark was awarded in both 1998 and 2001 and has now been re-awarded for the third time in 2004. Our four information Centres (Basingstoke, Farnborough, Waterlooville and Winchester) achieved the award in 2001. The award lasts for three years and can be taken away at any time if our performance falls below the standard that achieved the award.

ISO 9001

Democratic Services received ISO 9001 accreditation in 2004.

Link2Learn

Accreditation to Guidance Council Standards (Winchester Information Centre: in 2000, All four Information Centres in 2001).

Local government best practice

Corporate Communications have been recognised by the ODPM in its toolkit of local government communications best practice.

Links of interest:

- [Law Society's Lexcel site](#) (external site)
- [Information Centre's Charter Mark](#)
- [Charter Mark](#) (external site)
- [Link2Learn](#) (external site)

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County Treasurer's: accreditation

ISO 9000

Retained ISO 9000 registration for Audit Services.

Charter Mark

Continued to work in accordance with the Charter Mark standards for Pensions Services and Student Support.

Best practice in Continuing Professional Development (CPD)

Recognised by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Association of Accounting Technicians (AAT).

Links of interest:

- [ISO 9000](#) (external site)
- [Charter Mark](#) (external site)

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IT Services: accreditation

ISO 9000

The Training team is working towards achieving ISO 9000 as a pilot for the rest of IT Services.

BS 15000

IT Services is preparing to adopt the BS 15000 standard for IT Service Management and IT Infrastructure library

BS 7799

IT Services has also partially adopted BS7799, the standard for Information Security Management.

Links of interest:

- [ISO 9000](#) (external site)
- [BS 15000](#) (external site)
- [BS 7799](#) (external site)

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Education: accreditation

NCFE Investing in Quality Licence

The Adult and Community Learning Unit (ACLU) has the NCFE's Investing in Quality Licence which provides a quality framework enabling ACLU to develop, deliver and accredit Adult and Family Learning programmes.

National Music Council: Diploma Award

Hampshire Music Service awarded Diploma in recognition of the quality and range of its provision for young people in Hampshire. This was the third consecutive award by the National Music Council.

Charter Mark

Governor Services continued to work in accordance with Charter Mark standards.

Adventure Activities Licensing Authority (AALA)

Outdoor Education were successful in their inspection by the AALA.

Artsmark status

Education otherwise than at school service (EOTAS), based at Leigh House, awarded Artsmark status in May 2003.

Links of interest:

[Charter Mark](#) (external site)

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Social Services: accreditation

Two Ticks 'Positive about Disabled People' scheme

Social Services is accredited with the Two Ticks scheme.

Links of interest:

- [Two Ticks scheme](#)

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Environment: accreditation

Bus Industry Award

The Cango bus service won the 'Bus in the Countryside' award at the annual Bus Industry Awards in November 2003.

ISO 9000

Development of a new internal Performance and Quality Management System progressed with the successful conversion to the new ISO9001:2000 standard for the majority of the department's transport and waste related services.

Links of interest:

- [ISO 9000](#)

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Human Resources: accreditation

Human Resources achieved Investor in People as part of the Corporate accreditation.

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Property, Business and Regulatory Services: accreditation

ISO 9000

Regulatory Service achieved ISO 9001 accreditation.

ISO 17025

The Hampshire Scientific Service is accredited to BS EN ISO 17025, the European Laboratory Standard. This is audited by the United Kingdom Accreditation Service (UKAS). The Laboratory is also registered to ISO 9001. (This includes design of services / Research & Development).

EN 45004

The Asbestos Management Team were amongst the 27 pilot UK organisations to gain accreditation to this standard. It endorses the Service's asbestos surveying systems to EU Standards.

Consumer Legal Services

Regulatory Service maintained Consumer Legal Services accreditation, since 2001.

National Civic Trust Awards

Property Services achieved awards for Whiteley, Knightwood and Great Binfields Primary Schools, Brune Park Secondary School and Southampton Magistrates Court.

National Brick Award

Property Services achieved award for Thornden School.

RIBA National Conservation

Property Services achieved award for the Soke Footbridge, Winchester.

Links of interest:

- [ISO 9000](#) (external site)

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Recreation and Heritage: accreditation

Museums Registration Standard of Resource

All museums awarded the Museums Registration Standard of Resource. The Museums, Libraries and Archives Council operates the Museums Registration scheme for Museums and Galleries in the United Kingdom. It is a minimum standards scheme that measures museum performance against accepted professional standards providing an assurance of quality and public accountability.

Charter Mark

Hampshire Record Office continue to work according to the Charter Mark standard (renewed in October 2002 until 2005). The Department has also been working towards achieving Charter Mark accreditation in all its services. The formal assessments will take place during 2005/06.

Matrix Quality Standard for information advice and guidance services

19 Hampshire libraries accredited for 3 years from February 2004. These libraries have met a rigorous National Quality Standard for organisations delivering information, advice and guidance services for learning and work.

All the libraries had to meet 10 elements which define best practice in assisting users of the service and in the efficient management of people and resources.

Outdoor Activities Centres

Calshot Outdoor Activities Centre has the following accreditations:

- Approved Royal Yachting Association Training Centre
- British Canoe Union Approved Centre

Calshot and the Hampshire Mountain Centre are also accredited by the:

- Adventure Activities Licensing Authority
- Mountain Leader Training Board

Links of interest:

- [Charter Mark](#) (external site)
- [Matrix quality standard](#) (external site)
- [The Museums, Libraries and Archives Council](#) (external site)
- [Mountain Leader Training UK](#) (external site)
- [Adventure Activities Licensing Authority](#) (external site)
- [British Canoe Union](#) (external site)
- [Royal Yachting Association](#) (external site)

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Celebrating our achievements

Hampshire County Council is an ambitious, high achieving authority. Since 1997, the Council has carried out an annual review of progress and achievements, which has informed the process of monitoring the Corporate Strategy. The annual 'Achievements' report indicates a considerable volume of achievement in the delivery of quality services to the community across the diverse functions of the County Council.

Please use the navigation menu on the left to drill down to departmental achievement summaries for 2004/05.

Links of interest:

- [Annual achievements report for 2001](#)
- [Annual achievements report for 2002](#)
- [Annual achievements report for 2003/04](#)
- [Annual achievements report for 2004/05](#)

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Corporate: achievements

The judgement of the Audit Commission under the Corporate Performance Assessment (CPA) confirming for the third year running Hampshire County Council's position as an 'excellent' authority has been our most significant achievement.

Maintaining Standards

As well as the 'excellent' status, across key corporate issues the County Council has maintained high standards as particularly illustrated by:

- Improved best value performance indicator results

- Continued to secure positive comments from the Audit Commission on financial performance and a top mark of 4 on the resources aspects of the Corporate Performance Assessment (CPA) refresh exercise.
- Cross-cutting performance information provided for the first time through implementation of the Corporate Performance Report (CPR) which enabled progress with corporate aims to be maintained and appropriate action to be agreed.

Implementing Initiatives

In addition, once again services have been required to respond to, and implement, a range of externally driven initiatives. These include:

- Set arrangements in place to respond to Children Act including establishment of a Children's Services Board.
- The Council has played a leading role in the development of sub-regional strategies and provided technical support and advice to the Regional Assembly in preparing the South East Plan (Consultation Draft).
- The County Council, with the Hampshire Strategic Partnership, published the Hampshire Community Strategy in July 2004 setting out priority areas for action for partnership working.
- From the first round of Local Public Service Agreements, a number of key performance targets are on track to attract significant reward grant, recognising major improvements in performance in priority areas such as waste, road casualty reduction and road maintenance.

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Chief Executive's: achievements

Many of the Department's achievements reflect the co-ordinating role it plays in promoting and protecting Hampshire, driving improvements in services and ensuring that the views of residents and businesses influence decision making processes and service developments.

Communication and Consultation

In the last year various exercises and events took place to engage with the community. For example:

- Hampshire has had the largest food festival and the most successful farmers markets in the UK in 2004/5 generating £2.5million for local producers. With 10 years of Hampshire Fare and 5 years of Hampshire Farmers' Markets, Hampshire is now recognised as the leading area for local food initiatives.
- The launch of 'There's never been a better time' campaign to inform older people of services available. This is alongside the establishment of an older people well being unit.

Improvements

Areas of service improvement include:

- The establishment of e.VOLve - a new database-driven website containing the details of thousands of voluntary and community organisations across Hampshire, giving public access

to a wide range of services.

- The launch of the Hampshire Broadband Project, a three year partnership programme to provide a support system and knowledge network for broadband users in Hampshire and to encourage take-up.

Promotion and Protection

Initiatives to promote and protect Hampshire include:

- Facilitated the resolution of a number of problematical land and infrastructure issues at Broadmarsh, Havant, through joint working with SEEDA, The Highways Agency, Hampshire County Council departments and developers, allowing more land to become available for employment use.
- The 10th year of Hampshire Ambassadors - organising visits for 6,500 key business people and influencers to see behind the scenes of over 100 top flight Hampshire companies, demonstrating best practice to promote business excellence.

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County Treasurer's: achievements

Systems Implementation

- The department completed the implementation of new financial and related systems and decommissioning of all mainframe systems. This involved roll-out and training for 5,000 budget managers across the County. In addition, the 2004/05 budget successfully incorporated the first £0.25m of savings in the finance function as a result of benefit realisation.

Supporting the County Council

At the same time, work continued as usual during 2004/05 to support all of the Council's departments, including:

- Internal Audit opinions given in association with 2003/04 final accounts reports and audit plans reflecting new corporate governance requirements approved by members.
- Placing more emphasis on three-year financial planning by working jointly with Chief Executives, Personnel and other departments to introduce an integrated three-year planning process to take effect from 2005/06 onwards.

Looking Ahead

The department also looked to the future:

- The consultancy team developed a methodology for business process innovation, and applied this to help take forward SAP benefit realisation and more broadly within the Education and Environment departments.

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IT Services: achievements

Providing the Tools

- The Enterprise Project SAP rollout programme has been completed for all departments, schools for the Finance and Procurement functions and for the Fire & Rescue Service. Additional corporate and departmental developments are under way to further exploit the potential of the SAP system.

Implementing E-Government

- A wide range of tools and services are in place to support e-government programmes, including e-forms, web publishing tools, and GIS.

Internal Improvement and Management

- Service initiatives requested by customers include integrated health and social care systems, flexible mobile working in a number of areas, developments to the schools admissions and governor manager systems, responding to e-Government requirements and changes to Children's and Adult services. Cutting across all of these are the continuing requirements to build transactional capability within, and improve the image and usability of Hantsweb.

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Education: achievements

Education in the 21st Century cannot be delivered by one organisation in isolation from others. Much of the work to meet the educational needs of the communities of Hampshire relies on a partnership approach. To that end the County Council has been preparing a Strategy for Education. As a partner the County Council will seek high standards from everyone who shares responsibility for education and learning.

Over the past year the Department and its work with schools made significant contributions to the Council's objectives:

- Children Act: This is a priority for the Education Department. There is a pressing need to address behaviour problems and a high rate of exclusions. This will be best done through reorientation of resources into a preventative framework. Work is underway to move ahead with this, within the corporate direction and response to the Children Act.
- Fulfilling the corporate aim to improve services, education received a 3 star rating for the second time in the government performance ratings. Education has been at the forefront of a number of significant developments which have placed the County Council in a strong position nationally. A joint agreement (Compact) between the County Council and the Department for Education and Skills to work in partnership to achieve better educational outcomes for children and young people in the short and medium term was signed and will be the subject of on-going evaluation and revision.
- The County Education Officer as National President of Confed took a leading role on

schools funding, standards, inspection and developing a new relationship between DfES and local education authorities. Now as immediate past president he will continue to influence and ensure government policy developments wherever possible take account of the role of an effective local education authority.

- Amongst the range of other initiatives, a key development was the Clerk to School Governing Body accreditation programme. We now have 44 Clerks who have qualified for this nationally recognised accreditation developed by Hampshire. This programme has now been adopted by Oxfordshire, Surrey and Portsmouth and provides effective support for the vital work of each school governing body.
- The Youth Service development and training team have worked with Southampton University to provide a workplace learning programme to train youth workers to nationally qualified status. The Southampton foundation degree will provide a valuable contribution to recruitment and retention strategies across the youth service.
- Education's contribution to the SAP project is significant as it involves the installation of a technical solution to enable the schools administrative IT systems to run SAP software. In addition EdICT, the education department trading ICT service with schools, developed and installed EdICT Net, a whole school networking standard to enable school to encompass all the latest e-learning initiatives
- In partnership with Social Services a Children and Adolescent Mental Health Service (CAMHS) Trust has been set up to develop services for children and adolescences with mental health needs. This is a trail blazer initiative under the government's developing work for children's trust involving education, health and social services.
- Finally as part of the department's commitment to all staff the department has retained the Investor in People accreditation. The assessors noted in particular the department's success in ensuring that the large number of staff based away from local offices received effective development and training and felt part of the County Council.

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Social Services: achievements

In the 15 months from 1st Jan 2003 through to 31st March 2004, Hampshire County Council Social Services Department made significant contributions to the Council's objectives.

Fulfilling the corporate aim to improve services, in November 2004, Social services achieved a 2 star rating for the third time in the Government performance ratings.

At the forefront of initiatives

- Social Services have ensured a focus on the new legislation detailed in the Children Act
- Hampshire's 500 bed nursing homes project ENHANCE has been held up as a national showcase of excellence and was presented as an example of best practice to a summit of 'excellent' rated councils from across the country
- In October 2004 work started on a £1m state-of-the-art day services building for adults with learning disabilities in the Alton area

Service improvements

- OT Direct phone service reduced waiting lists for access to occupational therapy services by a third in its first six months of operation.
- The council equipped 300 People's Network computer terminals in 54 libraries with screen magnification for partially sighted people and an audio screen reader for blind people

Developing staff

- Finally as part of our commitment to developing our staff, more than 180 social care staff and 12 foster carers were awarded a range of vocational qualifications during 2004 with 10 senior staff gaining the highest NVQ award, achieving level 5 in Management.

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Environment: achievements

In view of its excellent track record in delivering rural services, the Council has been selected as the key partner in the SE region, to conduct an 18 month Rural Pathfinder pilot study. This will look at how a range of diverse services provided by different public bodies, can be more effectively and efficiently delivered.

Recycling

2004/5 saw the completion of the following new waste recycling and processing facilities:

- Alton Material Recovery Facility
- Little Bushy Warren composting site between Basingstoke and Alton
- New innovative Household Waste Recycling Centre in Winchester
- Energy from waste recovery facilities at Marchwood and Portsmouth

These led to the level of household waste being recycled or composted rising to 29% and a further 22% being sent for energy recovery. The Council is also on course to meet its target to remove an additional 40,000 tonnes of waste from landfill, partly by working in partnership to use reprocessed construction waste in road maintenance.

In order to deal with the remaining 80% of waste not produced by households, the Council has facilitated with stakeholders the production of 'More from Less' a document which looks at all materials from extraction to final disposal and proposes stretching targets for recycling and accompanying investment in facilities.

Highways

The Council has achieved its challenging targets to stem the decline in highway condition through putting more investment into highway maintenance. This is despite the damage resulting from severe flooding and droughts in recent years.

Buses

Against a background of general decline in bus use, the Council has continued to develop Bus Quality Partnerships to invest in key bus routes in partnership with bus operators and others, resulting in passenger number increases on the targeted routes of up to 20%. And, launched in 2004, the Solent Travelcard, allows travel on any bus service throughout south Hampshire in a zone that was recently extended to include Winchester and the Solent waterside.

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Human Resources: achievements

The last year has seen the Human Resource Department reorganised from 5 departmentally based units and 2 central services, to a five level flexible model based on added value, efficiency and cost effective service delivery. This is in response to organisational requirements for Human Resources to achieve efficiencies and cost savings required by both SAP realisation and the Gershon efficiency report.

Human Resources restructure

To achieve this re-organisation, a new structure has been developed consisting of 4 Service Centres:

- Resourcing
- Employment Practice (including employment advice, Health & Wellbeing and Health and Safety)
- Hampshire Learning Centre (including SSD Learning and Development)
- Education Personnel Services.

This new structure has been developed around the introduction of new IT based technologies to assist in the effectiveness and efficiency of Human Resources service provision. In developing the centres, significant numbers of staff have now been relocated into new accommodation and flexible working practices introduced.

Significant changes

Against the background of these significant changes to the Human Resources function the department has been leading in a number of key corporate areas such as:

- Reward Strategy – implementation of the Pay and Benefits project
- Improving Attendance project
- Organisational Design – design and development of new structures for the Children's and Adult services, including recruitment of new Directors
- Health and Wellbeing - development of pilot Health and Wellbeing programmes for HCC staff
- Development and delivery of a Leadership Programme for over 400 managers, including tailored programmes for first line managers and a development programme for HCC Cabinet.
- School workforce reform

- Organisational Development – including development of e-learning facilities.

Equality monitoring

The following link is to the first equality staff monitoring report resulting from Hampshire County Council's Race Equality Scheme:

- [Equality monitoring report \(2004\)](#)

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Property, Business and Regulatory Services: achievements

Property Services

This year the service completed work at over 100 schools using New Deal for Schools Condition fund monies, providing improved accommodation for school children in Hampshire. This, coupled with four new sports halls at Hampshire schools using New Opportunities Fund (NOF), provided sports hall facilities where previously they did not exist.

The first Discovery Centre was completed in Gosport in spring 2005 and the new library at Alton was completed and opened providing new and up to date library facilities for residents in Alton and surrounding areas.

Business Services

From our school meal contracts, 145 schools are now operating pre-ordering systems for school meals which helps to ensure that pupils are able to have a meal of their choice and minimise waste. Also, HC3S now provides the meals service at 25 of the secondary schools in Hampshire and is the largest individual provider to this sector in Hampshire.

In other business, the service successfully managed a contracting programme with annual expenditure of around £70m with many contracts being made in collaboration with other local authorities.

Regulatory Services

This year the service established a Trading Standards Rapid reaction capability to deal with itinerant rogue traders who target the vulnerable in our communities. This was complimented by an increased 'Buy with Confidence' membership totalling a further 50%, providing an increased number of recognised businesses across a range of disciplines for the community to select from.

The Community Safety Service was launched with 36 officers trained and accredited. Operating in 4 pilot areas the officers work in partnership with the police to reduce incidents of anti-social behaviour.

Over 200 test purchases have been carried out on the sale of age restricted products. This has helped to ensure improved levels of compliance on alcohol sales, helping to protect the health and safety of young people in Hampshire.

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Recreation and Heritage: achievements

Cultural Pathfinder

The department made a successful bid to achieve Cultural Pathfinder status as part of the Department of Culture, Media and Sport and Local Government Association 2 year development programme which began in April 2005. The Cultural Pathfinder programme will demonstrate the contribution of cultural activity to achieving positive outcomes within the Shared Priorities framework.

Improving services and facilities

The investment in new library buildings and the refurbishment programme has seen the opening of the new Gosport Discovery Centre and the new Alton Library. Refurbishments have been completed at Odiham Bridewell, Fleet, Chandler's Ford, Yateley and Farnborough libraries. All report significantly increased visits. Work begins on the Winchester Cultural Centre in 2005.

Further investment saw the opening of a new accommodation block at Tile Barn Outdoor Centre (September 2004) allowing more young people to enjoy environmental and outdoor challenge activities all year round, and work began on the £1.2m residential accommodation (The RJ Mitchell Building) at Calshot Activities Centre enhancing the capacity by a further 60 beds. Staunton Country Park completed work on the ornamental farm and a new footbridge over the River Loddon at Stratfield Turgis opened.

More users, new users

Extended opening hours have been implemented at the Queen Elizabeth Country Park and at 19 libraries in 2004/5 including Alton, Chandler's Ford, Emsworth, Fleet, Gosport, Hedge End, New Milton, Totton and Stubbington and this is contributing to increasing visits.

Increased participation in cultural activities and visits were achieved including:

- 4,859 participants in the Mini, Parallel and Youth Games with a 50% increase in the number of disabled participants.
- a 3% increase in visits to our Museums in 2004.
- 20,000 children at all 54 libraries participating in the Reading Rollercoaster summer reading challenge.
- 3,976 people attended the Bournemouth Symphony Orchestra concert at the Royal Victoria Country Park.

Funding investments in new projects

Successful external funding investments have been secured during the year for developing services including:

- £37,000 to prepare four WWII 60th anniversary exhibitions for summer 2005
- £40,000 development funding to set up a Heritage Bursary Placement scheme to train Museum engineer/conservators
- £30,000 sponsorship of the Mini/Parallel/Youth Games

- £100,000 secured from English Nature, HLF and SEEDA for a variety of work on the Blackwater Valley Country Park
- £44,000 HLF grant for the purchase and display of the Tichborne Trial Collection
- central government funding for the implementation of the Museums Regional Hub Business Plan and a variety of Museums projects.

Links of interest:

[Showcase newsletter](#)

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What is our capacity to deliver?

This section contains information about the way we use our resources to deliver services:

- [People](#)
- [Finance](#)
- [Partnership working](#)
- [Performance Management Framework](#)
- [Forward looking Efficiency Statement 2005/06](#)

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People

Code of conduct on workforce matters - staff transfers

The majority of staff who have transferred under TUPE have moved from the private sector into employment with Hampshire County Council. These include:

- Environment Department - 51 Staff mainly in Highways
- Aldworth Science College - 6 Staff
- John Hunt of Everest - 3 Staff
- The Hurst Secondary - 5 Staff
- Oak Farm - 5 staff
- Cove - 3 staff

In addition 2 unit manager vacancies were transferred to Hampshire County Council employment.

Under the terms and conditions of Employment in Hampshire County Council, staff are paid equal rates for equivalent work, avoiding issues of a two-tier workforce.

The following staff have transferred out of council employment into the private sector as contracts have been awarded:

- 25 School Support (non teaching) staff from a small number of schools were transferred to

other employers.

- 60 Education staff, primarily with Connexions / Youth Service were transferred to another employer as part of the change in contractual arrangements.

In arranging these contracts the Council ensures that the affected staff are fully informed about their rights under TUPE, in relation to general terms and conditions and pensions. The receiving organisation is also provided with full information about existing circumstances. Any teething problems have been successfully ironed out as council staff ensure transferring staff are provided with the means to contact them after the transfer takes place.

Tender documents now include specific reference to the code of practice on workforce matters highlighting the treatment of transferees and new joiners, pension arrangements, monitoring arrangements, enforcement and use of sub-contractors. Tendering organisations are required to provide reasonable access to employment records whilst ensuring protection to the Council from infringement of the Data Protection Act. All tendering organisations are required to include, as part of their tender submission, brief staff employment details which will form the basis of a monitoring data base.

People Strategy

The People Strategy explains the principles of the Council's approach to people management under the following five headings:

- An employer of choice – being a good employer, creating employment, development and reward policies which stimulate innovation and promote good practice.
- A developer of people – creating strong leaders, promoting professional and personal development and helping staff take responsibility for their own development and lifelong learning.
- A good communicator – developing better access to information, more opportunity for face-to-face contact with managers, greater opportunity for two way communication and to contribute ideas for service improvement.
- Valuing diversity – using everybody's contribution to improve service delivery, ensuring fair treatment for all our employees and taking positive action to help us achieve this aim.
- Promoting change – promoting innovation and change, through better use of technology and new ways of working.

Heath and Safety

The public reporting of health and safety performance by organisations is one of the key recommendations in the Government's [Revitalising Health and Safety Strategy](#). The County Council has put considerable effort into its health and safety activities over the past few years, including investing in additional specialist advisers, improved information gathering, health and safety training, improved health and safety management structures and documentation. These annual reports enable Hampshire County Council to communicate how this effort is improving health and safety in its services.

Links of interest:

- [Health and safety annual reports](#)
- [Hampshire's Heath and safety home page](#)
- [Revitalising Health and Safety Strategy](#)

Internal links (Hantsnet):

(Please note - these links are only available to Hampshire County Council Staff)

- [Employment in Hampshire](#)
- [People Strategy](#)

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Finance

The financial management of the County Council is underpinned by the following values:

- Cost effective quality services
- a business focussed dynamic council with a positive attitude to change
- a mixed economy approach to service delivery
- resources prioritised according to stated aims.



Details of the financial context in which the County Council operates, including its planned spending for the current year, can be found via the following web-link:.

Links of interest:

- [Budget and Council Tax 2005/06](#)
- [Forward looking Efficiency Statement 2005/06](#)
- Backward looking Efficiency Statement 2004/05 (Link not yet live)

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Partnership working

The Council uses an array of partnerships and networks to enhance its capacity, when it has insufficient knowledge or resources of its own and when a joint approach will deliver improved outcomes. 36% of the council's total spend for 2004/05 was used to purchase services from other providers, including the private sector, voluntary sector and other local authorities. This is a 1% increase over 2003/04 and is largely due to an increase in the services bought in by Social Services

The Local Strategic Partnerships provide a valuable forum for addressing the complexities and sensitivities which can arise from partnerships and for co-ordinating the number of arrangements currently in place.

Other partnerships and networks have been developed to support specific initiatives or to enable more close working or sharing of ideas:

- [parish and town parish councils](#)
- district councils
- voluntary and community sector
- [health sector](#)
- private sector.

Links of interest:

- [Association of Hampshire and Isle of Wight local authorities](#) (external site)
- [Business and Economy](#)
- [One Compact](#)

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Parish and Town councils

The Council has a long-standing relationship with parish councils, which form the most local level of democratic expression of community views. They differ from many of the Council's other partner organisations in this important respect – that they are democratically elected, and democratically accountable to the communities they serve and which elected them. Many of our services have for many years worked in consultation and partnership with parish and town councils. The parish councils' county association, the Hampshire Association of Parish and Town Councils (HAPTC), receives financial support from the County Council to facilitate its role in representing parish councils' collective interest and in providing training and support to individual councils.

Hampshire County Council and the HAPTC signed an agreement in March 2005 recognising common objectives and setting principles for working in partnership. The agreement reflects proposals relating to Quality Parish and Town Councils. The County Council supports creation of new councils to represent local communities in unparished areas.

Links of interest:

- [Hampshire's Parish Charter \(1996\)](#)
- [The Quality Parish and Town Council scheme](#) (external site - DEFRA)
- [HAPTC](#) (external site)

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Working with Parish and Town councils

Here are some examples of joint working:

- **Hantsweb:** provided by the County Council as a gateway to internet information about Hampshire, including its parish and town councils.
- **Local Information Points (LIPs):** 15 LIPs are managed by parish or town councils, the County Council providing back-up and support. This partnership provides a valued service to communities giving access to information about local government services and 'sign posting' to further advice.
- **Highway maintenance:** 'highway co-ordinators' from parish and town councils have direct email links with the Hampshire Highways office responsible for maintenance of local roads. This helps alert Hampshire Highways to issues requiring attention and gives the parish and town council information about planned maintenance. Hampshire Highways circulate regular newsletters to parish and town councils.

- **Parish Partnership Traffic Management Programme:** commenced 1997, enabling parish and town councils to promote schemes to improve safety and secure matching funding from the County Council. About 100 schemes have been completed or are underway.
- **Community transport:** parish and town councils work individually or as a group with the County Council to secure funding to operate community transport schemes. Many parish and town councils have a public transport co-ordinator to act as link with the County Council Passenger Transport Team on public transport.
- **Provision of village halls/community centres, sports facilities and promotion and development of arts activities:** the County Council provides advice and support to communities seeking to provide, replace or improve community facilities.
- **Young people:** parish and town councils work with Hampshire County Youth service to identify and respond to young people's needs.
- **Parish records:** Hampshire Record Office provides advice and support to parish and town councils on the selection and preservation of records: over 160 councils have deposited their records with the Record Office.
- **Maintenance of rights of way:** Area Rights of Way Officers act on reports from parish and town councils about obstructions of rights of way and work with local communities on routine maintenance.
- **Parish Paths Partnership:** over 60 councils have worked in partnership with the County Council under this scheme to identify improvements to the rights of way network and secure Countryside Agency funding to work in partnership with the County Council to carry them out.
- **Local environmental improvement schemes:** many parishes have worked in partnership with the County Council from small, local, community-led schemes, such as improvements to ponds, through to more major schemes under the County Council's Village Initiative and Country Towns Project where improvements may have been identified in parish and town councils' village planning appraisals.
- **'Managing Flood Risks in Parishes':** a best practice guide prepared through collaboration between parish and town councils, County Council and district councils and the Environment Agency on management of flood risks and preparation of a Village Flood Plan. Parish and town councils help in reminding landowners of their responsibilities for maintaining ditches.
- **Community Safety:** County Council, Police and district councils have engaged parish and town councils in undertaking an audit of community safety and crime and disorder and in developing a crime reduction strategy.

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Local Strategic Partnership

The Hampshire Strategic Partnership is a multi-sector/multi-organisation partnership, which has been established as the Local Strategic Partnership (LSP) for the County of Hampshire.

Consisting of over 30 members, its role is to oversee the development and implementation of the Hampshire wide Community Strategy.

Links of interest:

- [Hampshire Strategic Partnership](#) (external site)
- [Community Strategy for Hampshire](#)

Internal links (Hantsnet):

(Please note - these links are only available to Hampshire County Council Staff)

- [Community strategy - Hampshire County Council contribution](#)

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One Compact

The One Compact for Hampshire is a jointly agreed framework of principles to guide the relationship between the Voluntary and Community Sector and the Public Sector in Hampshire. It is supported by a range of District and Borough Councils, Local Strategic Partnerships, Primary Care Trusts, Hampshire Constabulary, the Fire and Rescue Service and the County Council.

The Compact is a ready-made manual about best practice, showing how the Public and Voluntary sectors can work together to deliver mutual benefit.

Links of interest:

- [One Compact](#)

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Health and Social Care Partnerships

The County Council works in partnership with the Strategic Health Authority, the Primary Care Trusts (PCTs) for North Hampshire, South West Hampshire, Mid Hampshire and South East Hampshire and the five NHS Trusts which manage local hospitals, to deliver the shared goal of improving the quality of life for Hampshire residents. Our over-arching priority is to work together to provide care and support to vulnerable people at home, to prevent their loss of independence and reduce the need for unnecessary hospital or residential care admission.

Service planning is undertaken through a number of mechanisms including the Council's membership of the PCTs executive committees and the development of joint trusts; currently the Hampshire Partnership Trust for adult learning disabilities, adult mental health services and the Pathfinder Children's Trust which commissions services for children and adolescents with mental health problems (CAMHS).

Local implementation teams (LITs) work across Hampshire to take joint action on agreed priorities for services for older people, mental health, learning disabilities, physical disabilities and sensory impairment. Similar arrangements exist with the Drug Action Team, Youth Offending Team, Connexions and on Teenage Pregnancies.

The council takes a lead role in delivering joint priorities for vulnerable children and their families, particularly those in the care of the County Council. The County Council has established the Children and Young People's Strategic Partnership (CYPSP) to oversee and co-ordinate the work of statutory and voluntary organisations involved in ensuring the welfare of children and young people.

The future development and direction of the County Council's partnerships with Health and other

organisations to deliver social care will be led by the Children's Services Plan (required by the Children Act 2004) and the progress of 'Independence, Well-being and Choice', the Green Paper setting out proposals for the future direction of social care for adults of all age groups in England.

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Performance Management Framework

At the strategic level the corporate assessment part of the Comprehensive Performance Assessment (CPA) confirmed that the Council has robust building blocks in place in most aspects of performance management. However, many of these operate in isolation, which can lead to a lack of clarity about objectives and to some duplication of effort.



With the aim of ensuring the Council's investment in performance management supports its own objectives as well as meeting Government requirements, development of the Performance Management Framework (PMF) is well advanced. The framework aims to clarify the links between planning and performance measurement from the corporate through to the individual level. Key aspects of the approach are to integrate strands of inter-related activity, ensure they are clearly expressed, promote common understanding of the framework and streamline performance activity, so that it is part of the day job rather than an add-on. To aid this further the framework can be used as an operational tool and contains links to resources, directories and templates.

Links of interest:

- A link to PMF will be placed here when it is available

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Other Best Value authorities

Hampshire partner performance plans

Every year, Hampshire County Council, Portsmouth City Council, Southampton City Council, Hampshire Fire and Rescue Service, the Police, the eleven district councils and two of the parish councils of Hampshire publish a performance plan. You can follow the links below to see the performance plans of our partner authorities.

Please note that we are not responsible for external links and the location of these plans may move. If you do find broken links from this page, then please let us know by filling in the [Feedback Form](#)

[Basingstoke and Deane Borough Council](#)

[East Hampshire District Council](#)

[Eastleigh Borough Council](#)

[Fareham Borough Council](#)

[Gosport Borough Council](#)

[Hart District Council](#)

Havant Borough Council

New Forest District Council

Rushmoor Borough Council

Southampton City Council

Portsmouth City Council

Test Valley Borough Council

Winchester City Council

Hampshire Fire and Rescue

Hampshire Police Authority

Totton and Eling Town Council

Fawley Parish Council

Other county council performance plans

Essex County Council

Hertfordshire County Council

Kent County Council

Surrey County Council

West Sussex County Council

Link of interest:

- [Audit Commission performance plan site](#)

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