



CABINET – 5 JUNE 2002

BEST VALUE PERFORMANCE PLAN 2002/03

1. PURPOSE OF THE REPORT

- 1.1 This report seeks approval of this year's Best Value Performance Plan (BVPP) and sets out details of costs and how the document will be used.
- 1.2 The report builds on some of the information contained in the Best Value progress report considered by Cabinet on 8 April.

2. BACKGROUND

- 2.1 Each year the Council has a duty to publish its BVPP together with a summary. In previous years both needed to be published by 31 March.
- 2.2 Last year's main and summary documents were commended by the District Audit and Audit Commission for their clear reflection of our performance.
- 2.3 This year the publication date for the main document has been set at 30 June to enable actual rather than forecasted performance information to be included.
- 2.4 A further change this year was that Councils should look to integrate Best Value performance information within the Council Tax leaflet. This was achieved. Further performance information was included in the spring edition of Forest News.

3. THIS YEAR'S BVPP

- #
- 3.1 Appendix 1 is a copy of the draft text for this year's plan.
 - 3.2 The text is virtually complete. Some additional information will be added between Cabinet and the Council meeting including the actual performance figures for 2001/02 as these will not be available until shortly before the document's final approval by Council at a special meeting on 17 June 2002. The portfolio sections for Crime and Disorder, Economy and Planning and Environment are illustrative of a finalised portfolio section. The other portfolio sections will be updated prior to Cabinet and Portfolio holders will be asked to approve their content between Cabinet and Council.
 - 3.3 The style and format of the BVPP is similar to last year although opportunities have been taken to reduce the introductory text and concentrate on providing performance results, improvement activities and planned challenges within the portfolio sections.

- 3.4 Efforts have been made to align portfolio/service achievements and targets more closely to the Heart of the Forest.
- 3.5 The document will be enhanced by the greater use of graphics with photographs in time for the Council meeting.
- 3.6 It is suggested that the document is published in two colour (as per last year).
- 3.7 The Plan has been drafted to be a reference document for members, employees and stakeholder organisations. This should help Portfolio Holders, Scrutiny members and services to undertake their respective roles. It also strives to achieve clarity of joint roles with partners.
- 3.8 Good public access will be given to the document both in hard copy form (via libraries, recreation centres and information offices etc) and electronically via the Council's web site. Key Council partners and stakeholder organisations will also be sent a hard copy of the Plan.

4. FINANCIAL IMPLICATIONS

- 4.1 Quotes have been obtained from the Council's approved list of printers and the lowest received against the specification (56 pages and cover, two colour throughout) was £1,955 for 500 with £216 for a 500 run on.
- 4.2 Additional costs will be:

Graphics	£1,500
Distribution/postage	£500
- 4.3 The total estimated cost for this year's plan is therefore approximately £4,000. This represents a £2,000 saving over last year's actual cost of £6,000
- 4.4 Last year's total cost did not include any charge for Forest News as this cost was met from the Public Relations budget. The cost of using this year's spring edition of Forest News for Best Value was £2,400. These new charging arrangements are due to the changed status of Forest News, which now has a community paper focus.
- 4.5 There was no additional cost to the Council of incorporating performance information into the Council Tax leaflet.

5. ENVIRONMENTAL IMPLICATIONS

- 5.1 The environmental implications relating to the publication of any document needs to be viewed from three perspectives.

The use of natural resources – the paper used will be produced from sustainable forests and the number printed will be as near to the requirements as reasonably possible.

The use of materials that damage the environment – The paper is recycled and recyclable and is chlorine free. The binding is minimal (2 staples).

The contribution the document makes to increase the awareness of the reader of good environmental practice – The structure of the plan helps both the organisation and its partners to understand what the Council is trying to achieve for the environment.

6. CRIME AND DISORDER IMPLICATIONS

- 6.1 There are no direct implications although the structure of the plan helps both the organisation and its partners to understand what the Council is seeking to achieve to help combat Crime and Disorder.

7. CONCLUSION

- 7.1 The BVPP provides a useful vehicle for bringing together key information relating to the Council's performance. Members and services are encouraged to make use of it in their work.
- 7.2 The principles of best value have been applied to the production of the document and each year the Council seeks to produce a document that meets the needs of those who use it whilst providing better value for money.
- 7.3 The revised deadline for publication should be welcomed as it enables a more meaningful document to be published with actual performance recorded.

8. CONSULTATION

- 8.1 During the production of this draft document services have been fully involved in the relevant information contained in the text.
- 8.2 The Cabinet process is the initial stage in the consultation process with Portfolio Holders. Final draft sections will be sent to each Portfolio Holder prior to submission of the final draft document to Council.

9. RECOMMENDATION

- 9.1 That the Council's draft Best Value Performance Plan for 2002/03 be recommended to Council for approval, subject to the agreement of the individual portfolio sections by the relevant Portfolio Holders.

For further information contact the Best Value Performance Plan Team

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PERFORMANCE MATTERS

DRAFT BEST VALUE PERFORMANCE PLAN 2002/03

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Dave Yates, Chief Executive
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DRAFT BEST VALUE PERFORMANCE PLAN

APPENDIX 1

INTRODUCTION BY THE LEADER AND CHIEF EXECUTIVE

The production of the Best Value Performance Plan gives us an opportunity to reflect on the past 12 months and to set out our plans for the years to come. We have chosen to share this introduction as it represents a commitment at both member and officer level to ensure this Council continues to move forward in a way that achieves continuous improvement. Such improvement is not seen as a series of short term 'quick wins' through individual service reviews but an opportunity to integrate best value into performance management. The new political structures of Cabinet, Review Panels and Committees should ensure elected members play a full role in setting and monitoring long term objectives. Indeed, Improvement Plans coming out of the reviews are now forming an important part of the Review Panels work programmes.

This year has seen a reassessment of the Council's approach to Best Value as we have applied Best Value principles to the process itself. This has resulted in a much more streamlined approach whilst retaining the rigor that previously existed. Different levels of review now exist and the emphasis is now clearly on appropriateness. The new approach introduces 'Fast track' reviews that apply to those services that are relatively small and have low impact on the community or where overall performance results are good. Both members and senior officers have been the driving force behind streamlining the process.

April 2002 saw the third and final visit from the Peer Review Team set up as part of the Local Government Improvement Programme (LGIP) which the Council started back in June 2000. The results of that review have been very positive. The Team judged that the authority has continued to demonstrate its potential to be high performing and recognised a large number of areas which were good and moving in the right direction including:

- Plentiful evidence of high quality services
- High quality and committed employees
- Cabinet process working well
- Improved streamlined approach to Best Value
- Strong partnerships being further developed as part of the Local Strategic Partnership
- Corporate Management Team working together as a team
- An open attitude towards areas for improvement.

The Team agreed with the Council's own analysis that the key areas where improvement is necessary are:

- A need for greater priority setting in the budget and the Corporate Plan
- Further development of the Scrutiny role
- Continued focus on maintaining staff morale and avoiding any negative aspects of departmentalism.

Set against this positive report is the need to avoid complacency. The criteria for an 'ideal local authority' as set out in the LGIP has helped the Council set out its own Improvement Plan covering Leadership, Democratic and Community Engagement and Performance Management. This will help the Council develop in the lead up to the Comprehensive Performance Assessment which will take place in 2003.

DRAFT BEST VALUE PERFORMANCE PLAN APPENDIX 1

Partnerships have been a key theme for achievement in the past year and time spent in building the foundations for the Local Strategic Partnership (LSP) has been a good investment. The New Forest LSP has a good reputation at County and Regional level for bringing agencies together to work towards a common purpose. This can only bring benefits to the District's communities and help provide Best Value in the years to come as the Community Strategy is developed for publication early next year

Our performance against the Best Value Performance Indicators (BVPI's) has been particularly pleasing with 67% of those measures being in the top quartile for district councils in the country and 85% being greater than average performance. The 15% that fell below average are viewed as opportunities where greatest improvements are possible and services will look at all reasonable means to make real progress in these areas.

If we had to choose one Performance Indicator that gave us the greatest sense of pride then it would be BVPI 3 – the percentage of citizens satisfied with the overall service provided by the Council. Our result of 92% proved to be the highest in the country and we take great heart from the fact that our efforts are endorsed at the local level as well as through national initiatives. We recognise this result sets a high standard to live up to.

To date there have been three service reviews inspected (recreation centres, tourism and development control). We are proud that the first two inspections have received a 2 star good service and rated as likely to improve. The final results of the third inspection are awaited.

The year has seen good progress made in the reviews of services as set out in the Council's programme. Details of reviews undertaken and planned for the coming year are set out in the Portfolio sections of the Plan together with a number of key targets and achievements. We are pleased to see that the review process is producing real improvements that have been generated through challenging conventional thinking to produce benefits in service delivery.

The dialogue we have with our communities is viewed as an essential part of best value. An important best value element of this dialogue is the publication of the Performance Plan summary, which this year was also incorporated into the Council Tax leaflet. As in previous years we included a summary in the Council's community newspaper Forest News and this year took the opportunity to obtain feedback on the information provided to the public. Forest News Performance Matters received a positive response, with 90% of respondents believing it gave sufficient information on the Council's performance. The Council Tax leaflet received more mixed results with almost half feeling the information was just right but with about a third not remembering seeing the information.

Ongoing communication by individual services and the Council itself has provided strong foundations on which to build. We aim to develop techniques to provide better opportunities to encourage two way communications. The link between this and democratic renewal is recognised and we hope that our efforts now and in the years to come will bring about a renewed interest in public services and the democratic process.

Councillor Simon Hayes
Leader of the Council

Dave Yates
Chief Executive

HEART OF THE FOREST – THE COUNCIL’S CORPORATE PLAN

A new Corporate Plan, ‘Heart of the Forest’, setting out the Council’s aims and objectives has been put together for consultation with our partners and key stakeholders. It has been developed at a time of change with new opportunities for local authorities. This is supported by new decision-making structures that provide for individual councillor responsibility and accountability together with a key role of scrutiny to develop policies and review decisions and performance.

The Plan sets out how we intend to work both internally and externally with the public and our partners to place the Council at the heart of community life in the Forest. It is our Local Agenda 21 strategy, which will help contribute towards a sustainable future.

A summary of the key headings from the plan are shown below, and detailed in each relevant portfolio section of this Plan. The full document can be viewed at all Council offices, on www.nfdc.gov.uk or by contacting Keith Smith on 023 8028 5551.

Summary of ‘Heart of the Forest’ – The Council’s Aims

Striving to be an Organisation of Excellence through:

- ◆ Developing our Employees
- ◆ Managing our Finances
- ◆ Securing Real Best Value
- ◆ Fostering Innovation in Service Delivery
- ◆ Promoting Equal Opportunity and Diversity
- ◆ Managing our Physical Assets
- ◆ Making Best Use of New Technology

Working with Public and Partners to:

- ◆ Involve the Public
- ◆ Develop a Community Strategy
- ◆ Improving Work with Partners
- ◆ Deliver Real Benefits
- ◆ Protect the Forest

Develop Economic Well-being through:

- ◆ An Economic Strategy
- ◆ Linking Economy and Planning
- ◆ Encouraging appropriate Tourism

Develop Social Well-being through:

- ◆ Community Safety
- ◆ Health
- ◆ Engaging Young People
- ◆ Meeting Needs of Older People
- ◆ Social Inclusion
- ◆ Housing
- ◆ Leisure, Arts and Culture

Develop Environmental Well-being through:

- ◆ Cleanliness
- ◆ Recycling Waste
- ◆ Emergency Response to Flooding
- ◆ Coastal Protection
- ◆ Linking Environment and Planning

- ◆ Transport

BEST VALUE DEVELOPMENTS

KEY CHANGES IN 2001/02

Over the last year we have continued to develop Best Value as a key tool for delivering improved services that meet the needs of the Community whilst driving the Council to become an organisation of excellence. As a learning organisation we do not claim to get everything right first time but we do aim to improve what we do.

Following feedback from the District Audit, the Inspection Service, the Local Government Improvement Programme, Members, officers and our partners we believe have improved how we manage our organisations performance as well as improving services.

We have spent time developing comprehensive Best Value guidance for Members and officers in a Best Value Guide. It is provided in both hard copy and on our internal web site and is viewed as far more than a process manual as it provides real practical guidance, workbooks and checklists on good business practice. The Best Value process has been streamlined further allowing services the flexibility to evaluate whether to undertake a fundamental, a light touch or even no review depending on their level of Best Value activity, performance results and the extent of issues to address.

A greater support network has been set up for review teams with an individual Best Value Mentor for each review team. A strengthened verification for reviews has also been established through Best Value Boards that now work closely with the review teams at early and later stages of the review, and include both Member and external specialist involvement to assure the rigor and challenge of the process.

We will continue to develop and adapt out Best Value processes and activity over the coming year to ensure the Council prepares for the Comprehensive Performance Assessment (CPA) in 2003. In particular a project team are now reviewing the corporate approach to performance management and planning to ensure there are clear links between the Corporate Plan, budgets, service plans, Best Value reviews and the Personal Development Interview process.

RESPONSE TO DISTRICT AUDIT RECOMMENDATIONS – 2000/01

Following an independent audit of our 2001 Best Value Performance Plan it was applauded by the District Audit and was given an unqualified report in June 2001. Their full report is available on our web site www.nfdc.gov.uk in the Best Value section. Below we have summarised the key areas highlighted for action and detailed activity we have made against them.

Both statutory (**Stat**) and non-statutory (**Non-Stat**) recommendations are included to demonstrate overall developments and improvements and to highlight we are working towards all key areas of activity.

DISTRICT AUDIT RECOMMENDATIONS		NFDC ACTIVITY
INTEGRATING BEST VALUE		
Stat	1. Better Member guidance on performance management process.	BV Guide includes detailed reporting and performance management process to Members and officers. It clearly provides information on the responsibilities of Members and others.

Non Stat	2. Consultation co-ordination	Services are encouraged to co-ordinate consultation activity with others through the Council's Corporate Consultation Officer. Development of a consultation database is underway.
Non Stat	3. Process should be strengthened for consultation to influence BV Review Improvement Plans.	The BV Guide gives comprehensive guidance and practical workbooks that enable consultation results to feed into Improvement Plans.
Performance Management		
Stat	4. Corporate guidance needed on service planning.	Basic service planning guidance has been included as good practice activity in the BV Guide. A service planning network has been established to develop a corporate process for planning and resource allocation in time for the 2003/04 budget.
Stat	5. Development of a process which links resource allocation to service planning.	See above.
Stat	6. Incorporate SMART targets into service plans.	SMART targets form an integral part of BV Guidance and are incorporated into the pro-forma for service improvement plans.
Non Stat	7. Strengthen role of Corporate Management Team (CMT).	A review of CMT has repositioned its strategic direction.
Non Stat	8. Develop corporate Quality Assurance (QA) system including evidence for supporting calculations.	A QA system has been set up for performance management including forecasting and checks on performance
Non Stat	9. Develop local Performance Indicators (PI's) across the Council.	As BV reviews and guidance has improved local PI's have been developing. Development of a database to co-ordinate all local PI's is underway.
PLAN 2001/02		
Non Stat	10. Summary of objectives in main BV Performance Plan and summary.	Summary of the Council's Aims has been included in this plan and detailed in each key section in the summary plan.
BEST VALUE REVIEWS		
Stat	11. Greater support to verification to ensure BV methodology is consistently applied.	BV Board status acts as internal inspection and includes at least one officer experienced in BV. Clear guidance and checklists are also provided.
Stat	12. Review teams should be encouraged to avoid deferring elements of review.	BV Guide highlights importance of dealing with issues during the review and provides workbooks to ensure priority issues are dealt with.
Non Stat	13. Opportunities for shared working across reviews.	BV programme has been further streamlined to 35 packages and BV Guide emphasises a need to link with others internally and externally during the review.
Non Stat	14. A revised BV review methodology should not stop delivering improvements.	The overall focus of the new BV Guide is a practical step towards continuous improvement rather than a fundamental change in the process

INTRODUCTION

Information relating to the performance and improvement activities of services, split across eight portfolios, is included in this section. A Councillor heads each portfolio and has overall responsibility for the services included. These councillors are known as portfolio holders and make up the Cabinet, the major decision-making part of the Council.

Each portfolio is supported and scrutinised by a corresponding Review Panel, which is made up of a cross section of councillors from a mix of political parties. The role of review panels is a developing one. The review panel members are considered an important part of the Best Value process and are an essential element to securing continuous improvement in service delivery.

Performance information outlined in the Portfolio sections relates to services that have completed reviews and those that are currently conducting reviews. Best Value activity for these and all other services are shown at a glance in a Continuous Improvement Activity Chart at the end of each Portfolio section. Key Best Value activities are shown based on the 4C's (Challenge, Compare, Consult, Compete). It is aimed that as Best Value becomes more integrated into service delivery these sound management practices will increase. Although these practices do not denote improvements in themselves they will be continuously working to encourage it.

All services are encouraged to start Best Value activities as part of their annual performance management, with the review year officially starting on the 1st January of each year. A Review Plan will then be agreed, with an Improvement Report to be approved at Cabinet by no later than March in the following year.

In addition, a section has been included to draw together our Themed Best Value reviews, of which we are required to undertake at least one each year. These themes have been pulled out from the individual Portfolio sections as they often relate across more than one if not all of them.

Content of each Portfolio

Each of the portfolio sections sets out activity and improvements in 2001/02 and looks forward to Best Value activity 2002/03.

- General portfolio information
 - Key achievements 2001/02
 - Key targets 2002/03
 - The programme of reviews
- Portfolio Best Value Activity in 2001/02 based on either:
 - Improvement Plan Activity – 2000/01 Reviews
 - Best Value activity and improvements identified – 2001/02 Reviews
 - Key challenges and consultation – 2002/03 Reviews
- Best Value and Local Performance indicators providing where possible:
 - Actuals 2000/01
 - Targets 2001/02
 - Actuals 2001/02
 - Targets 2002/03
 - National and Local Benchmark comparisons
 - Comments on significant actions or changes in performance
- A Continuous Improvement Activity Chart

Social Well-being and Partnership**CRIME AND DISORDER PORTFOLIO**

Portfolio Holder: Cllr Jeremy Heron

The existence of this Portfolio signals the importance placed on this issue by the Council. The Council recognises the impact, or the fear of, crime and disorder has on the quality of life of people. It also is responsible for the Council's response to community safety, emergency planning and road safety. Its main focus is on the social well being of people through extensive partnership working.

Key Achievements in 2001/02

- 4 Implemented a multi agency approach and method for Anti Social Behaviour Orders (ASBO's).
- 4 Utilised Information Technology to promote the sharing of data between partners for Community Safety purposes.
- 4 Reviewed the Emergency Plan for the District.
- 4 In liaison with our partners, prepared and implemented the year 3 Community Safety Action Plan, carried out a Crime Audit and developed a Community Safety Strategy.
- 4 Secured the provision of Close Circuit Television (CCTV) in three towns in the District.
- 8 The Council's CCTV programme not yet fully implemented but expected to be functioning in July 2002.
- 4 Completed the cross cutting Best Value review of Community Safety and began work on improvement plan.
- 4 Consulted with youth on community safety matters.
- 4 Worked with Hampshire County Council to address road safety issues.

Key Targets for 2002/03

- ⇒ Ensure the effective implementation of Close Circuit Television (CCTV).
- ⇒ Complete full review of Acceptable Behaviour Contracts (ABC's).
- ⇒ Publish the Community Safety Strategy and Year 1 Action Plan.
- ⇒ Work with the County Council to address road safety issues and to produce a co-ordinated approach to road safety in the New Forest.
- ⇒ In conjunction with partners, devise programmes to tackle juvenile nuisance.

5-Year Review Programme

Review Year	Review Package	Value £000's
2001/02	Community Safety	91

Community Safety (Reviewed 2000/01)**To reduce crime, disorder and the fear of crime in the New Forest****Officer Contact**

Siân Jenkins

Email:

Tel: 023 8028 5148

Key Improvements 2001/02

- A Cross Agency training event was held for Acceptable Behaviour Contracts and other anti-social behaviour issues. As a result a more co-ordinated approach is now being achieved with better results for the community.
- A financial mechanism has been agreed by the Partnership, therefore a pooled budget is now in place. The benefit is that the financial strategy will sit alongside the action plan for 2002/3 allowing more to be achieved by the Partnership.
- A year 3 target has now been moved into year 1 of the Improvement Plan due to new streams

of funding being made available from GOSE. The post of Acceptable Behaviour Contract Officer has been created allowing a co-ordinated approach to dealing with anti social behaviour and the issuing and monitoring of Acceptable Behaviour Contracts.

- A communication strategy has been developed for the Partnership resulting in a community safety page in each edition of Forest News and a public relations planner has been designed to ensure messages and issues continue to be highlighted to the public.
- The Partnership has successfully gained the views of the New Forest's Gay and Lesbian community, which is something that has not been achieved before. The Partnership will now be able to base the Community Safety Strategy on a wider picture of the District's issues.

New Forest Community Safety Benchmark

The following results show how New Forest District Council compares to 60 other similar authorities in England, where a higher ranking shows a better performance, over 2000/01 results. The best performing authorities in the group (Top Quarter) is shown by four stars with one star denoting performance in the bottom performing quarter within the group.

The District compares well with half of our indicators falling in the top quarter and only one in the worst quarter. Overall, three quarters of the indicators are above average performance or better. Sexual offences only just fall in the worst category for the benchmarking group although these results are not high compared to national statistics.

Performance Indicator	Rank in Family	Benchmarking Group Quarter results
All crime	45	HHHH
Autotheft	37	HHII
Theft from Vehicle	30	HHHI
Theft of Vehicle	61	HHHH
Burglary - Dwelling	53	HHHH
Robbery	59	HHHH
Sexual Offences	38	HHII
Violence against the Person	41	HHHI

KEY:

HHHH	Top quarter performance
HHHI	Above average performance
HHII	Below average performance
HHII	Bottom quarter performance

**DRAFT BEST VALUE PERFORMANCE PLAN
PERFORMANCE INDICATORS**

APPENDIX 1

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	NATIONAL BENCHMARK *		HAMPSHIRE BENCHMARK**	
					Top & Bottom QUARTERS	Performance at a glance	Top & Bottom QUARTERS	Performance at a glance
BVPI 126 Domestic burglaries per 1,000 households	6.41	7.5 [!]	7.2	7.5!	7 - 13	HHHI	5.15 – 8.4	HHII
BVPI 127 Robberies per 1,000 population	0.2	No Target set	0.2	No Target set	No comparison figures	No comparison figures	No comparison figures	No comparison figures
BVPI 128 amended Vehicle crimes per 1,000 population	10.85	9.8 [!]	8.99	9.75 !	8 - 15	HHHI	7.95 – 11.88	HHHI
Local PI Violent Crimes per 1,000 population	6.57	7.1!	6.76	7.13 !	6 - 10	HHHI	3.56 – 9.12	HHII
BVPI 173 Is there a Corporate strategy to reduce crime and disorder?	n/a	n/a	Yes	Yes				
The strategy will be reviewed every 3 years								
BVPI 174 Racial incidents recorded by the authority per 100,000 population	0	Nothing recorded in BVPP	0	0	0 - 2		0 – 0.25	
A system is in place to record any racial incidents in the District								

KEY:

*Benchmark figures are obtained from all England national district performance results for 2000/01 published on dtlr.gov.uk.

**The Hampshire average benchmarks are based on audited 2000/01 results

! Targets are based on Hampshire Police Target

HHHH	Top quarter performance		HHHI	Below average performance
HHHI	Above average performance		HIII	Bottom quarter performance

DRAFT BEST VALUE PERFORMANCE PLAN

APPENDIX 1

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	NATIONAL BENCHMARK *		HAMPSHIRE BENCHMARK**	
					Top & Bottom QUARTERS	Performance at a glance	Top & Bottom QUARTERS	Performance at a glance
BVPI 175 The percentage of racial incidents that resulted in further action	0	Nothing recorded in BVPP	0	No Target set	67 – 100%	N/A	0 – 50%	N/A
BVPI 176 Domestic Violence Refuge places per 10,000 population, provided or supported by the authority		N/A					0.5 – 1.7	

CONTINUOUS IMPROVEMENT ACTIVITY CHART

Key Best Value activity does not denote improvements in themselves although these sound management practices will continuously encourage it.

Review Packages	CHALLENGE		COMPARE		CONSULT		COMPETE	
	Business Plan available?	Business Plan involves stakeholder review?	Performance measured and reviewed?	Benchmarks underway?	Consultation mechanisms in place?	Stakeholder involved in developing service?	Targets set by top quarter results?	Alternative delivery regularly reviewed?
Community Safety	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■	■ ■ ■ ■

KEY:

*Benchmark figures are obtained from all England national district performance results for 2000/01 published on dtlr.gov.uk.

**The Hampshire average benchmarks are based on audited 2000/01 results

! Targets are based on Hampshire Police Target

HHHH	Top quarter performance		HHHI	Below average performance
HHHI	Above average performance		IIII	Bottom quarter performance

ENVIRONMENT

**ECONOMY AND PLANNING PORTFOLIO PORTFOLIO HOLDER: CLLR
TOM RUSSELL**

This portfolio aims to facilitate a sustainable and growing economy for the New Forest District that creates economic and employment opportunity whilst making use of the area's unique assets. There is also recognition of the importance of policies to restrain development, protect our unique environment and provide the appropriate capacity to meet local needs.

The main focus of the portfolio is to ensure a balance between economic and environmental objectives through:

**Implementing the Economic Strategy
Linking Economy and Planning
Linking Environment and Planning
Transport**

Key Achievements in 2001/02

- 4 A new economic strategy has been adopted for the District, following consultation with business and support agencies.
- 4 We have helped the business community establish a Business Forum within the District.
- 4 **In partnership with Hampshire County Council we have assessed Associated British Ports' applications for port development at Dibden Bay and presented the New Forest District Council case at the public inquiry.**
- 4 The District Local Plan has been progressed through the first deposit stage and representations have been reported on.
- 4 We have responded to Countryside Agency consultations on New Forest National Park and the Council's views have been publicised.
- 4 **Improved transport links for young people were identified and implemented through the introduction of an enhanced scheme for concessionary travel, which has now been expanded into all rural areas.**
- 4 **A review was undertaken as part of Hampshire County Council's review of highways network management with a view to maintaining and extending local delivery. Once the final outcome for the District has been agreed it will be reported to the public.**

Key Targets for 2002/03

- ⇒ **Continue to work positively with the business community in supporting the development of the Business Forum**
- ⇒ **Pursue the District Council's case to the proposed port development at Dibden Bay throughout the public inquiry.**
- ⇒ **Implement the Fawley Square environmental improvement scheme.**
- ⇒ **Establish a revised initiative for supporting measures to ensure the vitality and viability of the District's town centres.**
- ⇒ **Respond to the Designation Order for a New Forest National Park and represent the District Council's stated views of a preference for a tailor-made National Park at the public enquiry.**
- ⇒ **Progress the District Local Plan through 2nd stage deposit to public inquiry during 2002/03. (This objective is included pending the Government's consultation on fundamental changes to the planning system)**

5-Year Review Programme

Review Year	Review Package	% Value	Value £000's	Changes from BVPP 2001 or comments
2000/01	Planning	71%	2,113	Combines Development Control and the Policy section in one review.
2001/02	Building Control	21%	631	
2002/03	Economic Development	8%	215	Due to limited resources and the position in relation to issues criteria a Best Value review was not considered appropriate at this time. Challenges for a review of alternative options for the service are reported.

Planning (Reviewed 2000/01)

This review included Development Control, Enforcement, Policy and Plans, Conservation and Urban Design, Landscape and Open Space Group and Trees. The main objective of the review was to assess the effectiveness of the overall planning services' performance and how it meets stakeholder needs. The service has been independently inspected by the Audit Commission.

Officer Contact

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John Ward

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Tel: 023 8028 5310
Tel: 023 8028 5748

Key Improvements 2001/02

- Access to the service is being improved through a trial neighbourhood notification scheme to those directly effected by planning applications
- Information to the community has been improved through the introduction of a Planning page on the Council's web site where users can download parts of the Local Plan and view planning applications

Inspection

The planning service has been independently inspected. The final results of this inspection are awaited. A brief outline of the main outcomes are detailed below but the full report can be viewed on the Audit Commission's Inspection web site bestvalueinspections.gov.uk and the District Council's site www.nfdc.gov.uk, or use the contact details below.

Positive features of the service were highlighted as:

- ◆ helpful and positive staff with easy access at the main Council offices;
- ◆ significantly increased opportunities to access the Service via the internet;
- ◆ consistently deciding 70 per cent of planning applications in under 8 weeks;
- ◆ modern local planning framework incorporating key local priorities;
- ◆ prioritisation within the Service on enforcement action;
- ◆ helpfulness in giving advice to customers before planning applications are submitted.
- ◆ the situation given to retaining and planting new trees
- ◆ high quality conservation, design , tree and landscape advice.

Key recommendations were made by the inspectors, which the service are committed to address and incorporate into their own improvement plan.

- ◆ Ensure that the service meets the needs of stakeholders and customers
- ◆ To deliver consistently high customer care and satisfaction
- ◆ To continue to make it easier to access and use the service
- ◆ To ensure the service operates efficiently

Building Control (Reviewed 2001/02)

The primary role of the Building Control Group (BCG) is the regulation of buildings and building works to protect and ensure public health and safety.

Officer Contact

Stuart Gange

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Member Scrutiny

Cllr Pat Wyeth and Cllr Ben Earwicker

Key Challenges

- Seek to identify practical alternative methods of service provision
- Examination of plan assessment principles and evaluate externalisation of the service.
- Review site inspection procedures and adopt improved performance standards.
- Consider options for Building Regulation fee levels and income generation.
- Is the role of structural consultants providing value.

Consultation

Stakeholder Groups	Consultation Aim	Key Outcome
Professional users	To obtain feedback on effectiveness of the service	92% have a good or very good impression of the service
Householder users	To gauge levels of satisfaction from end users of the Building Regulation process	79% have a good or very good overall impression of the service
Development Control (NFDC internal)	To determine the effectiveness of the liaison process internally between a key partner service	Improvements to the site monitoring process are required

Alternative Delivery

Key Options	The Way Forward
Use of private consultants	External consultants will share the plan examination workload
Joint working with other local authorities	The scale, area and location of the District makes joint working arrangements for the service impractical. Possibilities will be examined if they arise in the future
Discontinue or limit the size of inspections	There was extensive support from stakeholders to maintain and improve the current level of service
Existing employees under consultant arrangements	The benefits and operating costs of setting up this arrangements did not justify pursuit of this option
Realigning in-house arrangements	Gaps at supervision level were identified and as a result a new post has been filled.

Key Review Outcomes

- Site inspections will be improved through the introduction of a quality system
- Difficulties in recruiting experienced staff will be overcome through the use of external consultants to share the workload of examining deposited plans
- 90% of completion certificates will be issued within 5 working days from the current performance of 52%
- A customer charter is to be introduced and included in a new welcome pack to be provided to all new owner/occupiers at the commencement of building work giving clear advice and contact information

Economic Development (Options Review 2002/03)

Officer Contact

Neil Miller

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Tel: 023 8028 5353

Member Scrutiny

Cllr Bill Catt and Cllr (Lib Dem)

Key Challenges

- Should a service be provided; and what scale, objectives and focus would be appropriate for this District
- Establishing and resourcing measures to ensure that the commercial health of the town centres is maintained and enhanced
- Ensuring that the service (and the Council's wider corporate involvement) meets the needs and expectations of business
- Ensuring that arrangements within the Council are appropriate for achieving the economic strategy and service objectives

Consultation Plans

DRAFT BEST VALUE PERFORMANCE PLAN
PERFORMANCE INDICATORS

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Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	NATIONAL BENCHMARK *		HAMPSHIRE BENCHMARK**	
					Top and bottom quarters	NFDC Performance at a glance	Top and Bottom Quarters	NFDC Performance at a glance
PLANNING								
BVPI 176 Standard searches carried out in 10 working days	100%	99%	99%	99%	100% - 87%	HHHI	100 – ?? %	HHHI
BVPI 106 New homes built on previously developed land	59%	70%	Awaiting results	60%	84 – 41 % 62%		79.5 – 49.5 %	
The target was set high for 2001/02 because the forecast for 2000/01 results had been overestimated at 70%								
BVPI 107 Expenditure per head of population	£13.17 #	No Target set	£14.90 #	£15.59	£7.36 - £13.22	HHII	£11.32 – £16.92	HHII
Overall costs are high for this service due to a high number of applications in a specially protected area. A one off additional cost has been included for 2001/02 and 2002/03 for work on the Dibden Bay inquiry. Costs of the service compare more favourably locally. # The increase shown between 2000/01 and 2001/02 are due to a change in calculations from net to gross expenditure and should therefore not be used for comparison								
BVPI 108 Departures from the statutory plan from the total number granted	0.8%	0.1%	0.5%	1%	0.3% - ?? 0.71%	HHHI	0.11 – 1.46 %	HHHI

DRAFT BEST VALUE PERFORMANCE PLAN

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The target is low as it reflected an incorrect calculation in the forecast figure for 2000/01.								
BVPI 109 Applications decided with 8 weeks	71%	70%	70%	70%	70% - 63%	HHHH	72.33 – 59 %	HHHI

BVPI 110 Average time taken to determine all applications	?	9.3 weeks	9.67 weeks	?	?	?	9.6 – 12.14 weeks	HHHH
BVPI 112 Planning best practice checklist The best practice areas not achieved are: a) Delegating 70% or more of decisions to officers due to a local agreement to maintain parish veto b) There is no publicised charter but c) There is no overall equal access policy although the service is looking at ways to improve access for disadvantaged groups.	70%	70%	70%	?	Not available	N/A	74 – 57.25%	HHHI
Local PI The percentage of successful planning appeals	38%	No target set	29%	No target set	Top - 50%	HHHH	Not available	N/A

Key performance indicator	NFDC 2000/01	Average benchmark***	Top quarter benchmark ***	NFDC At a glance	NFDC Improvement Target
BUILDING CONTROL					
LOCAL PI Unit cost per Building Regulation application	£239	£308	£239	HHHH	
LOCAL PI Applications checked within 15 days of submission	87%	82%	100%	HHHI	90% within 10 working days
LOCAL PI Site inspection on active site every 90 days	68%	65%	88%	HHHI	90% by 2003
Local PI Same day inspections undertaken when requests received by 10.30am	100%	97%	100%	HHHH	
LOCAL PI Dangerous structure call outs in 2 hours	90%	90%	100%	HHII	100%

Key:

*** Benchmark comparisons are based on 2000/01 results of a joint Hampshire and Dorset benchmarking group

CONTINUOUS IMPROVEMENT ACTIVITY CHART

Key Best Value activity does not denote improvements in themselves although these sound management practices will continuously encourage it.

Review Year and Packages	CHALLENGE				COMPARE				CONSULT				COMPETE																		
	Business Plan available?				Business Plan involves stakeholder review?				Performance measured and reviewed?				Benchmarks underway?				Consultation mechanisms in place?				Stakeholder involved in developing service?				Targets set by top quarter results?				Alternative delivery regularly reviewed?		
Planning	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Building Control	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Economic Development	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			

ENVIRONMENTAL & PARTNERSHIP ENVIRONMENT PORTFOLIO PORTFOLIO HOLDER: CLLR MELVILLE KENDAL

The Council strives to preserve and enhance a high quality, clean and sustainable environment for the people who live and work in or visit the District.

This will be achieved through environmental well-being and partnership working focussing on:

Cleanliness
Waste
Flooding
Coast

Key Achievements in 2001/02

- 4 A review of alternative fuel technology during 2001/02 has resulted in approval of a scheme for more environmentally and economically viable fuel for refuse collection vehicles. As from April 2002 both the Council's Gas and Electricity will be negotiated with an environmentally friendly supplier
- 4 Grounds Maintenance arrangements have been reviewed in 2001/02 putting forward the option of locality based service delivery.
- 4 A formal management structure has now been agreed for Project Integra, a joint waste initiative with all Hampshire Districts and the County Council
- 4 A review of the Council's policies on land drainage and coastal defences during 2001/02 has resulted in new policies being adopted in line with Government national High Level Targets
- 4 Coastal strategies have started for Christchurch Bay during 2001/02. Approval for Western Solent coastal strategy awaited from DEFRA. A planned Saltmarsh study did not secure European Union funding
- 4 Prepared a 5 year Contaminated Land Strategy
- 4 Adopted a Food Safety Plan in accordance with the Food Standards Agency's requirements
- 8 **The Council was due to implement its Air Quality Management Strategy. Following installation of a sulphur dioxide monitor at Fawley the air quality review did not identify a need to declare an air quality management area. The strategy is being reviewed to enable it to maintain standards and provide a link to the planning process**

Key Targets for 2002/03

- ⇒ The benefits of locality based service delivery towards providing cleaner streets will be investigated and up to three pilot schemes will be implemented for evaluation
- ⇒ **Options for increasing recycling to 40% by 2005 will be examined along with Project Integra**
- ⇒ Begin the Management of the Regional Coastal Monitoring programme for the South East of England
- ⇒ Assessments for noise, air quality and contaminated land from the port development at Dibden Bay will continue. The New Forest District Council case will be presented at the public inquiry.
- ⇒ Integrate the Air Quality review and assessment and the Contaminated Land Strategy into the Local Plan as supplementary guidance
- ⇒ Develop a Food and Health and Safety training partnership with a private provider

5-Year Review Programme

Review Year	Review Package	% Value	Value £000's	Changes from BVPP 2001 or comments
2000/01	Refuse and Street Cleansing	37%	4,224	
2001/02	Public Services	19%	2,207	Combined review of Grounds Maintenance, Car Parks, Cemeteries, Customer Services and Public Conveniences
	Environment Commercial Services	8.8%	1,006	Includes Food and Health & Safety inspections and Licensing Services
2002/03	Civil Engineering	28%	3,111	Combines Coastal Protection, Land Drainage and general civil engineering works.
	Sustainability/Quality of Life	0.2%	20	For information on this see the section on themed reviews (pg xx)
2004/05	Environmental Protection	7%	758	The review has now combined Dog Wardening, Pest Control and Pollution Control

Refuse and Street Cleansing (Reviewed 2000/01)

A review was completed in 2000/01 of the Council's Customer Services and Waste Management Services. This includes the refuse collection, clinical waste, disposal and recycling, special collections. Technological advances, customer satisfaction and overall potential areas for improvements were the prime focus of the review.

Officer Contact

Graham Tombs

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Key Improvements 2001/02

- Ways of increasing recycling have been investigated through the introduction of a garden waste collection trial.
- New recycling sites are due to be introduced
- A programme for improving standards at existing recycling sites is underway
- Information about recycling and refuse collection rounds are now available on the Council's website for the public to view on www.nfdc.gov.uk
- Links have been improved with Dorcas and other charities involved in the recycling or re-use of waste materials. NFDC and other authorities in Hampshire supported the Worn it? Recycle it! Campaign in January 2002.

Public Services (Reviewed 2001/02)

This review combined seven service areas of Cemeteries, Grounds Maintenance, Public Conveniences, Car Parking, Abandoned Vehicles, Street Naming and Numbering and Customer Services. The aim was to combine opportunities for public consultation and enable an overall assessment of policy integration and service development. Each service area directly involved customers and other stake-holders external to the District Council directly within the review.

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Member Scrutiny

Cllr Pat Wyeth and Cllr Bill Dow

Key Challenges

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Consultation

Stakeholder Groups	Consultation Aim
Residents via the Citizens' Panel and Street Interviews	
Town and Parish Councils	
Customer surveys	
Partner questionnaire	
Southern Tourist Board survey	

Alternative Delivery

Key Options	The Way Forward

Review Outcomes

Abandoned Vehicles	The speed of service delivery will be improved through streamlining any duplication of the dual role of housing and public services in this area
Car Parking	A coherent car parking strategy must be established at NFDC in support of Government objectives and Hampshire County Council transport policies, whilst recognising the needs of the locality
Cemeteries	<p>Display boards are to be introduced at cemeteries with contacts and services available to improve signage and access to information</p> <p>Cemetery users with Ealing Tide Mill permits will be issued credit card sized permits following user feedback</p> <p>Memorials will be required to meet minimal fixing requirements to improve health and safety standards for future users</p>
Customer Services	<p>A review of possible opening hours of the service is to take place to improve access to the service during out of office hours, for those customers at work or those unable to access the service during busy periods.</p> <p>The service will aim to become a centre of excellence through an e-governance programme making use of better technology and systems to deal with a greater volume of calls, have a better response and provide improved information</p>
Grounds Maintenance	<p>Partnership opportunities will be looked at to enable town and parish councils such as Ringwood and New Milton to get more involved or take over grounds maintenance in their area</p> <p>To improve the quality of grounds maintenance service smaller multi-purpose locality teams will be set up and employed on annual</p>

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contracts to enable greater ownership of areas. In time this will look to extend to other service areas

Public Conveniences Major refurbishment and rebuilding of 7 public conveniences are underway

A saving in the overall cleaning contract will be achieved through the closure of 3 facilities. Further savings will be sought in consultation with local town and parish councils.

Street Naming/Numbering Procedures for notification of damaged nameplates will be improved to enable quicker response and replacements

Commercial Division – Environmental Health (Reviewed 2001/02)

The Commercial Services Group carries out food and health and safety enforcement, environmental health licensing and other general licensing for areas such as public entertainment and taxis. The service is largely mandatory and prescriptive and the review primarily aimed to improve the method of delivery and to challenge the delivery of the non-statutory elements such as education and promotional events. The viability of contracting all or part of the service was also being considered.

Officer Contact

Derek Roe

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Member Scrutiny

Cllr John Hoy and Cllr Geoff Spikins

Key Challenges

- Should NFDC or another provide the service?
- What level of service should be provided?
- What are the implications of externalising the service?
- Is the service meeting stakeholder needs?
- Are there joint working opportunities with other local authorities?
- How can technology and processes improve service delivery?

Consultation

Stakeholder Group	Consultation Aim
Business customers	To establish levels of satisfaction of the service provided and to identify any particular areas for improvement.
Residents through the Citizens' Panel	
Business customer questionnaires	
Police Authority	
Fire authority	

Alternative Service Delivery

Key Options	Way forward
Internal restructuring	Roles of employees are being revised to tie in better with needs of the service
Transfer to external provider	Only found other providers for parts of the food service. External providers will now carry out a number of inspections. The information on costs and quality will be used for comparison information to be assessed in the future
Public/Private Partnership	Food education courses will be provided in partnership resulting in a saving of £13,450. This is also aimed for Health and Safety training. Aiming to introduce a Healthy Workplace Award scheme in partnership with other Local authorities in Hampshire
Joint commissioning	Possibilities for joint ventures for a food newsletter and provision of

APPENDIX 1

	advice/guidance for local leisure/holiday organisations. A county-wide environmental health officer pool is being considered across Hampshire.
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Key Review Outcomes

- Improved information and access to the service will be achieved through development of a website, a newsletter for businesses and availability of a translation service for ethnic minority businesses
- Service quality will aim to improve through project-based working and individual inspection targets. Businesses will be encouraged to improve their own quality standards through the Hampshire Healthy Workplace Scheme awards
- Efficiency and effectiveness will look to improve opportunities for county-wide inspection staff and streamlining with other Hampshire authorities
- Alternative delivery options to be investigated further will be to monitor the possibility of externalising inspections if cost effective and a joint venture for education courses with other Hampshire authorities

Civil Engineering **(Review 2002/03)**

[Coast Protection, Land Drainage plus civil engineering support to other projects and services.](#)

Officer Contact

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Member Scrutiny

Cllr Steve Shepherd and Cllr Richard Frampton

Priority Challenges

- Review the standards and delivery of the service
- Identify improvements for a high quality and value for money service
- Provide a service which is responsive to the needs of the community and other customers

Consultation

Stakeholder Groups	Consultation Aim
DEFRA	Establish views on Councils performance
Public Organisations	Determine perceptions of the need and quality of service
Stakeholders	
The community	
Internal customers	Obtain views on the quality and responsiveness of the service
Employees	Assess views on service delivery and management arrangements

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PERFORMANCE INDICATORS

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	NATIONAL BENCHMARK *		HAMPSHIRE BENCHMARK **	
					Top and Bottom QUARTER	NFDC Performance at a glance	Top and Bottom QUARTER	NFDC Performance at a glance
REFUSE COLLECTION								
BVPI 90b Satisfaction with Household Waste Collection								
BVPI 84 Household waste collected per head	274 kg	278 kg	276 kg	?	46 – 545 kg	HHHI	334 – 393 kg	HHHH
BVPI 88 The number of collections missed per 100,000	118	100	100.2	90	24 – 123	HHII	103 - 2169	HHHH
BVPI 86 Net cost per household of refuse collection	£35.92	£36.00	£35.36	?	?	?	£32.40 - £37.84	HHHI
RECYCLING								
BVPI 90a Satisfaction with recycling facilities								
BVPI 82a Household waste recycled a) percentage b) tonnage	a)23.4% b) 14,366	a) 27%	a)23.83% b) ?	a) ?	14.4 – 7.1%	HHHH	17.91 – 10.65 %	HHHH
The target for 2001/02 was not reached due to								

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BVPI 82b Household waste composted a) percentage b) tonnage Several areas in the District are currently piloting a composting scheme. An assessment will be made of whether to extend the scheme by	a) 0	a) 0.22%	a)0.22% b) ?	a) ?	4.2 – 1.1%	HHII	3.49 – 0 %	HHII
BVPI 82c Waste arising used to recover heat, power and other energy	0.24 %	No Target set	0.26 %	?				
BVPI 82d Waste arising which has been landfilled	76.33%	No Target set	75.71%	?				
BVPI 91 Population with kerbside collection of recyclables or within 1km of recycle centre # Target for 2002/03 are for kerbside collections only therefore cannot be used for comparison for 2001/02	85%	85%	?	? #				
BVPI 85 Cost per km of keeping relevant land clear of litter and refuse	£25,735	£28,000	£27,425	£27,300	£52,717 – 164,593	HHHH	£13,180 – 69,658	HHII
PUBLIC CONVENIENCES								

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LOCAL PI (AC E3) Public conveniences provided normally through out the year	30	30	30	?	N/A	N/A	N/A	N/A
Local PI Annual spend per public convenience	£15,826	No Target set	£16,477	?				
Local PI Public conveniences with baby change facilities	18%	No Target set	24%	?				
Local PI Public conveniences with disabled facilities	85%	No Target set	85%	?				
CLEANLINESS								

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BVPI 89 Satisfaction with cleanliness standards								
LOCAL PI (ACE2) Average time taken to remove fly tips	5.3 days	?	7.4 days					
LOCAL PI (ACE1) Highways of an acceptable or high standard	97%	99%	98% f	?	97 – 87 %	HHHH	98.6 – 82.25%	HHHI
ENVIRONMENTAL HEALTH								
BVPI 81 Completed an Air Quality Assessment?	Yes	N/A	N/A					
BVPI 166 Environmental Health Best Practice checklist	n/a	10	8.79	?	Not Available	N/A	Not Available	N/A
The areas of best practice not currently undertaken include The new target aims to achieve								
LOCAL PI High risk food premises inspections	100%	100%	94%	100%	100 – 91 %	HHHI	98.85 – 85.4 %	HHII
LOCAL PI All other food premises inspections	95%	100%	86%	100%	100 – 79%	HHII	99 – 73.33 %	HHII
A reduction in the percentage for 2001/02 has been experienced while employees have been involved in the Best Value review of the service. Results are forecast to return back to 100% during 2002/03.								
Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions

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BVPI 177 Is the authority part of a Community Legal Service Partnership?	n/a	n/a	YES	Changes in 2002/03	Not Available	N/A	Not Available	N/A
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CONTINUOUS IMPROVEMENT ACTIVITY CHART

The chart below will be reported each year in the Best Value Performance Plan to show how services within each portfolio are setting up systems to encourage and develop a culture of continuous improvement. Each section is divided into 4 squares and denotes how integrated the activity is through out the service between 0, 25%, 50%, 75% and fully at 100%.

	CHALLENGE	COMPARE	CONSULT	COMPETE
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Review Year and Packages	Business Plan available?	Business Plan involves stakeholder review?	Performance measured and reviewed?	Benchmarks underway?	Consultation mechanisms in place?	Stakeholder involved in developing service?	Target set by top quarter results?	Alternative delivery regularly reviewed?
Refuse & Street Cleaning	■	■	■	■	■	■	■	■
Public Services	■	■	■	■	■	■	■	■
Food & Health & Safety & Licensing	■	■	■	■	■	■	■	■
Civil Engineering	■	■	■	■	■	■	■	■
Environmental Protection	■	■	■	■	■	■	■	■

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**SOCIAL WELL-BEING AND
ORGANISATION OF EXCELLENCE
FINANCE AND SUPPORT PORTFOLIO
PORTFOLIO HOLDER: CLLR COLIN WISE**

The provision of a range of financially related and support services to the rest of the Council. The portfolio aims primarily to promote social well-being and develop an organisation of excellence focussing on:

**Managing our Finances
Managing our Physical Assets
Making Best Use of Technology**

KEY ACHIEVEMENTS IN 2001/02

- 4 Developed and implemented a new corporate charging policy.
- 4 **Implemented a new corporate telephone system as planned, connecting to the Hampshire Public Services Network.**
- 4 **Further stages of the e-Governance programme have been implemented including a pilot study of the home-working project.**
- 4 **Reviewed and implemented changes to the decision making structure to ensure they are operating efficiently and effectively.**
- 4 **The introduction of the Electoral Rolling Register was effectively introduced.**

KEY TARGETS FOR 2002/03

- ⇒ **To further develop the provision of access to services via electronic means. Specifically to enable the receipt of payments, the purchase of goods and services and consultation with the District through the Councils web site.**
- ⇒ **Work in partnership with the County and Town and Parish Councils to provide a seamless quality service from all Information Offices.**
- ⇒ **To agree with all political groups the level and breadth of management information required by Members and establish suitable financial and other reports accordingly.**

5-YEAR REVIEW PROGRAMME

Review Year	Review Package	% Value	Value £000's	Change from BVPP 2001
2000/01	Cashiering Services	2%	236	
	Fraud Investigation	1%	109	
2001/02	Directorate Support Services	8%	971	
	Financial Management	5%	635	
	Information Services	4%	526	
	Catering	9%	1,136	
2002/03	ICT Services	8%	1,018	
	Internal Audit	1.5%	201	
2003/04	Democratic Services	5%	528	
	Property Services	25%	3,202	

DRAFT BEST VALUE PERFORMANCE PLAN**APPENDIX 1**

	Legal	3%	369	Due to resource issues the Legal review was moved from 2002/03
	Exchequer Services	3%	402	This review combined And was moved from 2002/03 due to structural re-organisation and the introduction of a new computer system.
2004/05	Central Purchasing and Stores	3%	349	
	Fleet Management	3.5%	441	
	Revenues and Benefits	19%	2,364	

CASHIERING SERVICES (Reviewed 2000/01)

The service provides a range of personal cash handling and payment services for internal and external customers.

Officer Contact

Helena Renwick

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Key Improvements 2001/02

- Merger of cashiering and information service has resulted in cost savings and improved effectiveness in customer service
- Public consultations on ease of access of service have been undertaken via the Web
- Process benchmarking now underway with other local authorities
- Improvements to employee consultation and participation have been made

Fraud Investigation (Reviewed 2000/01)

Ensures the prevention and detection of Benefit fraud, including the investigation of suspected cases and the prosecution of offenders.

Officer Contact

Steve Cranston

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Member Scrutiny

Cllr B Dash

Key Improvements 2001/02

- Fraud Policy has been collated and circulated to all employees
- Fraud Training to all relevant employees was introduced
- Case management data base providers are being sourced
- Pro-active publicity of successful investigations are being reported internally and externally
- Internal and official documentation now standardised

Information Services (Reviewed 2001/02)

This service includes the provision of customer information facilities at eight public locations across the District, either run by the Council or in partnership with the local town and parish council.

Officer Contact

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Member Scrutiny

Cllr M Kidman and Cllr L Snashall

Priority Challenges

- Development of consistent service delivery for all customers from all locations
- Development of a harmonised service identity
- Consider linkages with the cashiering service
- Identification of clear performance indicators
- Review location, accommodation facilities and layout of each information office
- Develop effective and efficient working practices and relationships with partners and customers

Consultation

Stakeholder Groups	Consultation Aim

Alternative Delivery

Key Options considered	The Way Forward
Enhancement of partnerships with other organisations	Identified need for closer working arrangements with existing and new partners to provide a more integrated approach to information dissemination

Review Outcomes

- Merger with cashiering service
- Closer partnership working to include seamless service provision to the public
- Proactive working with internal services
- Improved 'fit for purpose' accommodation and equipment
- Comprehensive performance measurement system to be developed
- Harmonisation of service standards

FINANCIAL MANAGEMENT (Reviewed 2001/02)

This service consists of a range of financial services primarily delivered by Accountancy Services, including;

- Financial planning and advice
- Budgeting and reporting
- Financial accounts
- Corporate financial information system

Officer Contact

Patricia Higgins

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Member Scrutiny Cllr M Robinson and Cllr J Heron

Priority Challenges

- Improvement of service delivery and optimising costs
- Fundamental review of the budget process
- Centralised versus devolved service delivery
- Improved final account procedures
- To establish a clear service focus

Consultation

Stakeholder	Feedback
Internal service users	Complexity of budget process / Clarity of user guidance notes
Members	Feedback received inconclusive

Alternative Delivery

Key Options Considered	The Way Forward
Outsourcing to private sector company	Potential suppliers indicated they would only be interested in a larger package including Exchequer, Benefits and Council Tax administration and in some cases central support functions such as ICT and Personnel. This will be reviewed again in 2004/05 when the Tax and Benefits service is reviewed.

Review Outcomes

- Improved service provision as a result of improved more meaningful and detailed financial information
- Better financial performance data enabling improved performance monitoring and benchmarking
- Improved timeliness and accuracy of reporting
- More face to face contact with budget holders
- Clearer, simpler guidelines for year end procedures, expenditure plans and budget preparation
- Improved use of financial applications

DIRECTORATE SUPPORT (Reviewed 2001/02)

The review cuts across all clerical and secretarial services of the Council and is focussing on the following key areas:

- ◆ Secretarial and Typing Support
- ◆ Finance and Administrative Support
- ◆ Recruitment and Personnel Admin Support

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Member Scrutiny

Cllr M Robinson and Cllr D Tipp

Priority Challenges

- Need to provide services / undertake activities at all?
- Any mandatory / discretionary services not being provided?
- Can services be provided differently through different processes or methods?
- Opportunities for economies of scale or best practice in any high cost areas?
- What opportunities to improve service through better use of ICT?
- What partnership / joint working opportunities exist both internally and externally?

Consultation

Stakeholder Group	Consultation Aim
Council Officers	Written survey and 1 –1 interviews to obtain feedback on quality and ease of access to service. High level of satisfaction in the service
Members	Written survey to assess satisfaction and contact experience with the service. Examples of difficulty of access identified.

Alternative Delivery

Key Option Considered	The Way Forward
Use of external agencies for recruitment and secretarial functions	No current plan to outsource service. More measurement and assessment needed before informed decision can be made. To be included in improvement plan for future investigation

Review Outcomes

The following are issues arising as the final report is not yet approved

- Best practice being shared across the Council
- Commitment to pooling of resources where possible
- Duplication of effort being identified and addressed
- Support services adding value to front line services being supported
- Improved efficiencies being achieved with similar or lower costs
- Development of a set of performance measures and results against which to set future targets and standards

CATERING (Reviewed 2001/02)

The catering service provides a wide range of provision at the Council's 5 recreation centres, the golf course at Dibden, Meals on Wheels for some of the district and employee / Member catering at Appletree Court and the Town Hall.

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Member Scrutiny

Cllr S Wade and Cllr M Kidman

Priority Challenges

- Identification of why the service is delivered, is there a need?
- Exploring options for alternative methods of delivery and / or service providers
- Critical look at the level of service provision at each of the recreation centres
- Assessment of the way in which employee and Member catering needs are met

Consultation

Stakeholder Groups	Consultation Aim & outcome

Alternative Delivery

Key Options	The Way Forward
Continue with In house delivery	Strategic decision taken to close bars at recreation centres, due to falling demand and unprofitability
Ceasing all or parts of the service	Extended use of vending machines will be used to compliment catering facilities at recreation centres

Review Outcomes

The following are issues arising as the final report is not yet approved

- The rationalisation of service provision at some of the recreation centres. Some bar facilities to close, more emphasis on vended service provision
- Options review for employee / Member catering completed. Further work now needed to agree favoured option. This will require Member and employee consultation.

INTERNAL AUDIT (Review planned 2002/03)

The section provides an independent appraisal function for the review of internal control mechanisms, processes and systems adopted by the Council

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Member Scrutiny Cllr Brian Dash**Priority Challenges**

- Ensure compliance with all professional and legislative standards set for internal audit
- Review procedures and processes against other authorities Internal Audit services
- Seek to improve service delivery by improved communication with clients
- Review and compare costs with other service providers

Consultation

Stakeholder Group	Consultation Aim
Clients	Obtain feedback on quality and appropriateness of audit reviews
Chief Officers	Review current methods of communicating performance
Members / Portfolio holder	Review current methods of communicating performance

ICT SERVICES (Review planned 2002/03)

The role of ICT Services can be divided into three broad areas:

- Strategic development and implementation of ICT to meet corporate and business objectives
- The provision of technical support and advice to users across the Council
- Helping business units and departments evaluate new ICT systems

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Member Scrutiny Cllr M Shand, Cllr N Smith and Cllr S Wade**Key Challenges**

- Evaluation of centralised versus decentralised ICT service provision
- Identification of areas for improvement through technology innovation or re-focussing the service
- Ensuring that strategic development continues in line with the local and national agenda
- Identification and evaluation of opportunities for outsourcing some aspects of the service
- Meeting growing customer/stakeholder expectations without significant increases in costs
- Development of more partnership working

Consultation

Stakeholder Group	Consultation Aim

**DRAFT BEST VALUE PERFORMANCE PLAN
PERFORMANCE INDICATORS**

APPENDIX 1

Ref. BRIEF DESCRIPTION	2000/01 actual	2001/02 Target	2001/02 Actual	2002/03 Targets	NATIONAL DISTRICT BENCHMARKS*		HAMPSHIRE DISTRICT BENCHMARKS **	
					Top and Bottom Quarter	NFDC Performance at a glance	Top and Bottom Quarter	NFDC Performance at a glance
CORPORATE HEALTH								
BVPI 8 % Invoices paid within 30 days of receipt Gov Target 100% by 2002/03 Not able to achieve in 02/03, New system to be introduced which will enable better control of invoices awaiting payment.	87.52%	91%	86%	90%	89 – 79 %	HHII		
Local PI Net expenditure per head of population	£93.55	£100.68	£101.14	£107.22	£110 - £88	HHHI		
BVPI 6 Percentage turnout for local elections		35.48%	64.55%					
Local PI (BVPI 7) Electoral registration form A's returned								
BVPI 156 % of buildings accessible to disabled people								
Local PI (AC A1a) Buildings open to the public								
Local PI (AC A1b) No of Buildings in which all public areas are accessible to disabled people								
COUNCIL TAX COLLECTION								
BVPI 9 % Council Tax Collected Govt Target 98.2%	97.7%	98%	97.92%	98%	98.2 – 96.4 %	HHHI		

*Benchmark figures are obtained from all England national district out turn figures 2000/01 published on dtlr.gov.uk.

**The Hampshire benchmarks are audited performance results from 2000/01

DRAFT BEST VALUE PERFORMANCE PLAN

APPENDIX 1

BVPI 10 % Business Rates collected Govt Target 98.7%	98.7%	98.5%	99.65%	98.7%	98.7 – 97.2 %	HHHH		
BENEFITS ADMINISTRATION								
BVPI 77 Cost of administration per claim	£53.28	£124.41	?	?	£73 - £49 £63.55	£63.55		
BVPI 78a Average days to process new HB claims Govt Target 36 days	48	42	35	35	33 – 61 48 days	HHHI		
BVPI 78b Average days to process change of circumstances Govt Target 9 days	7.5	7	8.45	8	8 – 13 days	HHHI		
BVPI 78c % renewal claims for rent allowances paid on time Govt Target 83%	84%	90%	93%	93%	50 - 85%	HHHH		
BVPI 79a % Housing Benefit claims processed correctly	97%	98%	97.6%	98%	98 – 94 %	HHHI		
BVPI 79b % recoverable overpayments recovered in the year	79%	50%	57%	65%	72 – 49 %	HHII		
FRAUD								
BVPI 76 Written strategy for combatting benefit fraud and error	Yes	Yes	Yes	Yes	81% Yes	N/A		
Local PI Weekly Benefit Savings (WBS) National fraud target	£520K	£208K	£248K	£56K *	Not Available	N/A	N/A	

* WBS terminated, new scheme introduced (SAFE)

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**The Hampshire benchmarks are audited performance results from 2000/01

DRAFT BEST VALUE PERFORMANCE PLAN

APPENDIX 1

Local PI Number of prosecutions and other sanctions Future emphasis on prosecuting offenders	24		38	50	N/A		N/A	
Local PI Sanction Rewards Linked to the number of sanctions achieved	N/A	£50K	£60K	£80K	N/A		N/A	
Local PI Prosecution success rate	100%	100%	92%	100%	N/A		N/A	
ICT SERVICES – E-GOVERNANCE								
BVPI 157 Interactions capable of electronic delivery which are adopted			63.45%					

*Benchmark figures are obtained from all England national district out turn figures 2000/01 published on dtlr.gov.uk.

**The Hampshire benchmarks are audited performance results from 2000/01

Continuous Improvement Activity Chart

Key Best Value activity does not denote improvements in themselves although these sound management practices will continuously encourage it.

	CHALLENGE				COMPARE				CONSULT				COMPETE			
	Business Plan available?		Business Plan involves stakeholders?		Performance measured & reviewed?		Benchmarks underway?		Consultation mechanisms in place?		Stakeholder shaping the service?		Top quarter aimed targets		Alternatives regularly reviewed?	
Review Year and Packages																
Cashiering Services																
Fraud Investigation																
Information Services																
Financial Management																
Catering																
Directorate Support																
ICT																
Internal Audit																
Exchequer Services																
Democratic Services																
Property Services																
Legal Services																
Fleet Management																
Central Purchasing and Stores																
Revenues and Benefits																

**HOUSING PORTFOLIO
GREENFIELD**

**SOCIAL WELL-BEING
PORTFOLIO HOLDER: CLLR P**

Functions undertaken within the Housing portfolio include:

The management of the Councils 5,400 housing stock
 Securing accommodation for households in housing need
 The provision of a warden and central control service

The Housing service objectives are to:

Provide a customer orientated and high quality service within the principles of best value.
 Maintain the housing stock in good condition
 Provide a caring warden and lifeline service
 Consult and involve tenants and leaseholders

The service contributes to the Council’s aim of improving the social well-being of the community through striving to maintain a high quality housing stock, providing housing to those in greatest need and involving tenants when housing decisions are made.

KEY ACHIEVEMENTS IN 2001/02

- 8 Secured finance for 140 new homes in the district which fell short of our target of 200.
- 4 We have invested in excess of £3million in improvements to Council houses.
- 4 A housing needs survey for the district has been completed which has resulted in revised local plan policies being proposed to secure future affordable housing and new dwellings.
- 4 61 empty properties brought back into use. This exceeded the target of 50
- 8 We did not complete a Best Value review for Housing Development and Needs as all housing services are combining into one effective review for 2003/04.
- 4 We have revised the Council’s housing allocation policy and moved to a choice based lettings system.
- 4 Surveyed all New Forest District Council tenants to see if current arrangements for participation are acceptable.

KEY TARGETS FOR 2002/03

- Ensure full expenditure of a Major Repairs Allowance. Invest additional resources to reduce the repairs backlog
- Secure finance for partner housing associations to provide 140 new homes in the district.
- Bring at least 10 private sector empty properties that have been empty more than 6 months back into use.
- Bring 50 empty properties back into use.
- Progress arrangements for developing the reactive maintenance partnership between the Council and its suppliers
- Agree an approach to meeting the housing needs of key workers in the district.
- Introduce new ways of involving tenants in the management of their homes and ensure fair and appropriate levels of representation.

5-Year Review Programme

Review Year	Review Package	Value £000's	Changes from BVPP 2001 or comments
2002/03	Central Control	369	
2003/04	Housing Services	3,975	

PERFORMANCE MATTERS

Central Control (Review Planned 2002/03)

This service includes the provision of a 24 hr monitoring service to Council run sheltered housing schemes and other vulnerable householders in both the public and private housing sectors. The control centre also provides an out of hours response service for NFDC as a whole and some other external organisations.

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Member Scrutiny**Priority Challenges**

- Why is the Council involved in this service at all?
- Is this the most efficient & effective way of providing this service?
- What opportunities exist for partnership working?
- Development of a business plan that includes a strategy for cross border trading

Consultation Plans

- User satisfaction survey
- Consultations with corporate out of hours clients

Housing (Review Planned 2003/04)

The review will be wide ranging and will include the:

- Housing Strategy and Development Unit
- Housing Needs Service
- Housing Management
- Housing Maintenance (planned & reactive maintenance)
- Warden Services

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Best Value Activity

- Member of a benchmarking group called 'The Southern 10'
- Undertaken process reviews within estate management (arrears & void properties)
- Warden services have consulted with residents within their sheltered housing schemes through focus groups
- Implementation of new Government supported tenant strategy

Brief description	2001/02 Actual	2002/03 Targets	Comments and Actions
Local PI % calls answered within 30 seconds	82%	83%	
Local PI Annual growth of 50 lifeline units	108	100	Growth dependant on resources available. 2001/02 additional member of staff temporarily allocated to this function

DRAFT BEST VALUE PERFORMANCE PLAN
PERFORMANCE INDICATORS

APPENDIX 1

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions
AC D2 The percentage of repair jobs for which an appointment was both made and kept by the authority	6%		9%		0 - 23%	19%		
LOCAL PI The percentage of all current tenants owing over 13 weeks' rent at 31 March 2000, excluding those owing less than £250	1.76%	<1.8%	1.75%		1.8 - 4.4%			
LOCAL PI HOMELESSNESS: The average number of homeless households in temporary accommodation during the year in: Bed and breakfast accommodation	24	n/a	30		0 - 6.9			
LOCAL PI The average length of stay in bed & breakfast ?	6	n/a	8		2 - 7 weeks			
BVPI 164 Does the authority follow the Commission for Racial Equality's Code of Practice in rented housing?	YES	YES	yes		yes			

*Benchmark figures are obtained from all England national district out turn figures 2000/01 published on dtlr.gov.uk.

**The Hampshire average benchmark are audited 2000/01

DRAFT BEST VALUE PERFORMANCE PLAN

APPENDIX 1

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions
BVPI 62 The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	4.90%	3.50%	6%		1 - 3.6%	2.90%		
BVPI 63 Energy Efficiency - the average SAP rating of local authority owned dwellings	54.08	54.11 +	54.11		49 - 59	53		
BVPI 64 The proportion of private sector dwellings that have been vacant for more than 6 months at 1/4/00 that are returned into occupation during 2000/01 as a direct results of action by the local authority	1.26%	0.60%	0.76%		0 - 2.6%	3.30%		
BVPI 66a The rent collected as a percentage of the rent due	98.30%	97.50%	98%		96.4 - 98.4%	97.20%		
BVPI 66b Local Authority rent collection and arrears: rent arrears of current tenants as a proportion of the authority's rent roll	1.27%	<1.5%	1.40%		1.9 - 3.1%			

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**The Hampshire average benchmark are audited 2000/01

DRAFT BEST VALUE PERFORMANCE PLAN

APPENDIX 1

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions
BVPI 66c Local Authority rent collection and arrears: rent written off as not collectable as a proportion of the authority's rent roll	0.20%	0.40%	0.40%		0.2 - 0.56%			
BVPI 67 Proportion of homelessness applications on which authority makes a decision and issues written notification to the applicant within 33 working days	95%	95%	95		79 - 97%			
BVPI 68 The average time taken to relet dwellings available for letting or awaiting minor repairs	17.5 days	20 days	17.5 days		26 - 46 days			Govt Target of 25 days. 9th in country
BVPI 69 The percentage of rent lost through properties being empty	1%	1%	0.90%		0.9 - 2.2%			
BVPI 71 The number of local authority dwellings receiving renovation work during 2000/01 as a proportion of the number needing renovation work at 1 April 2000.	a) 5.35%	17.24%	a) 34% b) 31%		a)18 - 52% b) 0.2 - 8.8%			
BVPI 72 The percentage of relevant repairs completed within government time limits	95%	96%	96%		85 - 97%			

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**The Hampshire average benchmark are audited 2000/01

DRAFT BEST VALUE PERFORMANCE PLAN

APPENDIX 1

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions
BVPI 73 The average time taken to complete non-urgent responsive repairs.	23 days	28 days	21 days		12 - 27 days	22 days		
LOCAL PI Energy Efficiency - the average annual change in the average SAP rating of local authority owned dwellings	n/a	maintain existing levels	-0.03		1 - 3.3			
LOCAL PI The average time taken to decide whether to accept people as homeless	n/a	?	17 days					
BVPI 65a The average weekly costs per dwelling for Management	£12.80	£14.04	Awaiting figures		£8.06 – 11.64	£10.08		
BVPI 65b The average weekly costs per dwelling: Repairs	£17.75	£25.65	Awaiting figures		£10.33 – 13.23	£12.17		

*Benchmark figures are obtained from all England national district out turn figures 2000/01 published on dtlr.gov.uk.

**The Hampshire average benchmark are audited 2000/01

CONTINUOUS IMPROVEMENT ACTIVITY CHART

The chart below will be reported each year in the Best Value Performance Plan to show how services within each portfolio are setting up systems to encourage and develop a culture of continuous improvement. Each section is divided into 4 squares and denotes how integrated the activity is through out the service between 0, 25%, 50%, 75% and fully at 100%.

Review Year and Packages	CHALLENGE		COMPARE		CONSULT		COMPETE	
	Business Plan available?	Business Plan involves stakeholder review?	Performance measured and reviewed?	Benchmarks underway?	Consultation mechanisms in place?	Stakeholder involved in developing service?	Targets set by top quarter results?	Alternative delivery regularly reviewed?
2002/03								
Central Control	■	■	■	■	■	■	■	■
200/04								
Housing	■	■	■	■	■	■	■	■

SOCIAL AND PARTNERSHIPS HEALTH AND SOCIAL EXCLUSION PORTFOLIO PORTFOLIO HOLDER: CLLR MAUREEN HOLDING

The development of a Health Strategy throughout the District and the implementation of a health improvement programme are key objectives for this portfolio. Closely allied to this is the need to promote health and social exclusion issues throughout the community.

The portfolio is also responsible for the provision of support for meals on Wheels, Luncheon Clubs and voluntary organisations which affect the health and welfare of residents within the District.

All of these functions have strong linkages with the Council's priorities to improve the social well-being of all residents within the district achieved through close working with partners, with particular emphasis on:

**Health
Young People
Older People
Social Inclusion**

KEY ACHIEVEMENTS IN 2001/02

- 4 Work with partners to establish new scrutiny arrangements of the NHS.
- 4 Establish joint working mechanisms for the new New Forest Primary Care Trust.
- 4 Produce and implement the 2001/02 action plan for the Council's Health Strategy.
- 8 We have not completed the Best Value review for Health Policy and Development. A revised completion date is Autumn 2002.
- 8 We have prepared a draft social exclusion issues paper but the consultation process was inconclusive and implementation has not commenced

KEY TARGETS FOR 2002/03

- ⇒ Commence work on producing an integrated health strategy with the New Forest Primary Care Trust and others.
- ⇒ Work with Hampshire County Council and other partners to introduce new scrutiny arrangements for the NHS.
- ⇒ Complete the Best Value review for Health and begin implementation of the Improvement Plan.
- ⇒ Produce and implement the 2002/03 action plan for the Council's Health Strategy.
- ⇒ Work with the Local Strategic Partnership to develop Participatory Needs Assessments as a local tool.
- ⇒ To work with the Local Strategic Partnership to prepare a social inclusion strategy and commence implementation.

5-Year Review Programme

Review Year	Review Package	Value £000's	Changes from BVPP 2001 or comments
2001/02	Health Strategy	87	

PERFORMANCE MATTERS

Health Policy and Development (Reviewed 2001/02)

The review will assess the daily work that the Council carries out across all Directorates to improve the health of local people. The role of the Health Development unit in co-ordinating this activity will also be subject to review. The main issues to be examined will be the strategic work with Partners and project work that takes place to support corporate and partnership priorities.

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Member Scrutiny

Cllr B Smith

Priority Challenges

- Is the strategic framework in place correct?
- Are the policies that are in place correct?
- What is the strength of the partnerships?
- Are the key projects that the Council is involved in the right ones?
- Is there the right level of participation for stakeholders on the projects that are undertaken?

Consultation Results

The review is at an early stage. Whilst a range of consultation is planned, none has yet been completed

Stakeholder Group	Issues
Citizens Panel Survey July 2000 (Promoting the right to health and well being)	97% respondents thought that local people should be involved in health issues affecting the New Forest area. This indicates that the public take health issues very seriously and wish to have their views considered in shaping activity undertaken by the Council.
Citizens Panel Survey (Community Involvement Health Forum) undertaken in March 2002	Results being analysed.

Review Outcomes (expected)

- ◆ The development and implementation of a co-ordinated policy and strategy
- ◆ More effective partnership working
- ◆ Better co-ordination of actions across the Council
- ◆ Allocation of resources
- ◆ Development of agreed set of performance indicators

PERFORMANCE INDICATORS

The service currently has no meaningful or effective performance indicators. One of the key outcomes expected from the review is the development of an agreed set of performance measures.

CONTINUOUS IMPROVEMENT ACTIVITY CHART

The chart below will be reported each year in the Best Value Performance Plan to show how services within each portfolio are setting up systems to encourage and develop a culture of continuous improvement. Each section is divided into 4 squares and denotes how integrated the activity is through out the service between 0, 25%, 50%, 75% and fully at 100%.

Review Year and Packages	CHALLENGE		COMPARE		CONSULT		COMPETE	
	Business Plan available?	Business Plan involves stakeholder review?	Performance measured and reviewed?	Benchmarks underway?	Consultation mechanisms in place?	Stakeholder involved in developing service?	Targets set by top quarter results?	Alternative delivery regularly reviewed?
2001/02								
Health Policy and Development	■	■	■	■	■	■	■	■

LEISURE PORTFOLIO PORTFOLIO HOLDER: CLLR BARRY RICKMAN

THIS PORTFOLIO AIMS TO ENSURE THAT ALL LEISURE SERVICES ARE DELIVERED TO MEET THE NEEDS OF THE COMMUNITY; INDUSTRY; VISITOR AND ENVIRONMENT IN A WAY WHICH PROVIDES EXCELLENT, SUSTAINABLE, QUALITY OF LIFE.

The portfolio has a broad impact on all areas of well being but particularly focuses on the achievement of Social and Economic targets and makes a significant impact on partnership working through:

Tourism
Leisure
Arts and Culture

KEY ACHIEVEMENTS IN 2001/02

- 4 ASSISTED IN THE EFFECTIVE IMPLEMENTATION OF THE COUNCIL'S CHILD PROTECTION POLICY WITH KEY PARTNERS.
- 4 FURTHER SUPPORTED THE VIABILITY OF THE TOURISM INDUSTRY THROUGH THE DEVELOPMENT OF THE COUNCIL'S TOURISM WEB SITE.
- 8 RECRUITED A FURTHER 11 BUSINESSES TO THE LA21 TOURISM KIT AGAINST A TARGET OF 30. FOOT AND MOUTH DISEASE AND THE EVENTS OF 11 SEPTEMBER HAVE MEANT LIMITED DEVELOPMENT TIME TO ADD NUMBERS.
- 4 SUSTAINED THE WORK OF THE COMMUNITY TOURISM GROUPS IN RINGWOOD; LYNDHURST; FORDINGBRIDGE; HYTHE; MILFORD ON SEA AND BEAULIEU.
- 8 CONTINUED TO BUILD FACILITIES IN PARTNERSHIP WITH A RANGE OF AGENCIES, BUT DID NOT ACHIEVE THE TARGET TO CONSTRUCT PHASE 2 AT LYMINGTON RECREATION CENTRE AS A RESULT OF LOTTERY APPLICATION STILL AWAITED.
- 4 SUPPORT THE SECURING OF A YOUTH CENTRE FOR MARCHWOOD.
- 4 CONCLUDED THE APPRAISAL OF SERVICE DELIVERY OPTIONS FOR THE RECREATION CENTRES.
- 4 REVIEWED THE LEISURE AND TOURISM STRATEGIES AND ENSURED THE EFFECTIVE IMPLEMENTATION OF THE TOURISM SERVICE IMPROVEMENT PLAN.

KEY TARGETS FOR 2002/03

- ⇒ Publish a Strategy to cover the work of the Council across all its services in recreation, tourism and the arts by the end of the calendar year.
- ⇒ Implement the chosen service delivery option for the Recreation Centres.
- ⇒ Complete the Review of "Our Future Together" after the involvement of key partners and publish by the year end.
- ⇒ Implement a the programme of Cardiac Rehabilitation Schemes at the Recreation Centres
- ⇒ Implement changes to all Agreements with partner agencies to include the improvement points arising out of Best Value reviews in Tourism and Recreation Development.
- ⇒ Sustain the youth project at Ringwood Recreation Centre an implement similar initiatives at Lyminster and Applemore.

- ⇒ Ensure the integration of the outreach work in the service with the development of locality working in the Local Strategic Partnership
- ⇒ Assist in the completion of the Phase 2 extension at Lymington Recreation Centre
- ⇒ Establish a clear benchmarking arrangement to judge the effectiveness of the Local Agenda 21 Tourism Kit.
- ⇒ Agree the best ways for the service to communicate better with its partner agencies, service users and the public at large and implement them.
- ⇒ Ensure that the national Active Sports initiative is effectively implemented in the District with a new netball club established in Lymington and initiatives started in two other sports.

5-Year Review Programme

Review Year	Review Package	Value £000's	Changes from BVPP 2001 or comments
2000/01	Recreation Centres	6,294	
	Tourism	592	
2001/02	Recreation Development	746	
2002/03	Keyhaven and Coastal Management	291	The package has now been combined due to the synergy of the issues.
2003/04	Dibden Golf Centre	508	Moved from 2002/03 for management reasons.

PERFORMANCE MATTERS

Tourism (Reviewed 2000/01)

The provision of Destination Tourism management ; information and marketing services

Officer Contact

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Key Improvements 2001/02

- **JOINT WORKING GROUP ESTABLISHED WITH NEW FOREST TOURISM ASSOCIATION TO DEVISE A PARTNERSHIP AGREEMENT.**
- Agreed a brief for the creation of a Tourism “e” strategy.
- Achieved a three fold increase in usage of the Tourism Destination web site.
- Recovery plan agreed and implemented with NFTA to address the implications of Foot and Mouth Disease.
- Large print copy of Where to Stay Guide and magnifier made available at all Visitor Information Centres.

Recreation Centres (Reviewed 2000/01)

The provision and management of the Council's five Recreation Centres.

Officer Contact

Bob Millard

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Key Improvements 2001/02

- Review of service objectives completed
- Benchmarking information completed
- Service delivery option agreed
- Extended the youth project from Ringwood to two further Recreation Centres
- Programme of customer focus groups in place
- On-line booking service commissioned and implementation plan agreed
- Produced and distributed centre newsletter

Recreation Development (Reviewed 2001/02)

Sports; play; youth; community recreation; arts and heritage development; open space projects and countryside recreation.

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Member Scrutiny

Cllr Richard Frampton and Cllr John Coles

Priority Challenges

- Why are these services provided and if they are to be provided what level is appropriate?
- Establishing good benchmarking arrangements and securing a clear improvement agenda
- Working effectively within such a diverse and extensive District with the resources available.
- Understanding the effectiveness of the way services are delivered. Could generic development workers be a better means of working?
- Increasing the understanding of the value of the work undertaken

Consultation Results

Stakeholder Group	Issues
Key partners	<ul style="list-style-type: none"> ▪ Aware of team and strong support for quality of the team ▪ Strong support of NFDC role. ▪ More consultation on plans and projects using a number of means
Town and Parish Councils	<ul style="list-style-type: none"> ▪ Less aware of the team ▪ If they are aware the team is valued ▪ Relationships need building through closer liaison
Grant aid applicants from the last two years (whether successful or not)	<ul style="list-style-type: none"> ▪ High levels of satisfaction with support given – personal contact to be maintained ▪ Form design and length of process need addressing ▪ Council needs to be consistent in policy and practice.
Internal partners	<ul style="list-style-type: none"> ▪ More awareness of policy needed. ▪ Involvement in policy review requested using a number of means
Artists stakeholder meetings	<ul style="list-style-type: none"> ▪ Council to facilitate the joining up of artists into a network ▪ Assist with technical issues such as marketing; sales and event promotion ▪ Sector is under-funded
Citizen's Panel	<ul style="list-style-type: none"> ▪ All aspects of the service valued, some particularly highly ▪ Substantial support for NFDC as community leader in these fields ▪ Strong support for current model of delivery ▪ Elements of the package where the Panel didn't know about the services ▪ Clear support to concentrate on a breadth of local community activity rather than events.

Review Outcomes

- ◆ These are yet to be determined but seem likely to focus on :
- ◆ Increasing awareness of the teams work
- ◆ Creating a set of workable performance indicators
- ◆ Further development of the partnership role but with a clear leadership input from NFDC
- ◆ Expression of a clear role for an programme of, training for leaders.

Keyhaven and Coast (being reviewed 2002/03)

The provision and operation of moorings at Keyhaven and Beach Huts at Barton, Hordle Cliff, Milford and Calshot.

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Keyhaven

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Member Scrutiny

Cllr B Catt and Cllr J Hutchins

Priority Challenges

- Why is the Council involved at all?
- What other means of delivery and management are there?
- Are environmental factors sufficiently considered?
- What is the role of site staff and are they effectively used?
- Is the level of performance management sufficient?

Consultation Plans

- Use of the Keyhaven Focus Group and Beach Hut Owners Association
- Citizen's Panel survey
- Stakeholder seminars with key external partners
- Survey of key internal partners
- Survey of users
- Stakeholder seminar with the three key Town and Parish Councils, with an open invitation to others to attend

PERFORMANCE INDICATORS

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions
LOCAL PI Number of swims and other visits per 1000 population	7193	n/a	7348	8080	4596 - 7406	6601		
BVPI 169a Museums operated or supported by the authority	1	1	1	1				
BVPI 169b Museums that are registered under the Museum & Galleries Commission registration scheme	1	100%	100%	100%				
BVPI 170a Visits to/usages of museums per 1,000 population.	10.8	30.3	50.3	53.8	284 - 1337	456		
BVPI 170b Visits/usage that were in person per 1,000 population.	10.8	26.3	44.2	47.8	250 - 890	421		

*Benchmark figures are obtained from all England national district out turn figures 2000/01 published on dtlr.gov.uk.

**The Hampshire average benchmark are audited 2000/01

Ref.	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions
BVPI 113 Pupils visiting museums and galleries in organised school groups	347	450	900	1000				
BVPI 114 Does the local authority have a local cultural strategy?	NO	YES	NO	YES		21% = YES		
BVPI 116 Total net spending per head on recreational facilities and activities	£9.45	£10.78	£10.78		£38.96 - £61.49	£49.43		

*Benchmark figures are obtained from all England national district out turn figures 2000/01 published on dtlr.gov.uk.

**The Hampshire average benchmark are audited 2000/01

CONTINUOUS IMPROVEMENT ACTIVITY CHART

The chart below will be reported each year in the Best Value Performance Plan to show how services within each portfolio are setting up systems to encourage and develop a culture of continuous improvement. Each section is divided into 4 squares and denotes how integrated the activity is through out the service between 0, 25%, 50%, 75% and fully at 100%.

Review Year and Packages	CHALLENGE				COMPARE				CONSULT				COMPETE																		
	Business Plan available?				Business Plan involves stakeholder review?				Performance measured and reviewed?				Benchmarks underway?				Consultation mechanisms in place?				Stakeholder involved in developing service?				Targets set by top quarter results?				Alternative delivery regularly reviewed?		
2000/01																															
Recreation Centres																															
Tourism	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
2001/02																															
Recreation Development	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
2002/03																															
Keyhaven & Coastal Management	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
2003/04																															
Dibden Golf Centre																															

POLICY AND STRATEGY PORTFOLIO PORTFOLIO HOLDER: CLLR SIMON HAYES

This portfolio sets the direction and vision for the Council. With competing demands and limited resources it is important that the Council operates within a strategic framework. This portfolio therefore provides that strategic overview which ensures that there is co-ordinated approach to the delivery of the Council's priorities.

It also looks externally to seek the best solutions for the District as a whole. It therefore seeks to ensure the Council is an organisation of excellence and that the best interests of communities are preserved through working with public and partners by:

- ◆ **Developing a Community Strategy**
- ◆ **Involving the public**
- ◆ **Working with partners**
- ◆ **Delivering real benefits**
- ◆ **Developing our employees**
- ◆ **Managing our finance**
- ◆ **Securing real best value**
- ◆ **Fostering innovation in service delivery**
- ◆ **Providing equal opportunities and diversity**

KEY ACHIEVEMENTS IN 2001/02

- 4 First meeting of Local Strategic Partnership held in November 2001 which brought together senior representatives from the public, private and voluntary sector who agreed to work towards a common purpose.
- 8 The district's first community strategy not yet published. Revised timetable agreed with Local Strategic Partnership providing for issue based approach and enhanced consultation programme.
- 4 Promoted a diversity strategy as part of the Council's commitment to Equal Opportunities.

Key Targets for 2002/03

- ⇒ Successfully complete re-assessment under the Investors in People (IIP) standard.
- ⇒ To continue to develop family friendly and work life balance policies including "right to ask" for flexible working hours.
- ⇒ Complete the review of the Council's Pay and Reward Strategy.
- ⇒ All NFDC services to reach level 1 of the overall Equality Standard encompassing race, disability and sex discrimination.
- ⇒ Undertake all preparatory work, including the drafting of a publication scheme, to ensure that the Council complies with the Freedom of Information Act 2000.
- ⇒ Work as part of the Local Strategic Partnership to produce a Community Strategy that reflects the needs of the District.
- ⇒ Work in partnership with the County Council and Town/Parish Councils to offer the public a seamless service to the standards of the Countywide protocol to ensure customers receive the same high service from all Information Offices.
- ⇒ Produce a Guide to Council Services and Disability Helpline specifically for residents with disabilities in conjunction with partner organisations.

5 YEAR REVIEW PROGRAMME

Review Year	Review Package	Value £000's	Changes from BVPP 2001 or comments
2000/01	Public Relations	164	
2002/03	Corporate Strategy		Following feedback from the Best Value Inspectorate this package was not felt suitable for a Best Value review and has consequently been removed from the programme.
2003/04	Communications (cross-cutting)		It has been agreed to review the proposed cross cutting reviews for both 2003/04 and 2004/05 by involving the Local Strategic Partnership (LSP) in helping to determine what cross cutting issues should be reviewed. The concept is for the LSP to undertake the reviews itself.
2004/05	Community Planning (cross-cutting)		
	Personnel, Recruitment, Health and Safety and Welfare, Central Training and Payroll	556	This package now incorporates payroll due to the synergy that exists between the two services.

PERFORMANCE MATTERS

Public Relations

Brief description – aim of service**OFFICER CONTACT**

David Atwill

Email:

Tel: 023 8028 5142

KEY IMPROVEMENTS 2001/02

- ***The Community Newspaper has now been published and reflects all the agencies working together for the District, for example Hampshire County Council, Health, Fire and Police now input.***
- ***Internal communications are now being served by an intranet magazine and employee policy newspaper, which has released resources for more community based work.***
- The seamless merging of public relations and graphic design has raised levels of efficiency, productivity and quality.
- Regular strategy meetings are encouraging innovation and successful project outcomes for example the Planthunters Sale at Appletree Court, Lyndhurst where over 1000 members of the public raised £2,750 for charity.

Service Reviews (2001/2002)

There were no reviews undertaken during 2001/02.

Planned Reviews (2002/03)

There are no reviews within this portfolio for year 3.

PERFORMANCE INDICATORS

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions
BVPI 02 Which level of the Commission for Racial Equality's 'Standard for Local Government'?	0	1	0	1				
BVPI 11 women only The percentage of senior management posts (top 3 or 5% earners)	21.05%	20%	23.53%	25%	13 – 27%	20%	22%	
BVPI 12 The proportion of working days/shifts lost to sickness absence	8.4 days fte	7 days/fte	8.3 days/fte	8days/fte	8.2 – 11.3		9.5 days	Govt target of 6.8 days
Government top quartile has been set at 6.8 days by 2005 Sickness levels are monitored at corporate and business level and action taken.								

DRAFT BEST VALUE PERFORMANCE PLAN

APPENDIX 1

<p>BVPI 13 Voluntary leavers as a percentage of staff in post</p>	14.3%	19%	9.87%	10%	7.6 – 13%	10.7%		
<p>BVPI 14 Early retirements (excl ill health) as a percentage of the total workforce</p>	0.41%	0.45%	0.20%	0.45%	0.19 – 0.99%			Govt target of 0.45%
<p>BVPI 15 Ill health retirements as a percentage of the total workforce</p>	0.27%	0.35%	0.34%	0.35%	0.22 – 0.78%	0.54%		Govt target of 0.35%
<p>BVPI 16 a) Staff with disabilities b) working age population with disabilities</p>	a) 2.05%	a) 2.5% b) 11%	a) 1.76% b) 10.97%	a) 2%	1 – 3%			

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions
BVPI 17 a) Staff from ethnic minorities b) Working age pop from ethnic minorities	a) 0.62%	a) 1% b) 1.6%	a) 0.68% b) 0.66%	1%	0.4 – 1.7%	1.40%		
New PI for 2002/03 Statutory nuisance complaints	n/a	n/a	n/a	n/a				
LOCAL PI No of Ombudsmen local settlement cases	0	0	0	0				
LOCAL PI 'Does the authority have a complaints policy which covers current good practice?'	yes	yes	yes	yes				
LOCAL PI 'Does the authority have a written policy on remedies?'	yes	yes	yes	Yes				

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**	Comments and actions
LOCAL PI 'Does the authority publish a report on complaints which is available to members of the public?'	yes	yes	yes	yes				

CONTINUOUS IMPROVEMENT ACTIVITY CHART

The chart below will be reported each year in the Best Value Performance Plan to show how services within each portfolio are setting up systems to encourage and develop a culture of continuous improvement. Each section is divided into 4 squares and denotes how integrated the activity is through out the service between 0, 25%, 50%, 75% and fully at 100%.

Review Year and Packages	CHALLENGE		COMPARE		CONSULT		COMPETE	
	Business Plan available?	Business Plan involves stakeholder review?	Performance measured and reviewed?	Benchmarks underway?	Consultation mechanisms in place?	Stakeholder involved in developing service?	Targets set by top quarter results?	Alternative delivery regularly reviewed?
2000/01								
Public Relations								
2004/05								
Personnel, Recruitment, Health and Safety and Welfare and Payroll								

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THEMED REVIEWS

We are required to undertake at least one themed or cross-cutting review each year. Essentially these two are the same and are reviews that focus on a particular issue or concern in the community or the Council. The scope of any such review is likely to cut across a number of Council services and other agencies and will often require a strong element of partnership working, both internally and externally. These reviews are often called cross-cutting reviews because they do not fall within one service or Portfolio to deliver but cut across many different areas of work, often reaching beyond the Council's work, to achieve improvements to the community.

All Best Value services are encouraged to link with others better during their day to day work and Best Value reviews. Themed review, however, signify those areas highlighted as of key concern to the authority and aim to identify clear improvements to an area not usually dealt with by any one individual service. By involving the whole range of services and agencies a themed review can identify and deliver improvements that are supported by those who can make a difference.

5-Year Themed Review Programme

Review Year	Review Package	Value £000's	Changes from BVPP 2001 or comments
2000/01	Community Safety		For progress on improvements in this theme see the Crime and Disorder Portfolio on page xx of this plan.
2001/02	Health		Due to the extensive cross agency working this review is not due to be completed until September 2002. For information on the key issues being addressed see the Health and Social Inclusion Portfolio (pg xx) . Final outcomes from the review will be reported in 2003 BVPP
2002/03	Sustainability/ Quality of Life		The issues being addressed in this review are detailed below.
2003/04	Communication		It has been agreed to review the proposed cross cutting reviews for both 2003/04 and 2004/05 by involving the Local Strategic Partnership (LSP) in helping to determine what cross cutting issues should be reviewed. The concept is for the LSP to undertake the reviews itself.
2004/05	Community Strategy		

PERFORMANCE MATTERS

Preparing Reviews for 2002/03

Sustainability/Quality of Life

Sustainability aims to improve or at least maintain the quality of life for both present and future generations. This is achieved through the integration and appropriate balance of the social, economic and environmental needs of the community in decision making and activities across the District. This issue is not only given high national importance but is also the focus for the Council's corporate Plan, Heart of the Forest, which is in part based on the delivery of the 3 areas of economic,

environmental and social well-being. The review will look internally at the Council at the support mechanisms to achieve sustainability and externally at the impact sustainable activity is having on the community.

Officer Contact Liz Malcolm e-mail: [_](#)

Telephone: 023 8028 5303

Member Scrutiny Cllr Brenda Smith and Cllr Nick Smith

Priority Challenges

- Secure a more corporate and consistent approach to the integration of environmental, economic and social objectives along with raised Member, employee and public awareness of the issues.
- Identify gaps between policy and practice and improve efficiency by identifying those activities which most effectively meet sustainable objectives
- Put in place a process for monitoring and reporting on sustainability performance across the Council
- Understand and highlight areas of community concern and enable the Council, its partners and communities to make informed decisions
- Identify and integrate best practice and identify which top quarter results are appropriate for the Council to target

Consultation Plans

Members
 Employees
 Senior Management
 The Community
 Citizens' Panel questionnaire
 Local Strategic Partnership meetings and stakeholder conference
 Heart of the Forest consultation feedback

Performance Indicators

*Benchmark figures are obtained from all England national district out turn figures 2000/01 published on dtlr.gov.uk. **The Hampshire average benchmark are audited 2000/01

Ref. Brief description	2000/01 actual	Target 2001/02	2001/02 Actual	2002/03 Target	Top and lowest quarter benchmark*	Average benchmark*	Hampshire average benchmark**

FINANCIAL STATEMENT

This section reviews how we spent our money in 2001/2002 and summarises the Councils' spending plans for the current financial year. It also looks at how the Council has set a strategic framework for the utilisation of its major assets and how this links to the capital programme.

WHAT DID WE SPEND IN 2001/2002

(These figures are based on the original estimates for 2001/02. At the time of production of this document final outturn information was not available, however it is known that there are no material differences from the original estimates for the year).

REVENUE EXPENDITURE	2001/02 Original Budget		
	Gross Total Cost £000	Income £000	Net Total Cost £000
Corporate & Democratic Core	2,867	-114	2,753
Unapportionable Central Overheads	613	-22	591
Other Operating Income & Expenditure (Including Town & parish Precepts)	4,368	-6,277	-1,909
Other Central Services	7,154	-5,711	1,443
Cultural & Related Services	7,504	-4,521	2,983
Environmental Services	8,940	-800	8,140
Planning & Development Services	3,395	-1,087	2,308
Highways, Roads and Transport Services	2,177	-557	1,620
Housing Services – General Fund	12,495	-10,040	2,455
Housing Services – Housing Rev. Account	24,452	-24,155	297
Housing Services – HRA – Deficit met from Bal.	0	-297	-297
Social Services – Meals on Wheels	59	0	59
Sub Totals	74,024	53,581	
TOTAL NET COST			20,443

WHAT DO WE PLAN TO SPEND IN 2002/2003

The Council's revenue budget for 2002/03 as approved by full Council, is set out below. The estimated gross spending on the day to day running of services is £78.833.m. This has gone up by £4.809m compared to 2001/02. This figure is before taking account of income such as charges for services and specific Government grants. The figure also includes spending on housing services which are paid for by rents charged to tenants

REVENUE EXPENDITURE	2002/03 Original Budget		
	Gross Total Cost £000	Income £000	Net Total Cost £000
Corporate & Democratic Core	2,808	-106	2,702
Unapportionable Central Overheads	407	-19	388
Other Operating Income & Expenditure (Including Town & parish Precepts)	4,386	-6,029	-1,643
Other Central Services	7,698	-6,319	1,379
Cultural & Related Services	8,300	-4,935	3,365
Environmental Services	9,557	-1,002	8,555
Planning & Development Services	3,542	-1,174	2,368
Highways, Roads and Transport Services	2,703	-1,038	1,665
Housing Services – General Fund	14,555	-11,763	2,792
Housing Services – Housing Rev. Account	24,824	-23,947	877
Housing Services – HRA – Deficit met from Bal.	0	-877	-877
Social Services – Meals on Wheels	53	0	53
Sub Totals	78,833	-57,209	
TOTAL NET COST			21,624

Financial Strategy

The Council takes a medium term approach to the setting of a financial framework. Whilst there is still to develop further the Council has attempted to improve the links between the direction and objectives that it sets out in the Corporate Plan and the way in which resources are allocated. Key factors in the strategy are:

- Ensure validity of saving proposals
- Review level of discretionary expenditure
- Maximising income and consider new area's for charging
- Consider new funding only if essential
- Consider environmental and sustainability issues
- All proposals to be prioritised
- Make full revenue provision for maintenance of assets
- New capital expenditure bids to be aligned to the capital strategy

Council Tax Calculation

The table below shows how the above spending decisions are funded and what level of Council Tax had to be set to raise the income required. The estimated net expenditure, to be funded from Council Tax (including Town / Parish Precepts), is £11.092m, an increase of £0.915m (8.99%) on 2001/02.

	2001/02	2002/03
Net cost of services	20,443	21,624
Deduct – Net Transfer from Reserves	-622	-283
- Revenue Support Grant	-3,252	-2,757
- Non Domestic Rate Redistribution	-6,459	-7,243
- Collection Fund Surplus	-136	-249
Add - Non Operational Asset Rentals	203	0
To be funded by Council Tax	10,177	11,092
Tax base number of properties	68,224	68,577
Council Tax Per Band D Dwelling	£149.17	£161.74

As this table shows the level of Council Tax has increased from £149.17 to £161.74, an increase of 8.42%

Capital Expenditure

As well as the day to day running costs, the Council also intends to invest for the future in its buildings and the infrastructure of the area (capital expenditure). The capital budget for 2002/03 is £8.754m and this will be spent on building works and equipment. Some of this is financed by borrowing. Total borrowing as at 31 March 2002 is estimated to be £13.1m.

The Council's Capital Strategy and Asset Management Plan give a strategic framework in which the capital programme is developed. It gives links between the capital programme and the corporate strategy. The strategy for 2001/02 focussed the need for investment in :-

Community Safety - secure car parking and CCTV

Housing and Social Inclusion - target of 200 new homes partnership with RSL's and renovation grants

Transport - various transport schemes

Managing our Physical Assets - combined heat and power feasibility study

The principal areas where capital expenditure is proposed are shown as follows:

CAPITAL EXPENDITURE	2002/03 £'000
Housing - Renovation Work (Public Sector)	500
- Improvement Grants (Private Sector)	1,095
- Enabling Activities (Housing Associations)	2,446
Appletree Court – Refurbishment of Heating System	270
New Milton Offices – Provision of new facility	432
Highways Agency	398
Catering Facilities	111
Public Conveniences	287
Car Parks	130
Recreational Facilities & Provision of Open Space	1,019
Land Drainage	264
Environmental Initiatives	197
Coast Protection	962
CCTV programme	358
Other Schemes	285
TOTAL	8,754

APPENDIX 2 – Service Index by Portfolio

SERVICE	PACKAGE DESCRIPTION	PORTFOLIO	PAGE
Abandoned Vehicles	Public Services	Environment	
Accountancy	Financial Management	Finance & Support	
Administration	Directorate Support Services	Finance & Support	
Arts	Recreation Development	Leisure	
Building Control	Building Control	Economy & Planning	
Building Services	Property Services	Finance & Support	
Business Rates	Revenues and Benefits	Finance & Support	
Car Parks	Public Services	Environment	
Caretaking and Security	Property Services	Finance & Support	
Cashiering	Cash Collection and Reconciliation	Finance & Support	
Catering	Catering	Finance & Support	
Cemeteries	Public Services	Environment	
Central Control	Central Control	Housing	
Central Purchasing	Central Purchasing and Stores	Finance & Support	
Coastal Management	Keyhaven and Coastal Management	Leisure	
Coastal Protection	Civil Engineering	Environment	
Committee Services	Democratic Services	Finance & Support	
Community Safety	Community Safety (Cross cutting)	Crime & Disorder	
Complaints	Information Services	Finance & Support	
Concessionary Travel	Exchequer Services	Finance & Support	
Council Tax	Revenues and Benefits	Finance & Support	
Countryside	Recreation Development	Leisure	
Customer Services	Public Services	Environment	
Debtors	Exchequer Services	Finance & Support	
Development Control	Planning	Economy & Planning	
Dibden Golf Centre	Dibden Golf Centre	Leisure	
Dog Wardening	Environmental Protection	Environment	

Drainage	Civil Engineering	Environment
Economic Development	Economic Development	Economy & Planning
Electoral Registration	Democratic Services	Finance & Support
Employee Welfare	Personnel, Recruitment, Health and Safety and Welfare, Central Training and Payroll	Policy & Strategy
Environment Enhancements	Civil Engineering	Environment
Estates and Valuation	Property Services	Finance & Support
Fleet Management	Fleet Management	Finance & Support
Fraud Investigation	Fraud Investigation	Finance & Support
Food and Health and Safety	Environment Commercial Services	Environment
Fraud Investigation	Fraud Investigation	Finance & Support
Grounds Maintenance	Public Services	Environment
Health	Health Strategy	Housing
Health and Safety	Personnel, Recruitment, Health and Safety and Welfare	Policy & Strategy
Highways	Civil Engineering	Environment
Housing Benefit	Revenues and Benefits	Finance & Support
Housing Development	Housing Services	Housing
Housing Landlord Role	Housing Services	Housing
Housing Needs	Housing Services	Housing
Improvement Grants (Housing)	Housing Services	Housing
Information Technology	ICT Services	Finance & Support
Information	Information Services	Finance & Support
Insurance	Exchequer Services	Finance & Support
Internal Audit	Internal Audit	Finance & Support
Keyhaven	Keyhaven and Coastal Management	Leisure
Leased Cars	Exchequer Services	Finance & Support
Legal	Legal	Finance & Support
Licensing	Environment Commercial Services	Environment
Local Agenda 21	Sustainability / LA21 (Cross cutting)	Environment

Open Space	Recreation Development	Leisure
Payments	Exchequer Services	Finance & Support
Payroll	Personnel, Recruitment, Health and Safety and Welfare, Central Training and Payroll	Finance & Support
Personnel	Personnel, Recruitment, Health and Safety and Welfare, Central Training and Payroll	Policy & Strategy
Pest Control	Environmental Protection	Environment
Play	Recreation Development	Leisure
Policy Design and Information	Planning	Economy & Planning
Pollution Control	Environment Protection	Environment
Public Conveniences	Public Services	Environment
Public Relations	Public Relations	Policy & Strategy
Recreation Centres	Recreation Centres	Leisure
Recreation Development	Recreation Development	Leisure
Reception	Information Services	Finance & Support
Recruitment	Personnel, Recruitment, Health and Safety and Welfare, Central Training and Payroll	Policy & Strategy
Refuse and Street Cleansing	Refuse and Street Cleansing	Environment
Risk Management	Exchequer Services	Finance & Support
Administration		
Secretarial Support	Directorate Support Services	Finance & Support
Sport	Recreation Development	Leisure
Stores	Central Purchasing and Stores	Finance & Support
Street Naming and Numbering	Public Services	Environment
Sustainability	Sustainability / LA21 (cross cutting)	Environment
Tourism	Tourism	Leisure
Transport Policy	Planning	Economy & Planning
Youth	Leisure Development	Leisure

GLOSSARY OF TERMS

4C's	Framework set by the government for local authorities to assess and improve their services through Challenging what they do, Comparing with others, Consulting stakeholders and demonstrate competitiveness with other providers.
Review Programme	Requirement for all local authorities to review their services starting 1.4.00.
Asset management	Optimising the utilisation of assets in terms of service benefits and financial return.
Beacon Council Status	A government award demonstrating best practice in a particular service area and good general performance across the board.
Benchmarking	The analysis of selected activities and processes, and their comparison with other organisations to obtain a better understanding of how we perform and learn best practice.
Best Value	The duty that Local Authorities owe to their stakeholders to provide relevant cost-effective services.
Best Value Guide	Document that provides guidance to managers on approaches to securing continuous improvement in the delivery of services.
BVPI	Best Value Performance Indicator. Measures set by the Government to compare performance of local authorities
CCTV	Close Circuit Television
Citizens Panel	A panel of 2000 residents, matching the District profile, who are involved in surveys to establish their satisfaction and views.
CMT	Corporate Management Team, comprising of 4 directors of the Council who consider policy and strategic issues for the Council
Community Planning	The process that enables the views of better partnership working and stakeholders and the public to influence the future shape of their communities of the District
Community Strategy	A plan for promoting or improving the economic, social and environmental well being of an area contributing to the achievement of sustainable development in the U.K.
CPA	Comprehensive Performance Assessment – Government assessment of a Council's overall performance
Cross Cutting Issues	An activity or provision of a service which involves more than one service, authority, voluntary organisation or private sector business.
DDA	Disability Discrimination Act 1995.
DTLR	Department of Transport, Local Government and the Regions
DISTRICT AUDIT	Independent body established with statutory responsibility for the external audit of public sector organisations.
ELECTRONIC GOVERNANCE	(E-Governance) Government initiative to promote electronic access to local authority services by users.
Fundamental Performance Review	Periodic formal review of selected services, focusing on the 4C's, Challenge, Compare, Consult and Compete, to lead to a 5 year Improvement Plan for continuous improvement.
ICT	Information and Communications Technology
Improvement Plan	Action plan created following a service review that identifies future areas of activity designed to realise improvements in service delivery.
Local Agenda 21	A strategy to protect the local environment, communities and its people

	developed from the Rio Earth Summit.
LGIP	LOCAL GOVERNMENT IMPROVEMENT PROGRAMME – A GOVERNMENT SCHEME WHICH ASSESSES A LOCAL AUTHORITY’S CURRENT ACHIEVEMENTS, ANALYSES ITS STRENGTHS AND WEAKNESSES AND FORMULATES AN IMPROVEMENT PLAN.
Local Strategic Partnership	High level partnership of key agencies representing economic, social and environmental interests working towards the common aim of improving the quality of life of people.
McPherson Report	Report commissioned by the Government to look at discrimination against ethnic minorities.
New Forest District Alliance	Multi-agency steering group set up to assist in the development of a community strategy.
Ombudsman	Independent body that deals with the investigation of complaints against local authorities.
PCG/T	Primary Care Group/Trust
Performance Indicators	Any numerical data or ratios collected and used for the purpose of making initial comparisons of the performance of groups of similar bodies.
Portfolio	Collection of services and functions grouped together under one area of responsibility.
Portfolio Holder	Council Member with specific responsibility for key service areas and member of the Advisory Cabinet.
PPPR	Portfolio Performance Review Panel. Panel made up of a cross section of Members to scrutinise and support the portfolio.
Quartile Range	The top 25% or bottom 25% of performance results when compared to a specific group of service providers i.e. local or national.
Service Delivery Options	8 alternative service delivery options identified by DTLR which have to be considered by all services when undertaking a fundamental service review.
Stakeholders	Everybody with a legitimate interest in the service under consideration.
Sustainability	Meeting the needs of the present without compromising the ability of future generations to meet their own needs.
Top Quartile	The top 25% of performance results within a specific group of service providers i.e. local or national.