

BEST VALUE REVIEW REPORT OF THE COUNCIL'S APPROACH TO SUSTAINABILITY (EXECUTIVE SUMMARY)

1. INTRODUCTION

- 1.1 This report gives the opportunity for Cabinet to comment on the outcomes from the review.
- 1.2 The review did not concern itself with anything outside of the boundaries of the District. It focused on how this Council operates:-
 - internally by looking at the operation of the LA21 Lead Officer Group;
 - corporately by considering how Corporate Management Team and Members are working towards the issue;
 - at a service level; and
 - at the community level.
- 1.3 A full version of the report is currently progressing through the Best Value process which includes the Best Value Board and the Cabinet.

2. SUSTAINABILITY – WHAT IS IT AND WHY IS IT SO RELEVANT TO US TODAY?

- 2.1 Sustainability is about ensuring a better quality of life for everyone, now and for generations to come.
- 2.2 It is, in essence, what local authorities are about. They seek to achieve this through both their role as a service provider and through their role as a community leader. It is therefore about delivering the Corporate Plan.

3. GENERAL OVERVIEW

- 3.1 For many years the Council has done well in promoting the importance of this issue within its strategies. The review has however demonstrated that its performance has not always been maximised due to:
 - Lack of ownership, understanding and awareness of the issue;
 - The Council's structures, systems and processes do not help deliver against the Council's Corporate Plan - the Council's Strategy for sustainability.

- 3.2 During the past 2 years much has happened which has helped create better opportunities for achievement. This can be summarised as:
- New powers for the Council to do anything which promotes or improves the economic, social or environmental well being of the district;
 - New duty to produce and publish a community strategy which is the prime vehicle to achieve sustainable communities;
 - A recognition by the Audit Commission that the Community Strategy is the key indicator for sustainability performance;
 - The creation of the New Forest Local Strategic Partnership whose membership, aim and terms of reference reflect all the principles of the issue;
 - The development of Quality of Life Measures which help identify which way the district is moving in economic, social and environmental terms;
 - The publication of Heart of the Forest which provides an excellent structure to shape the Council's approach to sustainability.
- 3.3 The review has recognised how fundamental this issue is to the Council and the great potential to integrate it into its work at strategic and operational levels to impact on its performance and embed it into the culture of the organisation.
- 3.4 The review has concluded that for this to succeed, the issue needs to be seen as the proper integration of economic, social and environmental issues to be delivered through decision making and all its supporting processes in order to achieve the best solutions for the communities of the district. This would place the Council in a much stronger position to fulfil its role as a community leader.
- 3.5 This means there is a need to mainstream Sustainability into the heart of the Council's partnerships, policies, practices, processes and procedures.
- 3.6 For this review to achieve a step change the key outcomes should be seen as part of a package, which knits together with:
- the review of the Corporate Plan;
 - the development of the service planning and performance management framework;
 - the development of the Community Strategy; and
 - the operation of the Local Strategic Partnership and its supporting networks.
- 3.7 It will also need real belief by all that the Corporate Plan does shape how we work. It is vital that its vision is owned by all and everyone has a responsibility to work towards the aims but not in an isolated way. The real gains to be had are through seeking solutions that benefit all three areas of well being. This will need to be achieved through working with the public and in partnership where it is appropriate and by maintaining this Council as an organisation of excellence.
- 3.8 The outcomes from the review place the whole of the Council's budget (£76.5 million) within its scope.

4. KEY REVIEW FINDINGS

- 4.1 **LA21 LOG** has provided a useful forum. However its effectiveness has been very limited due to a lack of a budget, an environmentally driven agenda and a lack of influence. Sustainability is still seen by many as an add on to their work and as a term can be confusing and a turn off to many. Therefore the subject needs a higher profile within the Council.
- 4.2 **Corporate.** Members and CMT have not championed the issue sufficiently. The environmental tag has limited the opportunities to achieve more across all three areas of well being. The corporate plan needs to have a bigger impact on the Council's approach to its work. Its review and the new proposals for strengthening performance management, provide an ideal opportunity.
- 4.3 **Services** show many excellent examples of working towards their aims but there is scope for better impact through additional cross service and cross portfolio working towards themes. Service planning provides an excellent opportunity to bring about greater impact across the three areas of well being and secure better ownership of the issue.
- 4.4 **Community.** The Council is achieving significant impact in the community in many work areas. There is a great potential offered by the development of the Community Strategy and the supporting approach of developing community action networks through the Local Strategic Partnership (LSP). There is a need to ensure that community inputs are overtly sought and considered. More opportunities for such inputs at a locality level would help deliver the right solutions in the right way.

5. KEY REVIEW OUTCOMES

- 5.1 The key outcomes stem from the premise that:
- Every local authority's reason for being is to preserve or enhance the quality of life;
 - Quality of life is affected by the economic, social and environmental conditions that exist;
 - Every service has either a direct or indirect impact on the quality of life;
 - Every service has the opportunity to contribute to more than one area of well being;
 - The Corporate Plan is the document that shapes the way the Council operates and that it can achieve that through a robust Performance Management framework

- 5.2 The following key outcome seeks to mainstream sustainability into the heart of the Council's work:

To achieve the full amalgamation of the Council's work on this issue into its approach to performance management, the development of the Community Strategy and the operation of the Local Strategic Partnership. This approach will look to improve NFDC's approach at 3 levels:

1 Corporate level

- a) Put Members and Directors at the forefront of this issue by:
 - Moving the current responsibility for the issue away from the Environment Portfolio to the Policy and Strategy Portfolio
 - Replace the current Local Agenda 21 LOG with more direct ownership by Corporate Management Team and Heads of Service in their work on the Corporate Plan and the Community Strategy.
- b) Ensure the review of the Heart of the Forest adequately reflects the key principles of sustainability by:
 - Placing the issue as the output – the Council's vision, aims and reason for being
 - Delivering the objectives of sustainability without regarding it as a separate issue
 - Viewing the issue as the proper integration of economic, social and environmental issues in order to achieve the best solutions for present and future generations
- c) Review the structure and operation of the Council's Corporate Officer Groups to ensure the Council is geared to respond to deliver the Corporate and Community Strategies
- d) Build it into the heart of decision making at a corporate level by DMTs/CMT/Review Panels/Cabinet and Council operating triple bottom line decision making and the format of CMT/Member reports be adjusted accordingly
- e) Ensure that all strategies have measurable targets that have been developed through a process that attempts to integrate the three areas of well being
- f) Raise the profile of the Council's existing policies and objectives amongst services, review panels, portfolio holders and partners to seek:
 - Better approaches and targets for the Council's work
 - Stronger links between these and actual outputs that integrate the three areas of well being
 - Greater integration with the Council's partners and the communities themselves
- g) Use the Council's Performance Plan as the vehicle for reporting performance against the Council's aims
- h) Ensure performance information adequately reflects the corporate plan, when its review is completed
- i) Public Relations Unit to demonstrate and promote the way the Council is integrating the three areas of well being.

- 2 **Service level**
 - a) Build it into the heart of decision making at a service level through appropriate service planning methods
 - b) BV sustainability assessments need to be effectively integrated into the performance management system guidance
 - c) Make services responsible for promoting their achievements against the Corporate Plan
 - d) Give ownership for individual Quality of Life indicators to services through performance management framework.

- 3 **Community level**
 - a) View community inputs into the decision making process as key for determining issues that may have a long term impact on that community. In that respect to develop
 - Methods of dialogue at a locality level to facilitate input
 - Indicators for community involvement
 - b) Build on the work being done by the various economic, social and environmental networks that exist both inside and outside the district including the development of Community Action Networks (CANs)
 - c) Use the Quality of Life measures to gauge how the District is moving in economic, social and environmental terms and report annually to all services, CMT, Members and the LSP.

5.3 Set out at Appendix 1 are these outcomes shown against challenge areas, key findings and links to research.

6. ENVIRONMENTAL AND CRIME AND DISORDER IMPLICATIONS

- 6.1 The outcomes from this review will in no way diminish the Council's approach to these issues. In fact it should result in a much better integration of the three areas of well being bringing about solutions to environmental and crime and disorder issues that meet the varying needs of the District and its communities.

- 6.2 The proposals relating to the strengthening of the performance management system mentioned in this report should encourage all services to consider all implications, including environmental and crime and disorder, in a much more structured way. This should result in greater achievement against the Corporate Plan.

7. CONCLUSIONS

- 7.1 The proposal to mainstream the Council's approach to sustainability is a significant step that should be considered alongside other major initiatives highlighted in this report.

- 7.2 This places the issues at the heart of the Council and its performance management system. Therefore, for the new approach to work there has to be belief by all in the system, resulting in a commitment to produce better results for all. This will align services to deliver against the corporate plan through creating and taking opportunities to integrate the three areas of well being.
- 7.3 Everyone involved in the approval process of the three reports to be considered by Cabinet in April – this report, the new performance management system and the review of the corporate plan – need to satisfy themselves that all the proposals can work together.
- 7.4 Where they do knit together and members and officers believe in the process then the Council's performance against its corporate plan will improve. If they do not, then there is little chance of significant improvement.

8. RECOMMENDATIONS

- 8.1 That the Cabinet approve the proposals contained in this report.

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Background Papers:

Review Plan
(28th February 2002)

KEY REVIEW OUTCOMES

CHALLENGE AREA	KEY FINDINGS	OUTCOMES	LINKS TO RESEARCH
LA21 Group			
1. Performance against Terms Of Reference (TOR)	<p>Provides impetus for some internal activities.</p> <ul style="list-style-type: none"> • PR, promotion • Training, awareness raising <p>Creates link with CMT and DMTs</p> <ul style="list-style-type: none"> • Provides forum for services to report on sustainability initiatives <p>TOR not key drivers of performance. LOG perceived as having minimal impact. Need to fundamentally consider how the Council operates this issue. Lacks external community focus (although improved PR in recent times). Needs clarity of role. Lacks real resource. Operates too much as an environmental group.</p>	<ul style="list-style-type: none"> • Replace the current Local Agenda 21 Lead Officer Group with more direct ownership by Corporate Management Team and Heads of Service in their work on performance management and the community strategy 	<ul style="list-style-type: none"> • Comparison between terms of reference and agenda of group meetings. • Internal stakeholder challenge workshops. (E1 & 2)
2. Achievements against Sustainability Action Plan & maximising potential	<p>Action Plan gave useful structure to work but real achievement against most activities were dependant on appointment of LA21 Co-ordinator.</p> <p>Opportunities for LOG to add value are limited. LOG agenda not sufficiently driven by a Work Programme, CMT asked LOG to concentrate on Best Value Review in 2001/03.</p> <p>LA21 LOG has been the driver for some key areas of sustainable activity, focussed internally and externally such as waste initiatives and monitoring levels of energy consumption. Those officers reporting to LOG value its contribution as it provides a focus for their work.</p>	<ul style="list-style-type: none"> • Now driven through Performance Management Framework 	<ul style="list-style-type: none"> • LA21 Action Plan achievements.

CHALLENGE AREA	KEY FINDINGS	OUTCOMES	LINKS TO RESEARCH
LA21 Group (cont)			
3. Current structure of team maximising promotion and potential	Strength that Chair was a member of CMT. Departmental representation is a good principle but need to establish much stronger links with DMTs and CMT. Membership of the Team may not be the best mix of skills and knowledge. PR involvement has helped promotion of topic internally and externally through use of Forest News, Network, Earth Moves, press releases Awareness of existence of LOG not high, particularly amongst Members. No clear links with other groups. Need strategic link with Members particularly portfolio holders.	<ul style="list-style-type: none"> • Make services responsible for promoting their achievements against the Corporate Plan. • PR Unit to demonstrate and promote the way the Council is integrating the 3 well being areas. 	<ul style="list-style-type: none"> • Internal stakeholder challenge workshop 1 (E1) • Local Authorities questionnaire response. (E13) • Examples of promotion activity • Employee/Member questionnaire results. (E8 & 9) • Assessment of Corporate Groups. (E23) • Competitiveness – in house provision favoured option but may need repositioning/review of membership. (E24)
4. Are we using available tools to integrate Sustainable Development	The LSP is being harnessed as a key deliverer of Sustainable Development outcomes for the future. Best Value sustainability assessments included in Best Value process. Responsibility for Sustainable Development is held within each portfolio but not across all directorates. Some pockets in the Head of Service level.	<ul style="list-style-type: none"> • BV sustainability assessments need to be effectively integrated into the performance management system guidance 	<ul style="list-style-type: none"> • Structure of LSP development CANs, CATs involving key agencies/employees/services. (E25) • Best Value sustainability assessment in Best Value Guide. (E19) • Some examples of sustainability assessment feeding into Improvement Plan. (E26)
5. Understanding of issues at national and local level	LA21 LOG harnesses key champions across the authority but sometimes does not have the full picture. The tracking of changes relies on extra work by individuals with no/limited identified resources to deliver these. Journals etc circulated to group.	<ul style="list-style-type: none"> • Related to item 1 	<ul style="list-style-type: none"> • Assessment of individual times spent on sustainability in group • Feedback into directorate DMTs • Employee questionnaire - view of effectiveness of LA21 LOG (E8 + 9)
6. Resources committed to implementation	Limited resources committed to the integration of the 3 areas of well being and mainstreaming sustainability. Funding for some initiatives were located at times but these have been sporadic. The whole of the Council's resources should be utilised in order to mainstream effectively.	<ul style="list-style-type: none"> • Resources will come via mainstreaming to performance management framework 	<ul style="list-style-type: none"> • Employee and Member (E8 + E9) • COG Review (E23)

CHALLENGE AREA	KEY FINDINGS	OUTCOMES	LINKS TO RESEARCH
LA21 Group (cont)			
7. Translate national framework to local level	Through its individual members the group often feeds into key strategies linking to national issues. Key priorities of the community do not currently drive the activity or terms of reference of the group. The developing community strategy will provide opportunity to check local agenda against national one.	<ul style="list-style-type: none"> Needs to be led by the relationship between the Corporate Plan and the Community Plan 	<ul style="list-style-type: none"> Examples of strategies LA21 LOG has influenced. (E27) LSP conference. (E10) Assessment of sustainable development outcomes. (E18)
Corporate – Members and CMT			
8. How far the issue impacts on decision making and integrates into policies and strategies eg Corporate Plan and Expenditure Plans	Feedback from employees and Members suggest the current reporting and decision making process does not adequately reflect the three areas of well being. This is at the heart of the corporate plan and to achieve sustainable decision making we should seek a win, win, win situation for each of the three areas of well being. Reports consider environment, crime and disorder and internal financial implications only – does not give full picture of issues to enable informed decision making. Some strategies/plans etc integrate sustainable development, some embrace it but no real consistency or drive for inclusion by CMT or Members. Inconsistent across Council. Use of the Quality of Life measures to help inform decision making would be possible. CMT and Cabinet need to continue to develop as strategic groups to work towards the overall goal either individually or together. Lack of recognition and ownership of existence of current policies. Current allocation of Portfolio responsibility reinforces environmental tag and potential to treat it as a separate issue.	<ul style="list-style-type: none"> Put Members and Directors at the forefront of this issue. Build it into the heart of decision making at a corporate level by DMTs/CMT/Review Panels/Cabinet and Council operating triple bottom line decision making and the format of CMT/Member reports be adjusted accordingly. Move the current responsibility for the issue away from the Environment Portfolio to the Policy and Strategy Portfolio. 	<ul style="list-style-type: none"> Local Authority questionnaire – confirmed Member commitment essential. (E13) Questionnaires results. (E8 + 9) Quality of Life Measures link to issues/portfolio/services/Heart of the Forest. (E18) Challenge workshop 2 (E2) Example of reports – highlight how differently it could be presented. (E28) Different levels of sustainability integration into strategic documents – Performance Plan, tourism, housing. (E29) HOF Review (E4)

CHALLENGE AREA	KEY FINDINGS	OUTCOMES	LINKS TO RESEARCH
Corporate – Members and CMT (cont)			
<p>9. Managing own environmental and sustainability impacts</p>	<p>EMAS system currently being actioned and developed. Promoted and working well at all levels across authority. The well being of employees is a high priority at Human Resources level – many initiatives, PDI's, Investors in People. Good overall culture in NFDC. Stress Audit undertaken and actions to deal with issues promoted from CMT to service level. Health issues, ie health checks, gym membership etc promoted. LA21 LOG provides a reporting mechanism.</p>	<ul style="list-style-type: none"> • Ensure guidance on sustainability is fit for purpose in performance management framework 	<ul style="list-style-type: none"> • LA questionnaire (E13) • Business questionnaire (E14)
<p>10. Ways to develop Corp Plan to ensure it links with key areas of sustainability</p>	<p>Structure of the Corporate Plan helps the Council's work. This should be taken into account in the current review. Some key omissions from Plan leaves it short as our LA21 Strategy. The creation of a vision and the identification of priorities/key targets across the 3 areas of well being should assist providing they are implemented in accordance with the aims of the corporate plan.</p>	<ul style="list-style-type: none"> • Place the issue as <u>the</u> output – the Council's vision, aim and reason for being. • Deliver the objectives of sustainability without regarding it as a separate issue. • View the issue as the proper integration of economic, social and environmental issues in order to achieve the best solutions for present and future generations. • Ensure the review of the Heart of the Forest adequately reflects the key principles of sustainability. • Ensure that all strategies have measurable targets that have been developed through a process that attempts to integrate the three areas of well being. • Raise the profile of the Council's existing policies and objectives amongst services, Review Panels, Portfolio Holders and partners to seek: <ul style="list-style-type: none"> d) Better approaches and targets for the Council's work e) Stronger links between these and actual outputs that integrate the three areas of well being. f) Greater integration with the Council's partners and the communities themselves. 	<ul style="list-style-type: none"> • Consult/compare – majority of businesses responding had a strategy. (E14) • LA questionnaire (E13) confirmed that all respondents had either a separate sustainability development strategy or it was their corporate plan. • HOF Review (E4) • Citizens Panel Crossing the Bridge survey (E5)

CHALLENGE AREA	KEY FINDINGS	OUTCOMES	LINKS TO RESEARCH
Corporate – Members and CMT (cont)			
11. Demonstrate understanding and translate to work	Promotion to date has been too environmentally focused which has limited opportunities and sometimes enthusiasm to do the right thing.	<ul style="list-style-type: none"> • Move to the corporate centre means all three elements are covered 	<ul style="list-style-type: none"> • Employee and Member surveys (E8 + E9)
12. Training at corporate level	<p>Last initiative nearly 2.5 years ago. Focusing information has been more subtle ie Network.</p> <p>Member training has been very limited and environmentally focused.</p> <p>No CMT training.</p> <p>No opportunities being taken to address key issues for the community recently.</p> <p>On the whole employees/Members feel training is not sufficient but had difficulty in securing it in the Member Training Programme during 2002.</p>	<ul style="list-style-type: none"> • Ensure within Member training programme 	<ul style="list-style-type: none"> • Questionnaire Member/officer. (E8 + E9) • Agenda for training programme. (E20)
13. Do Q of Life measures measure NFDC's efforts satisfactorily	<p>Quality of Life Measures developed and now owned by the LSP.</p> <p>Trend information against Quality of Life will give a reasonable gauge of which way the District is moving in economic, social and environmental terms.</p> <p>Services, DMTs, CMT and Members will need to proactively consider alternatives/additions to the current menu so far as NFDC, contributions are concerned.</p> <p>There is no overall management of sustainable development performance other than Quality of Life. Need to review following recent publication of pilot results.</p> <p>To early to assess NFDC's own contribution to quality of life PI's and linking this to what we are aiming to improve.</p>	<ul style="list-style-type: none"> • Use Quality of Life Measures to gauge how the District is moving in economic, social and environmental terms and report annually to all services, CMT, members and the LSP. • Ensure performance information adequately reflects the Corporate Plan, when its review is complete. 	<ul style="list-style-type: none"> • Assessment of Quality of Life measures against key plans and sustainable development outcomes (E18)

CHALLENGE AREA	KEY FINDINGS	OUTCOMES	LINKS TO RESEARCH
Corporate – Members and CMT (cont)			
14. Managing Performance	LA21 LOG reported annually 1998 – 2001 on progress. The LSP has agreed to support and collect the Quality of Life PI's in the future and this should enable a much wider scope for improvement in the future.	<ul style="list-style-type: none"> New Service Planning and Performance Management System to be the vehicle for monitoring achievement with the Performance Plan being the key annual reporting process for Corporate Performance. 	LA21 Progress reports (E21)
15. What are the Q of Life priorities at NFDC at corporate level and how to promote	Need to identify following the review of the corporate plan and the development of the Community Strategy. This should inform key target setting, resource allocation and PR activity. Feedback for the Corporate Plan clearly identifies need for priorities.	<ul style="list-style-type: none"> Use Performance Plan as the vehicle for reporting performance against the Council's aims. 	<ul style="list-style-type: none"> Corporate Plan from Cabinet currently in draft. (E22) HOF Review (E4)
Service Level			
16. Structures maximising potential for adopting and developing Best Practice	Structures could be improved significantly to encourage more cross service and cross portfolio working towards quality of life themes. It is a question of culture which has led to sustainability being viewed as a separate issue. Opportunities for sharing best practice and working together not always taken. Potential to bring together lead people for Community Strategy topics to work at service/strategic level.	<ul style="list-style-type: none"> Use Heads of Service group as a means to work on themes, best practice, shared examples 	<ul style="list-style-type: none"> Hampshire Matrix benchmarking (E15)
17. Is issue being championed appropriately	The majority of Members and officers feel the issue does relate to their work but many feel they are not doing it. There is also limited direct ownership of the issue and of quality of life indicators that relate to each area. This suggests the need for it to be built into the service planning/performance management framework rather than relying on individuals to influence others.	<ul style="list-style-type: none"> Build it into the heart of decision making at a service level through appropriate service planning methods. 	<ul style="list-style-type: none"> Businesses clear why adopting sustainable development – need to train/inform NFDC staff (consult/compare). (E 13 + E14) Hants matrix supports this finding. (E15)
18. Addressing of Q of Life in service plans	Varying approaches taken to service planning. Current review of service planning ideal opportunity to strengthen link to Corporate Plan.	<ul style="list-style-type: none"> Give ownership for individual Quality of Life indicators to services through service planning framework. 	No examples available

CHALLENGE AREA	KEY FINDINGS	OUTCOMES	LINKS TO RESEARCH
Service Level (cont)			
19. Are service aims and targets reflecting sustainable development objectives	No real assessment done but likely to be inconsistent across services. Key targets and achievements have been set against the consultation draft of the HOF and there are some gaps in activity and priority. This assessment has not been done against all service plans and it is likely that there are many more activities that link in with sustainable development objectives	<ul style="list-style-type: none"> Integrated in performance management system 	<ul style="list-style-type: none"> Assessment against key sustainable development outcomes (E18) Assessment of key targets and achievements against draft HOF (E29)
20. Integration of sustainable development into individual services	No overall assessment carried out. It is assumed that the employee comments from surveys reflect the limited level of integration at service level.	<ul style="list-style-type: none"> See 19 	<ul style="list-style-type: none"> Assessment against key sustainable development outcomes (E18) Employee survey (E8)
21. Learning from sustainability assessments	The process of undertaking Sustainability Assessments has helped raise awareness and created new ideas to help inform the Improvement Plan coming out of Best Value Reviews. This has not however resulted in full investigation into service plans and learning has not been proactively shared across the Council.	<ul style="list-style-type: none"> Integrate the Best Value Sustainability Assessments carried out by services into the service planning and Performance Management regime and share best practice between services and portfolios. 	<ul style="list-style-type: none"> Local Authority questionnaire confirmed respondents had monitoring regime in place to check assessments – Quality of Life indicators. (E13)
22. Devolved function operating effectively	Some excellent examples of good practice including partnership working on key issues. Varied awareness of subject and how each service's contribution fits into overall goal. These pockets of good practice are a reflection of the overall performance and reflect potential for the devolved function to work better.	<ul style="list-style-type: none"> Part of 16 	<ul style="list-style-type: none"> Assessment against key sustainable development outcomes (E18)
Community Level			
23. LSP vs LA21 agenda – how can we plan for this to develop	Membership, Aim, Terms of Reference of the LSP are based on the principles of sustainability. Current development of the partnership; its workings, Community Action Networks, Draft Issues Paper and the Community Strategy provide the opportunity to deliver the issue through this approach.	<ul style="list-style-type: none"> The full amalgamation of the Council's work on this issue into its approach to performance management, the development of the Community Strategy and the operation of the Local Strategic Partnership Build on the work being done as part of the various economic, social and environmental networks that exist both inside and outside the district. 	<ul style="list-style-type: none"> Employee & Member survey (E8 + E9) Challenge workshops (E1 & E2)

CHALLENGE AREA	KEY FINDINGS	OUTCOMES	LINKS TO RESEARCH
Community Level (cont)			
24. Scope for public interaction and empowerment – are we maximising opportunities	Current ways of working limit the opportunities. Some good opportunities to work with key community workers within NFDC and the LSP. LSP CAN's give potential to do more. Work more closely with businesses to promote and help with sustainable development strategies.	<ul style="list-style-type: none"> View community inputs into the decision making process as key for determining issues that may have a long term impact on that community. In that respect there is a need to develop methods of dialogue at a locality level to facilitate input. 	<ul style="list-style-type: none"> Business questionnaire – compare. (E14) Citizens Panel 2000, 2001 (E8 + E9) Stakeholders conference (E10)
25. Balancing local issues with longer term/global impacts (measures to assess global impact)	The assessment against sustainable development outcomes shows that both the corporate plan and service activity is driving towards some longer term issues. The extent and impact of this has, however, not been assessed. How or where NFDC is working towards any PSA targets is also not clear	<ul style="list-style-type: none"> Assessment of sustainability outcomes will feed into the Corporate Plan 	<ul style="list-style-type: none"> Review of HOF (E4) Developing draft issues (E11) Assessment of key SD outcomes (E18) Citizens Panel (E8 + E9)
26. Structure & corporate direction provide sufficient basis for LSP/ Community planning	In order to achieve a step change need community planning to achieve an area/locality dimension to its work. This would also give all Members a real role in the issue and strengthen their community profile. Strong emphasis within the district of cross agency working on social well being. Challenge of existing approaches being undertaken through development of Community Action Networks. The positive response to the LSP by the New Forest Business partnership is encouraging.	<ul style="list-style-type: none"> Review the structure and operation of the Council's Corporate Officer Groups to ensure the Council is geared to respond to deliver the Corporate and Community Strategies. 	<ul style="list-style-type: none"> Corporate Officer Group review. (E23) Employee & Member surveys (E8 & 9)
27. Community priorities. Are these being addressed	The development of the Draft Issues Paper will provide the impetus for identifying community priorities. The Community Strategy will seek to ensure that these are being addressed. There is a need to engage communities in identifying issues and development/ delivering solutions. Need to inform communities of progress and raise awareness.	<ul style="list-style-type: none"> Ensure NFDC contribution to Draft Issues Paper and Community Plan reflects sustainable development principles Devise approach to assessing whether the strategy continues to reflect community priorities using Citizens' Panel and Forest News for example 	Draft issues paper (E11) Changing Lives– Stakeholder conference (E10)

CHALLENGE AREA	KEY FINDINGS	OUTCOMES	LINKS TO RESEARCH
Community Level (cont)			
28. Sufficient impact and influence on our partners and community	Not at present. LSP and Community Strategy should result in greater opportunities. Need to assess effectiveness of partnership including learning from experience and sharing best practice. Need to ensure appropriate agencies/ Organisations are involved.	<ul style="list-style-type: none"> Links to community planning process need to be improved across the structures of the authority ie through heads of service. 	<ul style="list-style-type: none"> Draft issues paper (E11) Changing Lives stakeholder conference (E10)
29. Sufficient resources to promote/help sustainable development in communities	Most other Local Authorities have some level of budget to help fund/promote sustainable development in community. NFDC has none!	<ul style="list-style-type: none"> Part of the Community Planning and Corporate Plan budget should be used to promote the issue internally and externally. 	Compete and Compare – Local Authority questionnaire responses. (E13)
30. Impact of sustainable development outcomes	On the ground there are a great deal of examples where services are making a difference and considering key issues of sustainability in their delivery. NFDC falls short on key strategies, plans and targets to deliver these issues and is not really focussed on monitoring or assessing where / how it can improve what it currently delivers. On the whole the majority of key impact areas are being addressed in some form through strategies, action and measures although there are some areas where there is significantly limited activity or improvement plans.	<ul style="list-style-type: none"> Feed assessment of key sustainable development outcomes into the corporate plan review 	<ul style="list-style-type: none"> Citizens' Panel 1999, 2000, 2001 (E6 + E7) Assessment against key SD outcomes (E18)