

CABINET: 4 APRIL 2007

LEISURE FUNDAMENTAL SERVICE PLAN AND REVIEW

1. PURPOSE

- 1.1 The purpose of this paper to Cabinet is two fold:
- a) To seek the adoption of the Leisure Service Plan arising from the fundamental service review.
 - b) To confirm the direction being pursued with the procurement element of the fundamental service review, which is assessing the procurement of Health and Leisure Centres and Tourism Service delivery.
- 1.2 The former can be addressed without the conclusion of the latter since, irrespective of the means of service delivery, the provider will be governed by the Plan.
- 1.3 The Service Plan has been presented to the Leisure Review Panel at their meeting on 13 March and they have commended the Plan to Cabinet for adoption.

2. BACKGROUND

- 2.1 The Leisure Service has been undertaking a fundamental review of how it operates. This is because the Service is in the fourth year of the Service Planning cycle and this is when a more in-depth assessment is made.
- 2.2 The Plan looks across the whole Service, identifying what needs to be improved and how this can be done. It sets the direction for the next four years.
- 2.3 The Review has been steered by a wide involvement:
- o Heads of Service as part of scoping of the Review.
 - o Multi-service Scoping Meetings.
 - o Review Board (Director, Chief Executive and Portfolio Holder)
 - o Reference Group and Working Groups of multi-service reps, Employee Side, external peers (critical friends) and Chairman and Vice Chairman of the Review Panel.
 - o Full Leisure Review Panel at key points.
- 2.5 The paper covers the Service Plan and Review in Sections 3 – 6 and procurement in Section 7.

3. LEISURE SERVICE PLAN

- 3.1 The full Plan is attached as Appendix 1. The policy base is little changed from the previous version of the Plan. However, there are parts of the Plan which Cabinet may wish to particularly consider:
- a) The section which relates the findings of the fundamental service review (Section 4 of this paper and page 10 of the Service Plan).
 - b) The clarity and appropriateness of the action schedules – Service Delivery Plan (Section 5 of this paper and page 65 of the Service Plan) and Organisation Improvement Plan (Section 5 of this paper and page 74 of the Service Plan).
 - c) The development of a proposed performance management framework (Section 6 of this paper and page 104 of the Service Plan).

4. FINDINGS OF THE SERVICE REVIEW

- 4.1 The monitoring groups within the Review and the Leisure Review Panel (twice) endorsed a focus on two main lines of enquiry –organisational improvement, using the “Towards an Excellent Service” (TAES) criteria and investigation of the procurement options for the Health and Leisure Centres (HLCs) and Tourism Service. A longer summary is at page 10 of the Service Plan (Appendix 1).
- 4.2 The operation of the Service was assessed using a technique called “Towards an Excellent Service” (TAES), which is a nationally accredited system. The Service made a self assessment of its performance and this was scrutinised by external assessors from the IDeA (a Government improvement body). The outcome was agreement with the team’s assessment of the Service which, out of 8 areas, rated the Service top quartile in two categories, third quartile in five, with just performance measurement rated second quartile. Whilst not a comparative scoring system, it is understood that this is a very strong score nationally. None the less there are improvements to be made and these can be found in the Organisation Improvement Plan (a first for the Service).
- 4.3 **Key Change Outcomes:** There has been a lot of material produced as a result of the fundamental service review and even the action plans are several pages long. To gain a ready insight, this is a brief summary of the key outcomes:

Finance:

- o Reduction in the net cost of the Service by £100,000 for the 07/08 base budget allocated across:
 - Reductions in expenditure on public relations in tourism
 - Revised opening hours at Visitor Information Centres
 - Increased tourism service income
 - Reduced costs of cleaning at health and leisure centres
 - Management cost reductions
 - Re-phasing of maintenance programmes.
- o Specific lines of enquiry to deliver further efficiencies 08/09 onwards. Currently identified aspects are:
 - Health and Leisure Centres:
 - Process review

Management structures
Cleaning
Support costs
Call handling
Health and Fitness income
Health and Community programmes

Tourism:

Process review in VICs
ICT utilisation
Call handling
Income from partners

Performance measurement:

- Established first comprehensive performance management system and targets for the Service.
- Established the performance position of Health and Leisure Centres and Tourism Service as a product of national and private sector benchmarking.

Service planning:

- Established the first Organisational Improvement Plan.

Service delivery:

- For the first time there is a Leisure ICT project programme
- Established the need for an Engagement Strategy
- Established the need for a Service Asset Management Strategy

Procurement:

- Specific lines of enquiry identified to investigate the delivery of Health and Leisure Centres and the delivery of the Tourism Service.

4.4 Key Findings: The Leisure Service is very well delivered. It has a long record of adapting to change in order to keep relevant to changing circumstances and markets. It serves a huge range of needs and has to manage services across the spectrum from the competitive market economy to health and social care. Its employees, as a team, therefore have the skills of entrepreneurs, planners, marketers, health and safety, childcare, community supporters – as well as the professional skills in play, sport, open space, the arts and so forth. All this is done at the same time as achieving enjoyment and fulfilment by the participants in and beneficiaries of, the Service.

4.5 Through the assessments the Service shows that it provides high standards of quality and is very successful in producing income. There are good levels of participation across the community and support for the Service is strong. On the other hand, this does come at a cost. The ideas for improvement aim to keep the benefits but to fully examine whether they might be delivered at a reduced cost.

4.6 There is a drive and passion about the work of the Service, which is focused on achieving those outcomes. This focus, along with the demands of the Service stated above, are in part the reasons for the areas for improvement, which need to be addressed. There has been a lack of attention to detailing evidence and

process improvement, perhaps an over-close attention to income above cost analysis and certainly insufficient attention to communicating progress in achieving the stated aims and policies.

- 4.7 Summarised below are the key strengths and areas for improvement of the Service arising from the review.

Strengths

- Dedicated and professional work teams.
- Strong leadership.
- High level of support for Service Aims and objectives amongst stakeholder groups.
- Positive satisfaction results with service delivery.
- Focus on outcomes.
- Very high levels of income generation across the Service but especially in Health and Leisure Centres and Tourism.
- Good access to services across target groups.
- Using a range of providers in delivering the Service.
- Excellent track record of partnership working to achieve outcomes.
- Well established and comprehensive set of policies.
- Ties to Corporate and Local Strategic Partnership plans.
- Relevance across a wide range of stakeholder needs and cultures

Areas For Improvement:

- Performance Management framework with indicators and targets.
- Analysis and reduction of the cost base.
- Asset Management.
- Attention to and recording of, service costs and trends.
- Variable use of ICT and lack of focus for the Service.
- Good engagement practice in part – but not overall.
- Evidence trails for the outcomes achieved.
- Low perception of Citizen’s Panel on the achievement of aims.
- Communicating progress against aims.
- Many different stakeholders and markets to service.
- Level and extent of marketing in services seeking income.
- External accreditation of services.

5. ACTION SCHEDULES

- 5.1 There are two action schedules, which have not been included here but are available if requested:

a) Service Delivery Plan (page 65 of the Service Plan) which sets out projects and tasks for the Service to implement. This is the “traditional” list of actions which has been found in all the Service Plans since their inception.

b) The Organisation Improvement Plan (page 74 of the Service Plan) has a different slant and is about what can be improved in the operation of the Service.

This is comprised very largely of items from the TAES improvement plan which has been to the Leisure Review Panel previously.

6. PERFORMANCE MANAGEMENT

- 6.1 A particular need for improvement identified in the TAES part of the Review was the requirement to have a comprehensive framework to monitor performance. The efforts of working groups in the review process have produced a suggested framework which is found on page 104 of the Service Plan.
- 6.2 Previous experience shows that it is a challenge to pitch the complexity of performance indicators at a level which is appropriate for depth of analysis but also not overpowering and unwieldy. The suggested method therefore, is based on establishing a “full set” of indicators split between four levels. These levels range from operational up to Quality of Life in the whole District. The “Principles” part of the framework is important to understanding what it sets out to be.
- 6.3 At member level, it will be for the Leisure Review Panel to review the whole set annually and in between times, monitor significant variations through Lead Members. This follows guidance from Lead Members, Reference Group and Review Board that the desire is to work by exception. If there is a need to follow up, then further information can be produced. The Portfolio Holder will be advised as part of service briefings.
- 6.4 It is the case that, should the framework be adopted, it will be complete as a “shell” in which to put information. Not all of the necessary information is collected currently, so it will be the end of 2007/08 before all the areas have data in them. It was felt preferable to do this, rather than produce no outcome until absolutely all the information is available.

7. SUMMARY OF PROCUREMENT PROCESS TO DATE

- 7.1 In terms of procurement, the Review identified Health and Leisure Centres and the Tourism Service as the two elements where an assessment of procurement was appropriate. Investigation through the Review has shown the significant level of partnership and externalisation in these two elements of the Service. This is illustrated in the Service Plan on page 13 for HLCs and page 15 for Tourism. The process started with ten procurement options for HLCs and eight for Tourism. After assessment, there are three options remaining for HLCs and one for Tourism. The original list with commentary is attached as Appendix 2.
- 7.2 After extensive benchmarking of performance data and a “soft market test” of one of the Health and Leisure Centres, the Review has reached the stage of identifying the following options. The original ten possible procurement options for the Health and Leisure Centres are now down to three:
- a) In-house provision with an improvement plan
 - b) Tender for an external business partner
 - c) Tender for an external Trust partner

- 7.3 For the Tourism Service, whilst there were eight options at the outset, the review process has shown that only one route is viable at this stage. This is in-house provision with an improvement plan building on current levels of partnering and externalisation. None the less there is the need to conclude the scoping of the Service and the detail of its procurement.
- 7.4 As a result of the work so far, as well as service improvements, there have been savings identified through more efficient working. These will reduce the base budget by £100,000 for 2007/08. Continued work will lead to further reductions and where possible, these are and will be, taken when they arise. As well as financially, the Service will continue to improve its service performance through initiatives such as a Service engagement strategy and a Service asset management plan.
- 7.5 At this stage, Cabinet is asked to endorse the direction of the Review and completion of the final phase. The substantive outcome of the final phase is to present an assessment of the three remaining procurement options for the Health and Leisure Centres for selection of the preferred means and an improvement plan for Tourism. This assessment will be reported in September, with implementation to follow.
- 7.6 In the final phase, in order for a proper evaluation of the procurement options for HLCs to take place, there needs to be as close as possible, like for like, comparison of the likely outcomes. Given that the benchmarking and in particular the “soft market test”, were based on the existing service; it is not unreasonable to assume that the quality and customer satisfaction levels will be fairly consistent in which case the evaluation will be focus on:
- Financial outcomes.
 - Management of strategy and policy.
- 7.7 In respect of the financial evaluation, the in-house improvement plan is based on changes taking place at all five Centres whereas the private sector proposal currently relates to only one Centre. Audit advice on the nature of the relationship with our private sector partner means that it is not possible to ask for a five Centre proposal. Therefore it will be necessary for their single Centre proposal to be developed to take account of all five sites and the basis on which this is done will form part of the final report.
- 7.8 The other key factor in evaluating the proposals are the arrangements for determining the strategic direction of the Service and ensuring that it continues to make a major contribution to the Councils strategic objectives. The initial private sector proposal is not totally clear on this and clarification is currently being sought.
- 7.9 The Review Board has called for a report assessing the Review as a whole, to be scheduled for the turn of the calendar year.

8. FINANCIAL IMPLICATIONS

8.1 The implications are part of the Service Plan and concern the base budget and capital programme as agreed by Council. Future improvement actions may lead to bids or savings, which will be part of the Expenditure Plan process.

9. ENVIRONMENTAL IMPLICATIONS

9.1 There are actions in the Plan which have environmental benefits. These are determined in the projects themselves. There are no particular implications specifically arising from this report.

10. CRIME AND DISORDER IMPLICATIONS

10.1 There are actions in the Plan which have beneficial impacts on crime and disorder issues. These are determined in the projects themselves. There are no particular implications specifically arising from this report.

11. EQUALITY AND DIVERSITY IMPLICATIONS

11.1 As a Service delivering activities and facilities in the community, equality and diversity factors are of considerable importance. The Service Plan recognises this and includes an action to create an "Equalities Framework" so best practice is developed across the Service as a whole.

12. PORTFOLIO HOLDER COMMENTS

12.1 The Leisure Portfolio Holder supports the recommendations in this report.

13. RECOMMENDATION

13.1 It is recommended that Cabinet:

a) Adopt the Leisure Service Plan, with a review in September to take into account the outcomes of the procurement review; and

b) Endorse the direction of the procurement review, with the assessment of the final options to be presented in September 2007 in order to determine the preferred means of delivery for Health and Leisure Centres and the Tourism Service.

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APPENDIX 1

NEW FOREST DISTRICT COUNCIL

LEISURE SERVICE PLAN: FUNDAMENTAL PLAN 2007- 2011

This plan starts the cycle of Leisure Service planning for the period 2007-11. Within this document are the service background, principles and policies which underpin the Service. For each of the next three years, there will be an Annual Plan which notes changes and developments, includes key expenditure plan items and the year's Action Plan. In the fourth year it will then be time for the next fundamental review of the Service.

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THE LEISURE SERVICE

Outline of the Service

The Leisure Service comprises:

Facilities:

5 Health and Leisure Centres

Dibden Golf Centre

Keyhaven River

3 Visitor Information Centres

Open spaces on the coast

Services:

Arts and heritage development

Coastal amenity and beach hut management

Children's play development

Childcare development

Environmental education

Recreation development for disabled and older people

Recreational open space projects

Sports and youth development

Tourism Service

This Service Plan covers all of these, explaining the background to them, what they are aiming to achieve and the key targets for future action. There is a lot to cover, so rather than put all the detail in here, there are also more detailed support papers for [Arts and heritage \(www\)](#), [Children's play \(www\)](#), [Keyhaven \(www\)](#), [Recreation Development \(www\)](#), [Sports Development \(www\)](#), and [tourism \(www\)](#) [\[\[more hyperlinks throughout\]\]](#)

Service Delivery

There is a wide range of ways in which the leisure service is delivered. The main ones can be grouped in a number of categories:

Direct provision by us	<p>Applemore Health and Leisure Centre Lymington Health and Leisure Centre New Milton Health and Leisure Centre Ringwood Health and Leisure Centre Totton Health and Leisure Centre</p> <p>Dibden Golf Centre Keyhaven River Lymington Visitor Information Centre Lyndhurst Visitor Information Centre Ringwood Visitor Information Centre Beach Hut management</p>
Partnership Agreements (revenue funding related)	<p>ArtSway Blashford Lakes Centre and project</p>

where others manage provision	Brockenhurst College Community Use Eling Tide Mill Trust Forest Arts Centre Forest Bus Forest Forge Theatre Company Hampshire County Council Early Years and Childcare Development Unit Hampshire Sports Partnership Lymington Museum Trust New Forest Ninth Centenary Trust Summer holiday playschemes (various providers)
Partnership Agreements for community use based on past capital injections, not revenue support.	Applemore Technical College (specialist drama room) The Burgate School Community Use (Arts Hall and full size Synthetic Turf Pitch) Lymington C of E Aided Primary School Marchwood Junior School Minstead Study Centre Noadswood School (Specialist Gymnastics facility) Poulner Junior School (netball facilities) Ringwood Junior School Totton and Eling Heritage Centre Waterside Heritage Trust
Partnership Agreements (non funding related) where others manage provision	Hampshire Wildlife Trust (site specific) New Forest Tourism Association
NFDC as managing agent at no cost to the Council.	Clayfields Health and Leisure Centre, Dibden
Contracted out services	Moorings maintenance at Keyhaven
Management of sites by others via leasehold arrangements	Many of the Town and Parish Councils in the District Eling Sailing Club Hythe Sailing Club Lymington Town Sailing Club Royal Lymington Sailing Club Milford Sea Scouts Lymington Sea Anglers Assn
Funding with some development support	One off project grant aid to groups and organisations. Developers' contributions schemes with town and parish councils. Rural Development Fund for local Members
Using other services in the Council as "Managing agent"	Grounds and tree maintenance Beach Hut wardening Open Space project management Coastal Planned Preventative Maintenance

This is quite an extensive pattern of activities. Beyond that, the officers that work in the Service often act as support for community groups, encouraging others to lead new developments that reach out to groups in the community. Some times we will lead that ourselves – such as with the Branch Out activities in the North West of the District. Usually though, it is others who undertake the work with our support, for example the

provision of Playschemes, activities by sports clubs in schools, the Sure Start project in Blackfield and many many others.

Where and how services are delivered

This is in part covered above. The main other dimension is how to cope with the spread of population around the District, with most people living in a series of settlements around the edge.

There is a deliberate policy to have a spread of facilities across the District. With facilities, our strength is in the direct provision of five Health and Leisure Centres. These are in the five main towns to provide a neighbourhood level service, close to where people live. There are many other local agreements for host agencies (schools and colleges mainly) to provide another level of community use. At both levels most of the arrangements are done on the basis of joint provision. This is where we partner with another agency (usually Education) to get wider access to community facilities. This brings benefit to the community in more access to more facilities and on some sites, a financial contribution to running costs. There can be some frustrations in the availability in term times but without this approach, there would be far fewer opportunities in the District.

Even so, it is not practical to have specialist sports halls or arts facilities in every settlement. This is where outreach work comes in. With this approach trained people go out to either lead activities themselves or enable local people to do it themselves. Examples of this are the work of Forest Bus, the Active for life programmes that have been based in village halls and the touring work of Forest Forge Theatre Company amongst others. In this way we can help local communities to make and continue their own arrangements. This also helps recognise that our communities are diverse, not the same.

Baseline information

The Service is organised into a number of “operating units” and these are summarised below, together with some key information about their operation, including net cost. All the cost figures are the estimates for 2007/08 and represent the net operating costs of that part of the service, without including capital charges (these are other charges made on the operating units by the Council and the accounting conventions we have to fulfil).

Health and Leisure Centres – Management

This covers the management costs that are outside the scope of individual Health and Leisure Centres and includes budgets for cross centre initiatives such as G.P. referral and Cardiac Rehabilitation. Net cost is £

Applemore Health and Leisure Centre, Hythe

Situated on the Applemore School Campus the Centre comprises: 25 m. Main Pool, Learner Pool, 6 court Sports Hall, “Reflections” Steam and Sauna Suite, squash court, dance studios, general activity room and a purpose built “Mind/Body Studio. The Health and Fitness Suite has recently undergone a major refurbishment and the superb 70 station “Profiles Gym” now houses state of the art equipment, incorporating the very

latest technology. The addition of "Pirates Paradise", a modern soft play centre, has been very successful. There is a manned Cafeteria service and the Centre also caters for a wide range of children's activity Parties. The installation of the 8-16 gym, specifically aimed at young people, has really gone well. So much so, that we are looking to provide similar arrangements across the other Health and Leisure Centres. The Centre offers a wide range of activities and programmes, which attracts in excess of 440,000 users annually.

Lymington Health and Leisure Centre.

Situated on the Priestlands School Campus and attached to the School buildings, this is the smallest of the Councils Health and Leisure Centres. The Centre comprises: 25 m Main Pool, Learner Pool, School Sports Hall and Activity Hall and outdoor floodlit Tennis courts. The Cafeteria area has recently been converted to a small but highly successful Fitness Suite. A £2.5 m extension funded mainly through the Sport England Lottery and including a full size floodlit Synthetic Turf Pitch, Dance Studio and 50 Station Fitness Suite has opened and exceeded its targets for throughput. The Centre attracts 165,000 users each year.

New Milton Health and Leisure Centre

Situated on the Arnewood School campus the Centre comprises 25 m Main pool, Four Court Sports Hall, Activity Hall, Sunbed Suite, 2 squash Courts, Meeting/Party Rooms and the superb "Contours" Gym boasting 55 stations of state of the art equipment and the latest fitness management technology. The centre caters for 215,000 users each year.

Ringwood Health and Leisure Centre

Situated on the Campus of Ringwood School, the Centre comprises 25m Main Pool and Learner Pool with a reputation for water of the highest quality, 5 court Sports Hall, 3 Squash Courts, Sunbed Suite, Activity Room, the excellent 36 station "Bodyline" Health and Fitness Suite and a two court outdoor all weather pitch. The addition of "The Playsite", a purpose built children's soft play centre, has been very well received indeed. The centres annual throughput is 345,000.

Totton Health and Leisure Centre.

Situated on the Site of Totton College and attached to the College buildings, the Centre comprises a 25m Main Pool and Learner Pool, 4 Court Main Hall, Performing Arts Studio and Activity Hall. The 52 station "Lifestyles" Health and Fitness Suite houses the most up to date Gym equipment and fitness management technology. The superb "Waterfalls" Health and Beauty Suite including a Steam/Sauna Cabin, Sunbed Suite, Relaxation area and Therapy/ Massage Studio adds another dimension. The Centre caters for 315,000 users annually.

Dibden Golf Centre, Hythe

The Golf Centre offers an outstanding package of golfing facilities for golfers of all ages and abilities and has a reputation as one of the top Municipal Courses in the South. Comprising an excellent and challenging 18-hole parkland course enjoying superb views

of Southampton Water, a quality 9-hole course and modern floodlit driving range the Centre offers excellent value for money. Improvements to the course have substantially enhanced the quality of play throughout the year and a well-appointed clubhouse offers top quality bar, catering and function facilities. The Centre caters for over 150,000 users a year.

Eling Toll Bridge

The ancient toll bridge was acquired, with the Mill, in 1975. Weight and width restrictions are imposed on the bridge to protect its structure. The toll is retained partly to ensure the restrictions are observed and also to assist with traffic management.

Foreshores and Beaches

The District has over 40 miles of coast, of which large stretches are unspoilt and around 90% have a nature conservation designation of some form, including extensive sites of European and International importance. It is in that context that visitors need to be managed. The Council manages 800 beach huts along the coast from Barton to Calshot. The undercliff at Barton and Milford is very popular and is also managed by the Council.

Grants and Community Partnerships

The Council operates a grant aid scheme to foster leisure and social activities for the benefit of the District. The scheme covers a number of areas: sports, youth, arts and community projects.

Keyhaven River

This beautiful and unspoilt part of the coast is a favoured spot for sailors but also home for a fishing fleet, ferry operator and boatyard. It is a site with many nature conservation designations. It is a very sensitive location and yet is home to a number of long established activities. There is a River Warden year-round, with some seasonal help. It is a constant round of liaison and communication to steer an appropriate course between the commercial, recreational and conservation interests.

Open Spaces

The Council does not have a big land estate but there are key sites, especially along the coast. Grass cutting and vegetation management along the cliff tops are the biggest sites. However there is land and trees to be managed across this very large district. This budget also deals with the provision of dog bins in these amenity areas. There is no individual employee who operates this function, it is managed across a number of Directorates.

Recreation Development Team

The team of three officer posts (with their admin support) provides professional expertise in the fields of sport, play and work with disabled and older people. Through these roles, the Council can sustain and increase participation in activities through getting out into the community and working with groups and individuals. This is all about achieving

things through others and there is a strong track record of helping to develop these groups and also to attract significant new funds from outside the District.

Part of this heading is the funding of key partners such as Eling Tide Mill Trust; Lymington Museum Trust, St Barbe Museum; Forest Forge Theatre Company; ArtSway; Brockenhurst College Community use programme; Forest Bus and others.

Tourism

The New Forest is a popular tourism and visitor destination and the Council provides a tourism service that has been recognised nationally. There is a team of three officers within the Council, with their admin support, leading in destination management, Information Services and Marketing respectively. There are also three Visitor Information Centres in Lyndhurst, Lymington and Ringwood. They deal with over 500,000 visits every year.

There is a strong partnership with New Forest Tourism Association, the District's tourism trade association. There are also key relationships with Hampshire County Council, New Forest National Park Authority and the Forestry Commission.

The Council is currently reviewing its long-standing tourism and visitor management strategy "Our Future Together". The aim of the strategy has been consistent: "For the New Forest District to become a tourism destination where the visitor, tourism industry, local community and environment are in complete harmony and thus make a significant contribution to improving the quality of all life".

Key stakeholder groups

The Leisure Service has its roots firmly embedded in the community. Ours is a front line service and we meet and listen to, a very large customer base virtually every day of the year. In addition we come across new people in our development roles and may well be a factor in the creation of new stakeholder groups. So people as users and non-user are key stakeholders and our consultation work helps them be involved,

At another level we have an immense range of partnerships. These are usually with agencies and formal groups, albeit they can be statutory, voluntary and commercial. As we develop our methods of consultation and research more groups will become connected and we will be looking at other methods of involvement. As an example of the range of contacts we have, some of the more key ones are:

SOCIAL	ECONOMIC	ENVIRONMENT
Education Authority (HCC)	New Forest Tourism Association	Hampshire Wildlife Trust
Social Services (HCC)	Economic Development	English Nature
Youth Service (HCC)	Pre-School and Day Care provision	Forestry Commission
Community First	Chambers of Commerce	Environment Agency
Forest Bus	LEADER + project	Environmental Health

County Arts Office (HCC)		Recreation and Heritage Department (HCC)
Sport England		Countryside Agency
Voluntary sector groups		Voluntary sector groups
Police		New Forest Committee
Local Sports Councils		Verderers
Sports Clubs		Commoners Defence Assn
HCC Early Years		
Schools and Colleges		
Out of School Childcare providers		
Playschemes		
New Forest Beach Hut Owners Association		

Level of discretionary / mandatory services

In local government, some services have to be undertaken by law (mandatory) whereas others are entirely at the discretion of an individual authority (discretionary). With District Councils all leisure services are discretionary. Despite this, there is a strong history of provision in all Councils. This is no doubt due in part the municipal history of the Service from Victorian times but as we have seen, there are many reasons why communities value the Service.

An exception to this has come with the arrival of the Children Act. It has introduced legislation which puts a duty on District Councils to co-operate with the Children's Services Department of the County Council. This is to make sure that appropriate services are provided and that all agencies are working together. This is referred to in more detail in the later section

More generally, it is very important to understand however, that once a service is provided it will be subject to various legal and mandatory requirements. For example – it is discretionary whether or not a Health and Leisure Centre is provided. Once it is open though, it must meet all the necessary regulations for health and safety, child protection and operational standards.

Over the years, successive Governments, Select Committees and policy “think tanks” have advocated that leisure services should be a statutory requirement. Not surprisingly (given possible resource implications) these suggestions have not found their way through into legislation. However, the fact that it keeps recurring and it does so within all forms of Government, suggests that the value of these services is well understood.

FUNDAMENTAL SERVICE REVIEW

This year was the stage in the four year cycle of planning when the Leisure Service was put under greater scrutiny. This has allowed a direction to be set for the next four years of Service operation.

The past four years in the leisure sector

Since the last fundamental plan there have been notable changes:

Internal to the Service:

- Growth of health and fitness as a core part of the business in the Health and Leisure Centres.
- Major investment in the Health and Leisure Centre sites for example with Lymington Phase 2 and major gym extensions across all sites.
- Children's Play has been brought to the fore, with direct action in the areas most in need of provision.
- Achieving Beacon status for Sustainable Tourism.

External to the Service

- Increasing concern about childhood obesity.
- Rising energy costs
- Rising costs of employment attached to national changes in conditions.
- The establishment of the Local Strategic Partnership
- The establishment of the New Forest National Park Authority.
- Growth in partnership working.
- The Children Act and the duty to co-operate in supporting the well being of children and young people, especially the duty to provide positive activities.
- Increasing overt concern with climate change and the understanding of the need for sustainable development.
- Re-organisation of the Primary Care Trust.
- Local Government White Paper and the re-enforcement of Local Area Agreements and changes to governance.

Undertaking a deeper look into the Service means the operation of the Service is critically assessed and the opportunities for more efficient practice carefully examined. A number of tools and techniques were used to provide a rigorous approach. Overall a PRINCE project management approach was adopted from the outset. This was operated by two groups – a Reference Group which had councillor representation and external peers from other authorities, as well a wide range of representatives from other services. The other group was the Review Board, with the Portfolio Holder for Leisure Tourism and the Arts and the Chief Executive.

Techniques used included: "Towards an Excellent Service" assessed by the Government's Improvement and Development Agency; Quest independent quality standards assessment; Business Process Re-engineering; Business Risk Management assessment; national benchmarking and site market testing.

Analysis of the Service showed that the two aspects where there was the most potential benefit in reviewing how they are delivered are the Health and Leisure Centres and Tourism. Both these elements of the Service were the subject of benchmarking of performance and a challenging review of how they are delivered, which is referred to in the section "Delivering the Service".

There is too much material contained in the review to be added to this plan but those readers interested in some of the background work **follow this link**. Necessarily, in respect of outcomes, the Plan and its activities will focus on change and improvement,

which is often seen as a response to negative outcomes of weaknesses. This is not entirely the case, since there is a desire to improve even where performance is already high. There can be a reticence to celebrate the findings which show the tremendous commitment across all aspects of the Service and its achievements, however there is some reference to this in the Plan.

Key Change Outcomes:

There has been a lot of material produced as a result of the fundamental service review and even the action plans are several pages long. To gain a ready insight, this is a brief summary of the key outcomes:

Finance:

- Reduction in the net cost of the Service by £100,000 for the 07/08 base budget allocated across:
 - Reductions in expenditure on public relations in tourism
 - Revised opening hours at Visitor Information Centres
 - Increased tourism service income
 - Reduced costs of cleaning at health and leisure centres
 - Management cost reductions
 - Re-phasing of maintenance programmes.
- Specific lines of enquiry to deliver further efficiencies 08/09 onwards. Currently identified aspects are:
 - Health and Leisure Centres:
 - Process review
 - Management structures
 - Cleaning
 - Support costs
 - Call handling
 - Health and Fitness income
 - Health and Community programmes
 - Tourism:
 - Process review in VICs
 - ICT utilisation
 - Call handling
 - Income from partners

Performance measurement:

- Established first comprehensive performance management system and targets for the Service.
- Established the performance position of Health and Leisure Centres and Tourism Service as a product of national and private sector benchmarking.

Service planning:

- Established the first Organisational Improvement Plan.

Service delivery:

- For the first time there is a Leisure ICT project programme
- Established the need for an Engagement Strategy
- Established the need for an Asset Management Strategy

Procurement:

- Specific lines of enquiry identified to investigate the delivery of Health and Leisure Centres and the delivery of the Tourism Service.

Key Findings:

The Leisure Service is very well delivered. It has a long record of adapting to change in order to keep relevant to changing circumstances and markets. It serves a huge range of needs and has to manage services across the spectrum from the competitive market economy to health and social care. Its employees, as a team, therefore have the skills of entrepreneurs, planners, marketers, health and safety, childcare, community supporters – as well as the professional skills in play, sport, open space, the arts and so forth. All this is done at the same time as achieving enjoyment and fulfilment by the participants in and beneficiaries of, the Service.

Through the assessments the Service shows that it provides high standards of quality and is very successful in producing income. There are good levels of participation across the community and support for the Service is strong. On the other hand, this does come at a cost. The ideas for improvement aim to keep the benefits but to fully examine whether they might be delivered at a reduced cost.

There is a drive and passion about the work of the Service, which is focused on achieving those outcomes. This focus, along with the demands of the Service stated above, are in part the reasons for the areas for improvement, which need to be addressed. There has been a lack of attention to detailing evidence and process improvement, perhaps an over-close attention to income above cost analysis and certainly insufficient attention to communicating progress in achieving the stated aims and policies.

Summarised below are the key strengths and areas for improvement of the Service arising from the review.

Strengths

- Dedicated and professional work teams.
- Strong leadership.
- High level of support for Service Aims and objectives amongst stakeholder groups.
- Positive satisfaction results with service delivery.
- Focus on outcomes.
- Very high levels of income generation across the Service but especially in Health and Leisure Centres and Tourism.
- Good access to services across target groups.
- Using a range of providers in delivering the Service.
- Excellent track record of partnership working to achieve outcomes.
- Well established and comprehensive set of policies.
- Ties to Corporate and Local Strategic Partnership plans.
- Relevance across a wide range of stakeholder needs and cultures

Areas For Improvement:

- Performance Management framework with indicators and targets.
- Analysis and reduction of the cost base.
- Asset Management.
- Attention to and recording of, service costs and trends.
- Variable use of ICT and lack of focus for the Service.
- Good engagement practice in part – but not overall.
- Evidence trails for the outcomes achieved.
- Low perception of Citizen’s Panel on the achievement of aims.
- Communicating progress against aims.
- Many different stakeholders and markets to service.
- Level and extent of marketing in services seeking income.
- External accreditation of services.

Improving the operation of the Service:

The operation of the Service was assessed using a technique called “Towards an Excellent Service” (TAES), which is a nationally accredited system. The Service made a self assessment of its performance and this was scrutinised by external assessors from the IDeA (a Government improvement body). The outcome was agreement with the team’s assessment of the Service which out of 8 areas, rated the Service top quartile in two categories, third quartile in five, with just performance management rated second quartile. Whilst not a comparative scoring system, it is understood that this is a very strong score nationally. None the less there are improvements to be made and these can be found in the Organisation Improvement Plan (a first for the Service).

Delivering the Service: Health and Leisure Centres

The Health and Leisure Centres already exhibit a “mixed economy” in the way services are delivered. The table below illustrates this:

(KEY: I – internal; P – partnership; E – external. H&L Centres – Health and Leisure Centres; PCT – Primary Care Trust; HCC – Hampshire County Council).

Facilities

FUNCTION	I	P	E	WHO
Swimming Pools	√			H&L Centres
Sports Halls/Studios	√			H&L Centres
Gyms	√			H&L Centres
Health Studios/Sunbeds	√			H&L Centres
Crèche/Pre-school/soft Play	√			H&L Centres
Squash courts	√			H&L Centres
All Weather areas	√			H&L Centres
Spectator areas	√			H&L Centres
Social Areas	√			H&L Centres

Health

FUNCTION	I	P	E	WHO
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Exercise Referral		√		H&L Centres/PCT
Healthy Outlines		√		H&L Centres/PCT
Cardiac. Rehab. 3 & 4		√		H&L Centres/PCT
Healthy Backs		√		H&L Centres/PCT
Smoking Cessation		√		H&L Centres/PCT
Ante/Post Natal	√			H&L Centres
Physical Activities Opportunities	√			H&L Centres

Education

FUNCTION	I	P	E	WHO
Joint Use		√		H&L Centres/Schools
Course of instruction	√			H&L Centres
Employee Training	√			H&L Centres
Sports Clubs	√			H&L Centres
Lifestyle initiatives/Campaigns	√			H&L Centres

Social Inclusion

FUNCTION	I	P	E	WHO
Concessionary Use	√			H&L Centres
Disabled Access/IFI	√			H&L Centres
Crèche	√	√		H&L Centres
Youth Projects		√		H&L Centres/HCC
50 Plus Activities	√			H&L Centres
Soft Play/Gym Tots	√			H&L Centres
Sports Clubs	√			H&L Centres

Community Service

FUNCTION	I	P	E	WHO
Holiday Activities/Day Camps	√		√	H&L Centres/Franchise
After School Clubs	√			H&L Centres
Special Events	√		√	H&L Centres/Private Sector
Other Council Services	√	√		H&L Centres
Charitable Support/Good Causes	√			H&L Centres
Children's Parties	√	√		H&L Centres/Franchise

Quality Of Life

FUNCTION	I	P	E	WHO
Fitness Facilities	√			H&L Centres
Relaxation	√		√	H&L Centres/Franchise
Play Facilities	√		√	H&L Centres /Private
Competition/Tournaments	√	√	√	H&L Centres/Private

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A wide range of procurement options were initially listed and these were reduced during the review process to the lists included in the summary below.

The outcome of performance benchmarking and indicative market test has shown the Service is strong on income, satisfaction with the Service, accessibility for target groups and levels of utilisation but costs are high.

These outcomes have essentially reduced the options to an assessment of in-house provision with improvement plan and the potential benefits of a formal private sector partnership. This is the main focus of work through until September 2007. In September the preferred option will be decided and an implementation plan agreed.

OPTION	POSITION
1/. In house with benchmarking and improvement plan	In action now. Review indicated strengths and also specific areas of improvement that have the potential to lead to significant change.
2/. Indicative market testing of one Centre	Undertaken in the review. Information part of the analysis of the way forward.
3/. Joint commissioning with another local authority.	Dependent on chosen procurement route. Initial approaches made but the Review determined that the preferred procurement route for the Council should be established first, before any formal approaches made.
4/. Operational partnerships – new and / or extended contract arrangements for parts of service	The outcome of the benchmarking and indicative market test suggests no further work is done. These arrangements would assist income but the Service is already a very strong performer in this aspect.
5/. Private sector partner through market test	The value of this option is being assessed alongside the outcome of 1 and 2 above.
6/. Partner with an existing not for profit body	Will be part of 5 above.

TOURISM SERVICE

The Tourism Service is already a “mixed economy” with direct provision and partnerships featuring strongly, which is illustrated below.

In addition there are some other key features arising out of the benchmarking:

- Leading performance in income generation and recovery rate.
- Performance benchmarking shows the service to be a strong performer both in regards of income and costs.
- High levels of throughput at VICs.
- Nationally recognised in the delivery of a sustainable tourism destination management and evidence of how that is influencing local industry and other providers to respect the destination.
- Scope for increased activity with partnerships but little prospect of significant funding / investment.

None the less, there is learning to be gained from strong performers in the field to provide for even better performance. Examples are:

- The desire to structure the Service to meet changing customer patterns (use of the internet).
- Creation of more formal Agreements with key partners in the District.
- Consider possible sharing of service with near geographic neighbours with a good “fit” to the needs of the destination.
- Careful assessment of the means used to promote the Destination

These learning points are reflected in the service efficiencies for 2007/08. Also there is a wider list of actions in the Organisation Improvement Plan (p 74) to complete this work.

The review has shown that there is no “market” of alternative means to deliver Tourism. The potential for some partnerships to be major players has been explored but they are not able to operate at that level. None the less, Agreements are being devised to put the relationships on a clear footing. Partnership will remain at the core of how the Tourism Service is delivered. It is the quality of these relationships that enables the destination to be held in the regard it is.

The focus for the future is on option 1 (above): In – house delivery with an improvement plan, with a particular emphasis on extending the partnership approach. These are summarised below in the main elements of the Service:

(KEY: I – internal; P – partnership; E – external. TDM – Tourism Destination Manager; TO I&E – Tourism Officer Industry and Environment; TO V&C – Tourism Officer Visitor and Community. NFTA – New Forest Tourism Association. VIC – Visitor Information Centre)

Destination Management

FUNCTION	I	P	E	WHO
Policy and objectives	√			Tourism Destination Mgr
Representation / voice for the subject	√			Tourism Destination Mgr
Integration of stakeholders	√			Tourism Destination Mgr
Initiatives with transport, produce, quality	√			Tourism Officer I&E
LA 21 Model	√			Tourism Officer I&E
Advice to planning	√			Tourism Officer I&E
Research	√			Tourism Officer I&E

Marketing

FUNCTION	I	P	E	WHO
PR commissioning		√		TDM / NFTA
PR delivery			√	PR unit (was commercial)
Print commissioning	√			TDM and team
Where to Stay Guide design and print			√	Tender
Where to Stay Guide distribution	√			Direct supply via VIC
Visitor Guide design, print and distribution			√	Print tender Distribution supplier
Map design, print and distribution			√	Print tender Distribution supplier
Quality Guide design, print and distribution			√	Print tender Distribution supplier

Visitor Information

FUNCTION	I	P	E	WHO
VICs (3 all year) buildings	√	√		Lyndhurst and Lymington in museum premises. Ringwood stand alone.
Web commissioning and content management	√			TO V&C and VIC employees
Web site hosting and development service			√	Tendered managed service
Visitor Information Panels commissioning	√			TO V&C
Visitor Information Panels operation and income			√	Managed service

The Tourism Service is a service to the New Forest District as a destination. It is a defined brand and has a unified coherence about it. This is basis for the way forward in our delivery and partnerships. A key relationship is with the National Park Authority and this is clearer now there is a written Agreement which identifies respective roles.

OPTION	POSITION
1/. In house with benchmarking and improvement plan	In action now. Business process review underway to assess scope for efficiency savings.
Operational partnerships – new and / or re-negotiation contract arrangements for parts of service	Significant to improvement plan. Agreement close to completion with National Park Authority and New Forest Tourism Association.
Joint commissioning with another local authority.	Dependent on chosen procurement route. Initial approaches made but the Review determined that the preferred procurement route for the Council should be established first, before any formal approaches made. Any relationship

would need to be in the context of the New Forest as a destination.

KEY DIRECTIONS

- Confirmation of the policy base to provide services which deliver strong community outcomes, at a defined level of financial performance.
- Review the processes used by and operation of, Visitor Information Centres so they can best serve Destination.
- Seeking to maintain the benefits at a lower net cost.
- Recognition of the huge range of services within the Portfolio.
- The desire to stretch the performance of the Service to deliver more outcomes which support the well being of the district.
- Fully establish the new performance framework and targets for improvement to help ensure improvements in efficiency and effectiveness.

The detailed actions under this Plan are spelt out in two tables:

Service Delivery Plan (p65) which lists the projects, schemes and programmes that the Service will be doing in terms in the community during the next few years.

Organisation Improvement Plan (p74), which is more about how the internal workings of the Service will be improved.

THE VALUE OF LEISURE

Principal Impacts and issues.

There are few of us whose lives have not been shaped by the sports we have played or followed, the music that inspires us, the sight of impressive landscape or perhaps the delight of introducing others to these experiences. In all that follows, the pursuit of activities we label as the slightly uninteresting “The Portfolio for Leisure Tourism and the Arts” has the power to delight, entertain, inform, inspire and astound. In our traditional way of report writing, we might say “participation in leisure, arts and tourism activities brings benefits in their own right”. This we have always known but perhaps not always expressed in a way that communicates its power.

We also know that being active has many other related benefits in fields such as an enhanced economy, added awareness of the environment, improved health, crime reduction and social inclusion. We shall return to these themes throughout this Plan.

The Council is a major community leader and supporter in leisure. It is perhaps our largest interface with our communities. In the Health and Leisure Centres we manage the busiest of our community assets. Leisure has a big impact.

Local authorities have the choice as to what leisure or cultural services they provide and to what level. Few are required by statute. However there is a long history of provision,

starting with the public baths and parks of the Victorian era. These were put in place to help address the health and well being of residents, more than they were for learning to swim and playing sport. So to some extent the way we look at leisure nowadays has come back round to that way of thinking. Most recently, the adoption of Youth Matters by Government has given Hampshire County Council the duty to provide for positive activities for young people. As the District Council as a duty to co-operate, this is a significant factor to account for in future planning.

In the District the Service is more recent. The first facility was built in the seventies in New Milton just before the 1974 re-organisation of local government. The last new facilities to be built were the Health and Leisure Centres at Totton and Lymington. This completed a pattern of provision that had been deliberately pursued. It serves the main settlements, driven by a belief that provision should match the characteristics and needs of the District. This is a significant increase in scale, where now the Health and Leisure Centres have a total number of visits which approaches 1,500,000 every year.

One aspect that has emerged in leisure is the idea of working with groups, organisations and individuals in the community to help them provide opportunities. This “partnership working” has now become one of the tools we use to provide opportunities around the district. Through this we can make the most of the skills and energy of a wide range of people. We have our part to play but it is important to recognise the role of others in achieving provision across the communities of the district.

The services covered by this Plan are at the heart of much that is current in community related issues. The Local Government White Paper “Strong and Prosperous Communities” October 2006 suggests a much greater role for local governance along with many detailed changes. There are some actions in the work programme for 2007/08 but others will unfold in the next year. When they do, any consequences will be picked up in each successive Annual Plan. This continues to put Local Government at the heart of community activity. The Service is closely affected by initiatives such as the power to promote well being; the duty to produce a Community Plan that recognises the role of local government as community leader; the re-enforcement of the role of the Local Strategic Partnership and its focus on community involvement through partnership working.

At a national level, concerns over the breakdown in active communities; the need for more and better qualified leaders and instructors; increasing obesity in young people; the fear of crime; the recognition of the value of maintaining independence later in life in an ageing society; heart disease and well being; the support needed for school sport and the essential need to conserve sites of nature conservation value, amongst others, means that winning the hearts and minds of our communities is a large and increasingly recognised agenda. Whilst there is an increasing emphasis on these aspects nationally, this is not new locally, where the Council has been active in such areas since the Leisure Benefits paper of the mid nineties, which is referred to above.

There is a large and expanding bibliography, which supports the assertion that a local authority active in its communities is a powerful community leader and supporter, helping to improve the quality of life in those communities. Some examples from these sources follow and can be found by following the links:

“Choosing Health: Making Healthier Choices Easier”

“Choosing Activity: a Physical Activity Plan”

“Physical activity and sport playing its part in delivering “Choosing Health” [Sport England]

“Beyond enjoying and achieving” Arts Council

“Choose Dance” Arts Council England

“Mission Possible” Sport England SE Region Plan

“Framework for Sport in England” Sport England national plan.

www Active Places (information)

Locally surveys show consistent support for the service and its aims:

Citizen’s Panel

Active England surveys

These benefits and relationships are not just recognised within the “cultural” sector. Later in this paper there is detail on the relationship to key health priorities. The crime and disorder agenda is also one where a positive contribution is made through diversionary activities in the leisure field.

Community Safety Strategy

The New Forest Community Safety Strategy 2005 – follow [this link](#)

Health Sector

There are significant partnership relationships with the health sector and notwithstanding current re-organisations in that sector, it is an aspect of leisure which seems destined to develop. There is more detail on this in the policy section (page 22 onwards)

Indices of Deprivation

It is not always appreciated that there are significant issues to address in the District.

The ‘Indices of Deprivation 2004’ (ID 2004) were published in April 2004 by the Office of the Deputy Prime Minister (ODPM) to update the 2000 Indices (ID 2000). As previously, the 2004 Indices have been designed to measure multiple deprivation and numeric values have been produced that allow comparison of local authority districts across England. Additionally, data has been produced for small geographical units called Super Output Areas (SOAs) which nest within electoral wards.

There are 354 districts within England, 67 in the South East Region and 13 in Hampshire County (including unitary authorities). The following tables show the comparison rating

between New Forest and the other districts in Hampshire, the South East and England. The summary also gives a brief explanation of what each category means.

For most of the district level scores, New Forest ranks in the third least deprived districts in England and at about average across Hampshire. However, for the income and employment scores New Forest is ranked as 4th most deprived in Hampshire and significant numbers of residents in the district are estimated to be suffering these types of deprivation.

Deprivation scale: Rank 1 = most deprived Rank 13 = least deprived

LA NAME	Hampshire Rank	South East Rank	England Rank
Southampton	1	2	62
Portsmouth	2	4	76
Havant	3	13	132
New Forest	4	19	155
Basingstoke and Deane	5	26	216
Gosport	6	40	258
Eastleigh	7	41	267
East Hampshire	8	43	276
Rushmoor	9	49	286
Test Valley	10	50	287
Fareham	11	55	297
Winchester	12	58	308
Hart	13	67	349

District-wide deprivation summary

The ID 2004 is based on seven types of deprivation:-

- Income
- Employment

- Health Deprivation and Disability
- Education, Skills and Training
- Barriers to Housing and Services
- Living Environment
- Crime

Local deprivation

The data shows that there are particular wards within which the indices of multiple deprivation feature more strongly than elsewhere. In these terms, the ten most deprived wards are:

Holbury & North Blackfield	Totton South
Butts Ash & Dibden Purlieu	Totton East
Milton	Becton
Fernhill	Ringwood South
Pennington	Hythe West & Langdown

[source: Summary of Indices of Deprivation: 2004 New Forest District Council]

Within these wards, there are smaller areas where the index places them in the top 10% most deprived areas in the Region, and on occasions the top 5%. Service delivery needs to reflect this and it particularly affects partnership working where agencies work together to help reach out to work with these communities.

A good example of a joint community programme is known as Participatory Needs Assessment, a project with the Primary Care Trust which has taken place in three of these wards. They have provided important impetus for these communities to address their local needs. It is the Council's intention to carry on with this programme and the Leisure Service will continue to support the initiative.

NFDC POLICY AND OBJECTIVES

Contribution to the Corporate Plan.

The service seeks to make its contributions to the corporate aims of the Council. These aims are set out in "Heart of the Forest". (nfdc.gov.uk/hof)

The Council's Corporate Vision Statement is:

To be an outward looking Council, working closely with the community and in partnership with others to enhance the quality of the lives of present and future generations by:

- Preserving the environment of the New Forest district for the peaceful enjoyment of residents and visitors;

- Helping to create and maintain a local economy that brings opportunities for jobs and economic benefit for the area; and
- Understanding and fulfilling local needs through creating and maintaining healthy and safe communities for the enjoyment of all.

In leisure, there is an overall aim and a set of policies, which guide medium term and annual objectives.

Our aim is: “In the provision of services for Leisure, Tourism and the arts, to work together to improve the delivery of these services, so as to meet the needs of the community; industry; visitors and the environment in a way that improves the quality of life in the District for the benefit of present and future generations”

There is a strong fit between this aim and the Corporate Vision.

The policies for leisure are set out in the following pages. These are important because they set the direction for the Service.

In this Plan we are showing the connection between leisure policies and the aims of “Heart of the Forest” (HOF). In the pages that follow, this is done by including references to HOF within each of the leisure policy headings. The “Heart of the Forest” also has four key priorities:

Clean Streets and Public Spaces
 Crime and Disorder and Community Safety
 Manage our Finances and
 Housing

There is increasing emphasis being given to these and so an indication of what leisure objectives are contributing to these specifically is noted against that objective.

Leisure Service Policies Commentary and Annual Objectives

The policies in their various sections that follow represent over twenty years of service development. Some have been ever present but many are the result of responses to changing circumstances and thinking.

Now that Service Planning is underway, these statements are presented as the position at the moment. They hopefully provide a solid basis for the provision of the Service. They are also there for challenge, discussion and development. Hopefully this will be part and parcel of writing this Plan – not just this time round but in editions to come.

As with all Council policy, it sits in a context of national, regional and sub-regional policy. Without listing them all here, it is important to acknowledge that they exist and are there as part of the framework for our provision. So a brief summary follows before the detail of our policies.

Operating principles

The Fundamental Plan of 2004-08 adopted the following principles, which continue into this plan:

Valuing diversity – the strength of diversity and the appropriateness of designing approaches to fit the needs of individual communities.

Local control – building the skills of communities to develop their own services – sometimes alongside direct provision

Support local commitment – local authorities and their partners as supporters not to replace local contributions

Promote equitable partnerships – openness about the degree to which the funding or supporting partners are able to empower community groups. Look for a balance of who takes the risks.

Defining common objectives – Bringing people together to jointly agree stated objectives

Working flexibly with change – every one being prepared to adapt to changing circumstances

Sustainable – there is a poor track record of sustaining the effort that supports community initiatives. Re-invention to meet constantly changing criteria or the constant search for short-term funds is ineffective and inefficient.

Pursue quality – irrespective of the means of service delivery, set standards should apply. Community development is difficult but the inputs and outputs can all strive for excellence.

Connect with the mainstream – there is a danger of isolation – being seen as “special” schemes. To be successful it is inevitable that there must be such a connection.

Taken as a group, these principles lie at the foundation of our approach. This applies within the Service and beyond, be it in partnership with Town or Parish Councils, formal Trusts or an impromptu group of young people. Therefore the by the scope and variety of services that are offered, and the manner in which they are delivered, we aim to offer services that are inclusive across the community.

Given this statement and the principles which it is founded on, we do see the Service making a positive contribution to the Authority across all the elements of sustainability: social, environmental and economic issues. Clearly, social aspects may predominate but there are significant impacts in the other two areas. There are more details in the support plans referred to above but as illustrations:

Social:

Improving the health of older people through specific programmes

Decreasing youth related crime through specific youth projects

Engaging new young people into sport through Active Sports
Ensuring that all leaders and coaches are trained in Child Protection.
Teaching 4,000 people to learn to swim each year
Supporting Community Tourism Groups to be active in their own towns
Increasing opportunities for people to improve their skills and become more engaged and active in their local communities.
Enabling local access by partnership arrangements to open up facilities.

Environmental

Managing sites of nature conservation importance to enhance their value but respect the needs of users.
Maintaining the special character of coastal sites where we operate facilities
Increasing the level of environmental understanding and positive stewardship by people of the district.
Taking measure to reduce the impact of the service on the environment e.g. CO₂ reduction at the Health and Leisure Centres.
Partnership in environmental projects such as the Forestry Commission Interegg project on access and impact.
Promotion of cycle and walking routes.

Economy

Tourism is the biggest employer in the District
Childcare and its support for parents staying in or returning to the work force.
Encouraging the development of local distinctiveness and products.
Enabling the return to work via day care opportunities
Offering skills training

LEISURE SERVICE

[HOF: Develop our Employees; Manage our Finances; Improve our Performance; Foster Innovation; Promote Equal Opportunities and Diversity; Manage our Physical Assets; Make Best Use of Technology; Leisure/Art and Culture; Tourism; Social Inclusion; Youth People; Older People; Health; Crime and Disorder; Environmental Management; Transport; Involve the Public; Work with Partners].

1. Asset provision and stewardship

1.1 Strategic approach:

To adopt a strategic approach to the provision of indoor facilities by considering provision on the three tiers of major settlements, key villages and small communities.

1.2 Pattern of provision:

To undertake the role of assessing the appropriate pattern of facilities in the District within which the Council and partner agencies can supply the appropriate provision

2. Operation and management

2.1 Operation of the Service:

To ensure that management of Council Leisure Service meets the Council's required standards of service delivery; and management practice and recognition of the needs of the environment, and does so to provide best value to users and the council tax payer.

2.2 Standards :

To involve stakeholders in setting standards of service delivery; service testing; management practice and customer care.

2.3 Flexible delivery:

To operate the service in a flexible way using a combination of built facilities and outreach services both directly operated and by partners.

3. Finance

3.1 Third party funding:

To utilise opportunities for third party funding where such sources will assist the meeting of Council aims and accord with Council expenditure guidelines.

4. Research

4.1 Research:

To ensure there are a range of mechanisms in place to undertake market research and obtain customer feedback.

5. Social

5.1 Education and learning: To make a contribution to opportunities for education and learning within our communities at all levels to include those starting new activities as well as excellence. In doing this we will wish to provide leadership through developing our employees and structures and by making close links with the local clubs, groups and educational establishments.

5.2 Encouraging participation:

To ensure the leisure services are available to the whole community in ways that address barriers that may exist to their participation, where possible encourage integration within the community.

5.3 Encourage more to take part:

To encourage more people in the District to experience the enjoyment; self-fulfilment; social interaction; relaxation and fun which results from regularly taking part in sport and informal recreation.

6. Partnership

6.1 To develop innovative partnerships and opportunities for joint working and funding with both the public and private sector and also recognising the valuable part local voluntary, statutory and other agencies can play within our community. This will assist us in maximising the use of resources in

both direct and enabling activity and create a greater ownership by and synergy with, our partners.

London hosting the Olympic and Paralympic Games in 2012 is the single biggest opportunity ever to inspire greater participation in sport.

There is a strong commitment to increased investment in sport and staging the Games. Whilst the impact on provision of a new world-class sports infrastructure across the UK will not directly affect facilities here, it is the inspiration of a new generation to take up sport where the largest legacy can be achieved.

Maximising the increase in participation at community and grass-roots level in all sport and across all groups is central to the vision of the Games. Objectives have been established to deliver improved community services and facilities as well as enhanced sporting opportunities from the London 2012 Games.

Approved by the Olympic Board, the objectives include a commitment to achieve a sustained improvement in UK sport at Olympic levels and in grassroots community participation.

The strategic objectives, which underlie London's vision of hosting an inspirational, safe and inclusive Olympic and Paralympic Games that leave a sustainable legacy for London and the UK, also include commitments to:

To stage an inspirational Olympic and Paralympic Games for athletes, the Olympic Family and the public

To maximise the economic, social, health and environmental benefits of the Games for the UK, particularly through regeneration and sustainable development in East London.

Whilst much of the material supporting the Games necessarily focuses on London, there are programmes such as "On Your Marks" which provide nationally relevant information and ideas to encourage young people into sport.

For the district, making the most of the profile of the Games and using our contact networks to join in with appropriate programmes, there is scope to make the most of this unique opportunity. There can be little doubt that the Games can inspire people across the community, not just in elite sporting squads, to participate in sport. It is for the Service to work with communities and our partners to use this opportunity to meet those needs.

It is also worth mentioning the role of London 2012 as a wonderful opportunity for tens of thousands of people from around the UK to help deliver the most spectacular Games ever. Though numbers are far from final, experience of past Games suggests up to 70,000 volunteers will be needed.

Again, this may raise the profile of volunteering and therefore be used as part of the drive to sustain and develop volunteering in the district.

HEALTH AND LEISURE CENTRES

[HOF: Develop our Employees; Manage our Finances; Improve our Performance; Foster Innovation; Promote Equal Opportunities and Diversity; Manage our Physical Assets; Make Best Use of Technology; Leisure/Art and Culture; Tourism; Social Inclusion; Youth People; Older People; Health; Crime and Disorder; Environmental Management; Transport; Involve the Public; Work with Partners].

1. Asset provision and stewardship

1.1 Provision of Health and Leisure Centres:

To directly provide and manage the current pattern of Health and Leisure Centres so as to serve the major centres of population and their catchment.

1.2 Planned Investment:

To sustain a planned level of investment in the facilities we manage to ensure they offer a service that continues to meet the needs the expenditure guidelines of the Council, as well as those of the market; at the desired level of quality, safety and value for money.

2. Operation and management

2.1 Accessible service

To operate a Health and Leisure Centre service which provides leisure and recreational facilities and opportunities accessible to all and working with other agencies makes a positive contribution to the quality of people's lives across the District."

2.3 Management Approach:

To continue to develop the management of the service as efficient, effective, co-ordinated businesses by implementing good practice in business planning, marketing, customer care, quality and financial management.

3. Finance

3.1 Balancing needs and price:

To manage the service in such a way as to balance the physical and social needs of the community with its ability to pay for the

1.3 Facility Design:

To incorporate all statutory requirements and current best practice in the design of our own facilities, new and existing.

1.4 Priority to our existing facilities:

To give priority to improving and expanding our existing recreation facilities, rather than provide further new facilities.

2.2 Guidelines:

To ensure that clear guidelines are devised and maintained for the operation of the Service, Setting out the factors included in standards of service delivery and management practice.

2.4 Best Value principles:

To operate services in accordance with best value principles, with particular regard to using all opportunities for income generation, whilst maintaining service standards.

3.3 Pricing and Hours of Operating:

To establish a scale of charges and hours of operation which will

services it receives but in such a way that price is not a major barrier to access.

3.2 Operating Within Financial

Targets:

To operate our services within financial targets which are set and reviewed at least annually.

optimise both use of services and net income whilst still maintaining the desired level of service.

4. Marketing and programming

4.1 Programme to meet needs:

To provide programmes, activities and opportunities which contribute to improving the quality of life of people in our communities particularly those with special needs. This will make its contribution to the national agenda of improving health, assisting young people, tackling crime and community safety all with an emphasis on social inclusion. In designing such opportunities we will be aware of the particular difficulties of access experienced by rural isolated communities and will engage in outreach activities where appropriate.

4.2 Major Events:

To consider holding major events at its facilities as a means of encouraging participation.

4.3 Marketing:

To ensure the effective marketing of what it directly provides and co-operate with partners in order to meet policy objectives

5. Social

5.1 Centres at the heart of the community

5.1 To put the Health and Leisure Centres at the heart of our communities as a focal point for community activity recognising that the Health and Leisure Centres have a strong physical presence within settlements and have greater potential to act as a centre of community endeavours and interests whilst creating greater ownership, community identity and involvement. In achieving this, Health and Leisure Centres will seek to be an effective additional gateway to other Council and local services.

5.2 Concessionary Use at Health and Leisure Centres:

To operate a scheme for concessionary membership and fees, so as to encourage use from across the whole community, without jeopardising business objectives.

HEALTH AND LEISURE CENTRES: COMMENTARY

The main interface the Council has directly with its communities is through the Health and Leisure Centres and Dibden Golf Centre. The objective is to provide leisure and recreation facilities and opportunities which are accessible to everyone and to provide a dynamic service which responds to the needs of the community. There has been much evidence to this approach in recent years when the use of space within the Centres has changed dramatically to cater for the change in leisure trends and peoples expectations.

Leisure provision is an increasingly competitive business with a multiplicity of public and private operators competing for a share of the market. As choice has increased customers have become more discerning in what they want and the service has had to respond accordingly. Investment in health and fitness and customer services has seen a dramatic increase in throughput and income as we have developed facilities and services which compare favourably with our private sector competitors. The investments have been undertaken based on sound business principles and project evaluation which gives an excellent return on the capital invested. However, it is not only in facilities that the investment has been made. A recognition that added value is a fundamental principle in attracting and retaining customers, the way in which activities are organised and promoted has fundamentally changed.

As a result therefore the Council has had a programme of investment in facilities and this is exemplified in the Appendices to this Plan. They reflect the Council's guidelines for investment in seeking to acquire, construct or enhance the asset. In so doing we are looking to lengthen substantially the useful life of the asset and /or increase its value or the extent to which the asset will be used.

Casual pay and play provision is still an important element of our operation and a key part of the ethic of public service provision. However there has been a movement towards supervised and instructor led activities. This has seen standards of service improve and income move into the highest level when compared with other providers. This type of comparison is an important element of our work. In order to ensure that financial performance and service standards are at the right levels we have a sophisticated system in place for comparing our performance with the providers in both the public and private sector.

Results so far have been very encouraging with performance at or above the levels achieved by our partners. In those areas where it seems we need to improve we have worked with those partners to produce an Action Plan to improve performance and this is in the process of implementation.

One of the key factors where performance differs is the level of resources which go into providing wide ranging programmes which benefit the community. One of the key themes of the Service Plan has been the wider benefits which culture and leisure can bring and it is the range of programmes which provide these benefits which often represents the differences from other providers. These programmes range from GP referral and cardiac rehabilitation programmes in partnership with the PCT to holiday activities for children at school clubs and activity based projects for hard to engage

groups of teenagers. Although in general many of these programmes do not add to the 'bottom line' of the Health and Leisure Centres. They provide wide ranging benefits including financial ones to the community at large.

Our main objective must be to maintain the balance between providing a service which offers good value for money as well as programmes and activities which benefit and can be accessed by everyone. The evidence tells us we have gone a long way to achieving this but there is more work to do.

PARTNERSHIPS: POLICY

[HOF: Leisure / Art and Culture; tourism; Work with Partners]

1. Assisting others:

To encourage and assist other agencies in the provision of appropriate leisure facilities and services, within available resources ensuring that duplication is avoided.

2. Joint provision/Dual Use:

To work primarily with schools and colleges but also other partners from the public, private and voluntary sectors in joint schemes to provide facilities and maximise their benefit to the community.

3. Partnership Agreements:

To require all partnership arrangements to have clearly written Agreements to specify the service required; operational responsibility; monitoring arrangements; financial reporting and consultative processes.

4. Relations to other Councils:

To seek especially close relationships with the Town and Parish Councils in the District; Hampshire County Council; surrounding District and Unitary Councils in creating exemplary arrangements for the effectively co-ordinated delivery of services.

5. Topic plans:

To describe the roles of partnerships agencies within topic plans on individual areas of the service.

6. Quality of provision:

To require partners to incorporate all statutory requirements; current best practice and exhibit best value in their provision of facilities and services.

7. Grants to organisations:

To provide capital and revenue grant aid in support of organisations that provide a service to the New Forest District, having regard to the involvement of other agencies and with specific objective of encouraging self help.

8. Grants to individuals:

To provide financial assistance to individuals involved in the pursuit of excellence, the acquisition of coaching of instructional skills or selected as representatives on cultural exchange/development opportunities.

9. Partnership in service delivery:

To regard partnership working as the norm for service delivery, working with and through other agencies where it is evident that this is the way which will secure best value in the delivery of services..

PARTNERSHIPS: COMMENTARY

As can be seen from the various lists earlier in the paper, partnership working is a fundamental part of our approach to meeting needs. There are many forms to these arrangements – a result of a belief in devising arrangements that are suitable for the circumstances. It is certainly not a “one size fits all” approach. As we look to the future this seems to be a theme that will be re-inforced. There is such a strong drive to bring agencies and organisations together, that it is hard to see any other trend.

Testwood and Noadswood have secured Specialist Sports College status. This means there are added resources being brought to the area. One aspect will be an increased capability to address long-term athlete development and here the clubs – in particular multi-sports clubs, are likely to be a key link in the chain.

At a wider scale the Hampshire Sports Partnership is now well established. Such has been the evident successes in Sports Development, that the Hampshire authorities found additional resources to maintain the programme. The District has seen valuable developments in netball; rugby and girls’ football and we look forward to more in the future.

Overall, our partnership with the voluntary sector is a strong one in many respects. A single “Compact” has been signed by all the Authorities in Hampshire. It is a document that spells out the relationship between local government, other agencies like the Primary Care Trusts and the voluntary and community sector. Locally the main effect is to re-inforce the strong relationships with Community First and the Local Strategic Partnership.

As a related subject, it has been the Council’s policy to operate grant aid schemes through the leisure function, to support work in the community. This was reviewed by the Leisure Review Panel and found to be useful in supporting a wide range of community needs.

Progress is being made with more and more, clubs and associations meeting certain operational standards to ensure issues such as safety and child protection are covered, or to be clear about quality standards. This process of “accreditation” is demanding on clubs and we are supporting them through it. The benefits are substantial, particularly in making the best arrangements for children and young people.

HEALTH POLICIES

[HOF: Leisure/Art and Culture; Health; Young People; Older People; Environment and Planning; Social Inclusion; Work with Partners].

1. Lifestyles:

To encourage healthy lifestyles amongst the residents of the District through their regular participation in recreation and leisure activities

2. Exercise Prescription scheme:

To directly provide and manage in conjunction with local General Practitioners,

6. Relation to transport:

To ensure that in the development of policy and action in regard to transportation issues, there is full consideration of the health benefits offered.

7. National initiatives:

To embrace national initiatives where these assist in the achievement of corporate aims.

a scheme that encourages participation in exercise programmes to promote better health.

3. Benefit of participation:

To recognise the positive impact that participation in leisure activities has on the health and well being of the community and take account of this in service delivery and partnerships with others.

4. Integration in the Council:

To utilise the opportunities offered within the Council for the integration of service delivery in this field.

5. Sedentary lifestyles:

To increase rates of participation with an emphasis on reducing the proportion of the community with a sedentary lifestyle.

8. Impact of the physical environment :

To recognise the positive benefit that environmental design has on well being.

9. Service design:

To regard those in care as a part of the community and design forms of delivery of service to help meet those needs.

10. Recognition of the benefits:

To ensure the benefits of participation in leisure activities is recognised by care agencies both as a means of reducing the call on care services and enhancing the quality of life for those in care.

HEALTH COMMENTARY

The majority of the commentary on health is to do with particular needs and target groups. However, we should not overlook the immense contribution that our day to day programmes make to health and well being. Each week there will be over 28,000 visits to the Health and Leisure Centres alone. If we can make an active lifestyle the “norm”, then there will be fewer issues stored up for the future. Another facet not often appreciated is that, as our provision is based at a local level, employees get to know regulars and can keep an eye out for them and their well being. This can be particularly helpful for older and more vulnerable users.

There has been a substantial body of evidence about the links between sport and health for some time. More recently the benefits of other forms of leisure have been recognised, such as the arts or more people to walking and cycling. These benefits can be as much to do with mental health as physical fitness. These and other examples, mean that leisure can make a real contribution to the health and well being of the residents of the District. Leisure Services can deliver programmes that are beyond the health service and hopefully, as well as aiding recovery when relevant, are also reducing the long-term burden on the health sector. In effect, there are many objectives that are shared with the health sector, so there is great scope for effective partnership working.

Within leisure, there are well documented concerns about the health, particularly of young people and the fears that obesity is close to becoming our single biggest health concern. However, it is vital not to forget that health gains can be secured at all times of life. For example with physical health, helping older people to avoid falls contributes to greater independence. Alongside these benefits, attending activities such as these is also part of keeping contact with other people and avoiding issues to do with isolation.

We have made significant strides in recent years in developing what has become a sophisticated cardiac rehabilitation programme at all the Health and Leisure Centres. The Healthy Horizons programme has been very successful and one of the cornerstones has been our relationship with the Primary Care Trust (PCT) and the health sector.

The PCT is currently in a period of change. Having had a PCT which had boundaries which were the same as the District, the communities of the New Forest were in the fortunate position that the two organisations could plan on the same basis. It is not certain how closely that relationship will be able to continue after the re-organisation is complete. None the less, there is goodwill from all sides and there is a strong desire to maintain the services which are in place.

Related to the above, the precise nature of the PCT / NFDC Joint Health Strategy is in uncertain but it is likely that the local public health agenda will be driven by Government policy in the White Paper "Choosing Health". The key national priorities are:

- Tackling health inequalities
- Reducing the number of people who smoke
- Tackling obesity
- Increasing the up take of physical activity
- Improving sexual health
- Reducing harm and encouraging sensible drinking.

at this stage it would seem likely that the main themes will continue. There are contributions that can be made to all of these themes:

Health inequalities:

Comment: The nature of these inequalities is outlined in the early parts of the Plan.

Overall Index of Multiple Deprivation

The individual domains are weighted and combined into one score which measures multiple deprivation. The ten Super Output Areas (SOAs) in New Forest which have the highest levels of overall multiple deprivation have been highlighted on p20. The two most deprived SOAs are from Holbury & North Blackfield and Butts Ash & Dibden Purlieu wards; they are in the 10% most deprived in Hampshire and across the South East Region.

This knowledge has influenced provision of services. Most notably play development has sought to work closely with community groups in these areas, with a good deal of success. Other "outreach" forms of service will be taking a similar approach.

It is a challenge to bring a closer integration with of the long-term aim of the Health Strategy to integrate health targets with general community development. To an extent this is happening in the wake of the Participatory Needs Assessments (PNAs) but this is prompting a question that most agencies are considering and that is the long-term future framework for community development in the District.

Current examples: Support for PNA work; locality work, such as in New Milton with play development.

Future possibilities: The Council has valued the outcomes produced by the PNA approach and whilst the health sector was unable to fund the worker posts, the Council has decided to core fund the PNA workers. This creates an opportunity for simpler partnership working but relationships will need developing with all the organisational change happening in the health sector.

Reducing the number of people who smoke

This is not a particularly significant programme for the Service. However, we have worked in co-operation with public health colleagues in connection with the operation of our facilities. Also we have helped to promote non smoking initiatives with the tourism trade. These will continue as we may be able to help with awareness during the implementation of new legislation

Tackling obesity

Comment: Obesity levels are rising both locally and nationally, caused by poor nutrition and inactivity. In Hampshire 34% of ten year olds are overweight and 17.9% are clinically obese. This is predicted to rise by 4.2% and 6% respectively by 2010. Well over half of all adults are either overweight or obese.

There are national initiatives to help address this and good co-operation between private providers and the public sector. Successful interventions and programmes can yield great benefits for the participants but also substantial savings in health sector costs.

Current examples: LPSA2 programmes in selected schools to focus on children, through schemes like "Cook and Eat" and activity programmes for parents as well as children.

Future possibilities: If the LPSA 2 programmes are successful it is hoped that they might be developed elsewhere. The development of specialist services continues at the Health and Leisure Centres where prevention is also a major aim.

Physical activity

Comment: The Citizen's Panel results in 2005/06 suggested a reduction of 2% in participation in physical activity at the recommended 30 mins, 5 times a week. Figures from the Sports Council MORI survey however, places the District in the top range of participation in the region. However, there are still great benefits from wider participation, particularly when 45% of the adult population are not taking part in any activity at all.

Current examples: Healthy Horizons project at the Health and Leisure Centres; LPSA programmes. Many activity programmes operate indirectly to address this issue.

Future possibilities: all age groups are participating less than they should to achieve health benefits. Many programmes are being developed to address these issues, such as 816 gyms in Health and Leisure Centres, youth dance and healthy walks for older people.

Sexual Health:

Comment: This is not a principal area for our work. Mostly where it does apply, it relates to young people issues that we can include alongside activities such as the Youth Projects. So there is no further work identified for this specific section.

Substance Misuse:

Comment: This brings out connections to anti-social behaviour and crime issues. The main role we have to play is in preventative / diversionary activities such as the youth projects. The very great majority of the Health Strategy is about dealing with problems that exist now. There may be a case (as with the section on older people) for a greater focus on prevention.

Current examples: Youth Projects at the Health and Leisure Centres

Future possibilities: Encouragement of a wider recognition of the value of preventative activities / use of leisure delivery to give information.

OPEN SPACE POLICIES

[HOF: Environmental Management; **Clean Streets and Public Spaces**; Environment and Planning; **Crime and Disorder and Community Safety**; Young People; Older People; Health; Manage our Physical Assets; **Manage our Finances**; Work with Partners].

1. Priority areas:

To focus on areas with the greatest shortfall in recreational open space, by providing additional sites and improvements to existing sites. In other towns and villages, to consider obtaining open space when the chance arises. On all occasions to be prepared to consider use of Compulsory Purchase, if the situation demands it.

2. Levels of Provision:

- 1) To regard public open space as including provision for playing fields; greens; courts and training areas; outdoor equipped playgrounds; informal play space, amenity open areas and woodland, to meet the needs of the community.
- 2) To use the District Local Plan as the basis for adequacy of public open space in the District. (DW-E3 and Appendix G6)
- 3) To concentrate on the provision of larger open spaces in its future open

- b) To make arrangements to ensure that "on site" open spaces ("identified small areas of open space or landscaping principally of benefit to the development itself") are transferred freehold to Parish and Town Councils

6. Acquisition of important sites:

Where environmentally important sites become available, to positively consider the acquisition of that site as a means of ensuring its protection or enhancement.

7. Holding Developers' contributions:

To hold Developers' Contributions for capital projects, whether in cash or kind, until such time as either:

- a) The land is available and the Town/Parish Council agree to adopt it; and a costed scheme is agreed between the Town/Parish Council and NFDC; and the Director of Finance and Administration is presented with the contract

space land acquisitions.

when it is to be let; or

3. Enforcement:

To see effective enforcement of schemes for recreational open space in development schemes through support of the local Planning Authority

4. Open space tenure:

- a) To ensure that “off site” open space land (“identified areas of public open space of significance to the settlement as a whole”) is acquired by the District Council direct from the owner/developer or by use of Developers’ Contributions and transfer such land to Parish or Town Council leasehold, at a peppercorn rental with appropriate covenants requiring that Parish or Town Council is to maintain the land as public open space to an agreed standard

5. Open space: Support to Town/Parish Council:

To support Town/Parish Councils in the development and maintenance of both off site and on site schemes by encouraging co-operation between the Towns/Parishes and providing assistance that will encourage them to make the best use of the resources available and enable them to have ready access to current best practice.

- b) The project is fully prepared and ready to hand over.

8. Allotments:

To only allocate Developers’ Contributions for the provision of allotments when those contributions have been expressly collected for that purpose.

9. Open space implementation:

To implement schemes for recreational open space, either through the relevant Town or Parish Council, (when the terms of policy 5 will apply) or by co-ordinating arrangements in co-operation with Town/Parish Councils. The choice between these alternatives will be determined by agreement between New Forest District Council and the relevant Town/Parish Council.

10. Ecological approach:

In the operation of grounds maintenance of amenity land to take opportunities as they arise to have a more “ecological approach” to the management of amenity open space

11. Outdoor recreation:

To ensure the provision of outdoor recreation facilities and public spaces to meet the needs of, and enhance the quality of life in, the communities where they are provided and to meet adopted planning standards where they exist.

OPEN SPACE: COMMENTARY

Rarely has public open space been so high on the agenda since the inception of the Municipal Parks and gardens in the Industrial Revolution its implications for urban living conditions.

There is a continuing effort to achieve provision on the ground of public recreational open space. These are mostly constructed with funds arising from development. There have been notable achievements in recent years, for example Bartley Park, Totton and Fernhill Lane, New Milton. More schemes are following but they are time consuming and often complex. Also, there remain significant shortfalls, notably in Ringwood, where some advances are now being made.

The Government agency: Commission for Architecture and the Built Environment (CABE) has championed the development of Greenspace strategies. The Council is embarked on producing such a document, allied to significant policies being debated as the Core Strategy, Community Strategy and National Park Management Plan emerge.

The intention is to produce a strategy for public open space. The Planning Service Plan will lead this but there will be strong support from Leisure Services. It is likely to have a significant impact on implementation as well as policy. At the next revision of the Plan, a new set of policies is likely.

The management of open space has traditionally been the province of town and parish councils. However there are an increasing number of occasions when this is not taking place. There is a duty to implement schemes and the Council has to make arrangements for their management. The budget for maintenance is small and cannot absorb these new sites, so a bid for more resources is required.

Since the last fundamental plan good progress has been made with the management of trees on Council land. It is hoped to extend working arrangements with the Town and Parish Councils in this specialist area.

THE COAST: POLICIES

[HOF: Coast; **Clean Streets and Public Spaces**; Tourism; Leisure Arts and Culture; Involve the Public].

1. Water-based facilities:

To ensure provision of appropriate facilities for water-based recreation having regard to the needs of the local community and the environment.

2. Coastal Management Plan:

To utilise the Coastal Management Plan as the principal means of guiding action on coastal recreation issues.

3. Environmental considerations:

For all sites to have a site management plan which reflects their nature conservation importance, ensuring consultation with all relevant organisations in its production.

4. Activity management:

To encourage the properly controlled development of water-based activities through the use of appropriate management measures.

5. Moorings administration:

- 1) To re-allocate any moorings found to have been transferred;
- 2) To charge an additional annual sum in respect of their moorings to existing mooring holders who are not permanent residents/local tax payers in or who leave the District; and
- 3) To accept applications for the waiting list only from permanent residents / local taxpayers within the New Forest District.

6. Mooring provision:

- 1) To allow no additional moorings in total in Keyhaven River and Creeks.
- 2) To confine its provision of moorings to Keyhaven River and Creeks and not to provide directly any further moorings in the District.

COAST COMMENTARY

With over 40 miles of coast that is at once internationally important for nature conservation; internationally renowned for sailing and host to one of Europe's most significant ports there is a lot to do! An awareness of the need to integrate environmental, economic and social factors has always been at the forefront. This has been given added weight in the last year with the duty of all local authorities to enhance (not just maintain) the nature conservation condition of sites in their control. A specific initiative is the creation of the Single Scheme of Management for the Solent European Marine sites.

Our investment has been sporadic and could have been better co-ordinated. However in the last year a significant project has taken place to refurbish the promenade at Milford and a major investment at Hythe Promenade. In the coming year there are works needed at Hordle Cliff and Calshot which will be of great benefit.

During the summers there have been some issues raised by the use of powered craft off of the District's beaches. This is not easy to manage on a coastline such as ours but there may be means by which this can be improved. Also on shore a more consistent approach to signage is being developed, which would make it much easier for users to understand the local area and any hazards to be aware of.

ENVIRONMENTAL MANAGEMENT: POLICIES

[HOF: Leisure/Arts and Culture; Tourism; Environmental Management; Manage our Physical Assets; Involve the Public; Work with Partners].

1. Service Opportunities:

In the delivery of the service, either directly or via partners, to look for opportunities to assist in the understanding of environmental issues.

2. Education Centres:

To work particularly with Hampshire Wildlife Trust, Ninth Centenary Trust and Hampshire County Council to operate Centres which enable the effective interpretation of environmental issues.

3. Key messages:

To work with partners to ensure that the messages in all interpretative and educational activities are consistent and that best use is made of all the opportunities to convey those messages.

4. Communication beyond the District:

To find ways which enable the messages about environmental understanding to be communicated beyond the District –

5. Inclusion in service decisions:

To ensure the need for environmental protection is considered in all service decisions and where possible includes environmental enhancement.

6. Standards:

To work with all interests to improve the environmental performance of all sectors, through the adoption of agreed standards and methods

7. Energy management:

To adopt an Energy Management Strategy which minimises the use of energy whilst meeting service / business objectives.

especially to the residents of surrounding Districts and those who are considering holidays in the District.

ENVIRONMENTAL MANAGEMENT: COMMENTARY

There is little doubt of the need to increase the environmental understanding of local people and visitors to the District. There are already some good relationships established with the likes of the Hampshire Wildlife Trust; New Forest Ninth Centenary Trust; Minstead Study Centre; the New Forest National Park and Forestry Commission. However our links are not as well established as they are with the social sector and there should be the opportunity to improve this, via the Local Strategic Partnership and its Community Action Networks.

The use of Tourism publications and web site to convey key messages remains an important part of our work.

Within our own services, the Council can practice what it puts forward in policy terms – so for example, the energy management programmes in the Health and Leisure Centres make a significant contribution to reductions in CO₂ emissions.

COUNTRYSIDE AND NEW FOREST: POLICIES

[HOF: Environmental Management; Leisure/Art and Culture; Tourism; Environment and Planning; Transport; Work with Partners].

1. Informal recreation:

To recognise the importance and scale of informal recreation in the District, ensuring the effective management of its impact on the countryside and the New Forest in particular.

2. Co-ordinated approach:

To actively seek co-operation with agencies within and beyond the District so as to ensure a co-ordinated approach to countryside management.

3. Key partners:

To support a range of lead agencies in the delivery of countryside recreation in order to achieve policy outcomes.

4. New Forest National Park Authority:

To play a full part through the New Forest

5. Use next to settlements:

To encourage greater use of the countryside adjacent to towns and villages for informal recreation.

6. Remote areas:

To assist in securing the integrity of remote areas.

7. Rights of Way:

To seek the retention and extension of footpaths, bridlepaths and cycleways wherever possible, in conjunction with the County, Town and Parish Councils.

8. Transportation:

To work with partner agencies to ensure the effective management and integration of transport options as they relate to recreational and tourism pressures.

National Park Authority in ensuring the sustainable recreational use of the New Forest.

COUNTRYSIDE AND NEW FOREST: COMMENTARY

Now that the National Park is established relationships will become clearer. There is still work to do to understand the part we might play. We are a junior partner in countryside management matters. However, we are involved in partnership work at Blashford Lakes and Keyhaven and also less directly at Testwood Lakes and Boldre Foreshore. It is hoped that finally, 2007/08 will see clear arrangements established for the management of Sturt Pond, Milford.

We are a fixed term funding partner with HCC of the Parish Paths Partnership officer who has been active creating walks and networks outside the Forest. We need to keep this under review in the Medium term to assess the need for it to continue.

TOURISM

[HOF: Tourism; Leisure/Art and Culture; Environmental Management; Environment and Planning; Transport; Economic Strategy; Economy and Planning; Work with Partners; Involve the Public].

National & Regional Tourism Policies

- To lobby Central Government and all national and regional tourism related organisations, including Regional Development Agencies, to ensure local tourism needs are reflected in their policies and actions.

Partnerships

- * To work in partnership with all agencies, organisations and individuals to promote the interests of local tourism and reinforce the integration of Visitors, Industry, Community and Environment (VICE) as the basis of all action.
- * To encourage all partners to communicate a sense of stewardship in all visitors, welcome them and fulfil their expectations.

Visitors

- * Welcome all visitors and work with all partners to provide them with a high quality experience and a better understanding of the needs of local communities and the environment.

Industry

- * To encourage the tourism and visitor industry to work together in providing excellent services and facilities for visitors which respect the needs of the community and environment both now and in the future.
- * To retain a viable and prosperous tourism industry throughout the year.

Quality

- * To support the efforts of all national agencies for the compulsory registration, classification and quality grading of all sectors of the tourism industry and ensure its use in all activities.
- * To work with all interests to improve Quality Standards in all sectors of the local tourism industry.

Community

- * Empower the local community, especially young people and create ownership through involvement in tourism matters.

Environment

- * Promote a better understanding of the environment and manage all tourism development in a way that where possible, it has a positive effect on its surroundings and local resources.
- * To work with all interests to improve the environmental performance of all sectors of the tourism and visitor industry through the adoption of agreed standards and methods.

Research

- * To maintain an effective and evolving programme of destination wide research with which to inform all tourism management and development decisions.

ICT

- * To utilise developments in Information Communications Technology (ICT) to improve the delivery of all aspects of the Council's Tourism Management Service.

Training

- * To work with all interests to establish excellent levels of training in all sectors of the tourism industry in order to support the drive towards a high quality destination.

TOURISM (contd.)

Information

- * To provide consistent, well-communicated information services for the benefit of visitors and local people throughout the year that convey the special nature of the District and contribute to effective visitor management.
- * To provide a strategic network of staffed Visitor Information Centres as the main points of contact with visitors and local people.
- * To provide in partnership with other agencies, unmanned Visitor Information Points at agreed locations throughout the District to provide 24-hour information and support the main provision of staffed Visitor Information Centres.
- To work with partners to ensure the messages in all interpretative and educational activities are consistent and reflect the NFDC/NFTA partnership's policies.

Transport

- * To ensure that all tourism activity and development in the District has regard to the appropriate Highway Authority Transportation Strategy.
- * To recognise that within the District there are Car Free areas and where appropriate all tourism activity should utilise alternative modes of transport especially walking and cycling.
- * To work with partners to establish coach, rail and air links to the District from target UK markets and ports of entry.
- * To work with Hampshire County Council and other partners to establish public transport links between all settlements and visitor attractions in the District.

Marketing

- * That all marketing activities convey the special nature of the District and contribute to effective management by regulating and attracting target audiences in appropriate numbers to the right place at the right time.
- * To develop an all year destination, especially for serviced accommodation, increase length of stay and spend per capita, thereby increasing employment and consistency of income.
- * To secure additional resources and support for the NFDC/NFTA Partnership's marketing activities through new partnerships, sponsorship and other forms of appropriate revenue raising.
- * To develop and improve the range and quality of all the NFDC/NFTA Partnership's published tourism material.

Planning

- * To guide all tourism development within the policies of the Hampshire County Structure Plan, the New Forest District Local Plan and to work within the framework of "A Strategy for the New Forest".
- * To recognise the needs of all tourism businesses to adapt to change within the constraints of the District.
- * To resist the loss of existing serviced accommodation, especially Hotels.
- * To discourage proposals for new time-share and self-catering accommodation, except for small-scale proposals which relate to the diversification of existing businesses and the re-use of redundant buildings.
- * To promote tourism's role in the regeneration of local settlements, especially Ringwood, Fordingbridge, Hythe and Totton.
- * To promote good practice in the best use of existing and redundant buildings for tourism and visitor purposes.
- * To work with partners, especially Town and Parish Councils, to improve the quality of the visitor environment in settlements.

TOURISM COMMENTARY

Our aim is for New Forest District to become a destination where the visitor, tourism industry, local community and environment are in complete harmony, and thus make a significant contribution to improving the quality of all life.

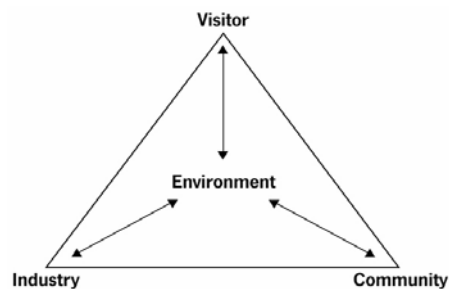
In the Tourism Destination Management Strategy that underpins this Service Plan, there are two main themes to of the strategy are 1. continuing to develop a sustainable approach to tourism and 2. management through partnership. The strategy seeks to maximise local income and employment from tourism by providing a warm welcome and a high quality of planned facility and service for visitors. In exchange we want visitors to understand and adopt a sense of stewardship for the unique landscapes and the special way of life of the destination and its host communities.

A well-planned and prosperous tourism industry, we believe, will be a major catalyst for revitalising the amenity of the whole District, making it a better place to live and visit. In seeking to achieve all this, we will always apply "Forest First"; that is to put the needs of the special qualities and local distinctiveness of the District before all tourism activity, after all it is that on which all local tourism relies.

It is clear there is now an acceptance that what is good for tourism can also be good for the local quality of life and vice-versa. The two are inextricably linked and how we choose to manage this complex relationship will be a test of courage, foresight and cooperation. In that way, we can bring into practice this idea of "sustainable tourism".

What does a sustainable approach to tourism mean? Its underlying principles are about managing visitor impacts on the local destination's economy, communities and environment to benefit all stakeholders both in the present and the future.

Our approach is well established. The New Forest Model identifies destination management as the interaction between Visitors, the Industry that serves them, the Community that hosts them and their collective impact on, and response to, the Environment where it all takes place:



It is our job to create a collective and integrated destination management plan which:

- welcomes, involves & satisfies
 - achieves a profitable & prosperous
 - engages and benefits host
 - protects and enhances the local
- Visitors
Industry
Communities
Environment

The VICE equation can also be applied as a simple check against the future viability (sustainability) of any decision. How will this issue/decision affect the visitor? What are

the implications for industry? What is the impact on the community and what is the environmental effect? If a positive answer cannot be found to all four questions, the proposition is likely to be unsustainable.

If we want to operate a sustainable destination, then we need to fully involve our many different and varied communities as well as our visitors. We work in close partnership with all local managing agencies such as the New Forest National Park Authority, the Forestry Commission, Hampshire County Council, Tourism South East and South West Tourism. We also have some well-established networks, linking local community interests into our work.

Twenty years ago we established New Forest Tourism Association (NFTA) to work with us on all local tourism industry matters. Now fully independent, NFTA are helping us lead on developing sustainable tourism. We have recently re-launched the Green Leaf Tourism Scheme. This scheme further helps link businesses with: local produce, biodiversity, planning/ development, visitor transport and the environmental elements of tourism research, quality, training, marketing, information and ICT.

Information is a vital tool in sustainable destination management. It can take many forms from selling products and services to influencing and educating. This means we have to be at the forefront of ICT developments in our Destination Management System; networking and administration processes. Also our "real" networks within the community are key to getting information in front those who visit and live in the area.

Our Visitor Information Centres work closely with all organisations, agencies and individuals involved in the visitor industry to raise awareness of the special nature of the area amongst all visitors. Our aim is to provide impartial, consistent information and key messages to local people and visitors enabling them to enjoy a high quality experience during their visit. All centres offer a wide range of services including transport, theatre, accommodation and event sales and bookings. They also sell a wide range of maps, books and souvenirs.

Community Tourism Groups (CTGs), are another important local network usually made up of NFTA reps, Parish/Town Council, Chamber of Trade, Civic and Resident Groups, etc., who have together devised a local Tourism Action Plan for that community area. These can simply be local marketing and a list of prioritised issues to tackle, or a more comprehensive community tourism development plan linked to our own strategy.

The Local Strategic Partnership (LSP) is an ideal vehicle to develop all these links with the community to support our work. We have formed a Community Action Network (CAN) for Tourism, made up of representatives from all our agency partners and community networks. The CAN is therefore central to our destination management strategy, action planning and delivery process.

The 2012 Olympic Games and Paralympic Games is the biggest visitor event ever staged. As a result it will offer a major opportunity in the tourism sector. 500,000 additional visitors are predicted to visit London in 2012, which will be the direct gateway to the Games, and visitors from overseas will also use their visit to explore the rest of the country.

The tourism benefits of hosting the Games will not just be realised in 2012; they have already started and will continue long after the final race has ended.

For tourism locally, there will be a need to consider how best to engage with the event, its build up and legacy. Using existing partners, such as Tourism South East and the Dorset New Forest Partnership, will be the means of keeping in touch with opportunities. There may be a need to market creatively as for the visitors to this destination there are not only benefits of good access to London venues but also to regard it from the other perspective of being outside of the more frenzied pace of the Capital in midst of the worlds biggest "event".

CHILDREN AND YOUNG PEOPLE: POLICIES

[HOF: Leisure/Art and Culture; Young People; Work with Partners; Social Inclusion; Involve the Public; Environment and Planning; Environmental Management; Health; **Crime and Disorder**; Promote Equal Opportunity and Diversity].

1. Involvement and empowerment:

To involve and empower children and young people so they feel able to express their needs; contribute to the way in which services which affect them are delivered and thereby meet their needs and fulfil their potential.

2. Opportunities:

To foster the development of a range of children's play opportunities within the District.

3. Direct provision:

To directly provide children's play opportunities within Council facilities and elsewhere, with partners, as part of outreach programmes.

4. Play provision:

To ensure that standards and quality of children's play areas and supervised provision, accord with National Playing Fields Association recommendations, National Occupational Standards for Playwork, adopted Structure and Local Plan standards and best practice.

5. Inclusion and access:

To ensure opportunities are relevant and equally accessible to all children and young people

6. Active lifestyle:

To place particular emphasis on the development of an active lifestyle in young people.

7. Impact on children:

To ensure that due regard is given to the needs for children's play in the design and layout of developments, including effective management of vehicles.

8. Specific needs of children:

To recognise the specific needs of children in the provision of services and in the impact on other services.

9. National initiatives:

To foster the use of national initiatives in the delivery of sport and play opportunities.

10. Network for Children and Young People:

To regard the Children and Young People Community Action Network as the principal reference group for the conduct of services affecting children and young people and its Local Implementation Plan as the means to connect action across services.

CHILDREN AND YOUNG PEOPLE: COMMENTARY

There are over 30,000 children and young people in the District – a very sizable number. The great majority are a positive influence in their community and some achieve outstanding success. There are other groups and individuals where support of a

different nature is needed but the rare occurrence of negative issues should not get in the way of the qualities of the majority.

The subject most often top of the polls, in terms of issues to address, is provision for young people. Recent research through the Citizens' Panel; the Local Strategic Partnership and in house surveys of customers, has consistently shown high levels of concern over provision of opportunities for young people.

An overarching Children and Young People Strategic Partnership is now established which will feed into the work of the LSP's Community Strategy. The work of this group is very new. It aims to develop ways of planning and working together that will improve service outcomes for children and young people in the New Forest. It also provides a means to develop a better understanding of issues faced by families and service providers alike. We will be encouraging this Partnership as we believe it is an immensely strong basis for the future.

The challenge for the Children's and Young People's Partnership over the next year is to develop trust between the agencies. This will generate the understanding that is necessary to agree appropriate approaches and solutions.

Other examples of effective joint work are: the partnership with Hampshire Early Years and Day Care Partnership in the development of early years and out of school childcare places 0-14's. We were the first District Authority to promote such joint working with Hampshire and the community has reaped the rewards since. The Children's Fund local partnership is more recent and a great story for this District. It has attracted significant additional funding from Government for improving access to play and consulting children and young people.

In Sport the biggest development is the rise and rise of the Hampshire Sports Partnership where our contribution has brought in funds from the Lottery and across Hampshire. As a result, new teams are in place and more young people are taking part in sport, training as leaders and as officials.

There are a great many positive things and amongst those is the work being done to reach the hard to engage young people. The Youth Projects started as a pilot idea in Ringwood and such was the success that the idea has been extended to Applemore and Lymington. Also part of the pattern of provision are the smaller scale schemes in the arts such as the work with the "Out of Joint" project, where a number of organisations collaborate together to reach young people

The Government has made it a statutory duty on "upper tier" local authorities (Hampshire County Council in our area) to provide positive activities for young people. It is also a duty for District Councils to co-operate towards this end.

In the District there is a strong tradition of partnership working and innovation. Funds have been set aside in the Expenditure Plan process to promote activities for young people. Our intention is to develop this work in co-ordination with other organisations. This should help provide one "Youth Offer" to encourage young people into positive activities.

This work also directly links to targets agreed as part of the Local Area Agreement and Local Public Service Agreement (2), which address obesity and overweight in young people as well as their participation in physical.

The Community Safety Strategy (2002-05) has eight priorities, a number of which are very relevant here:

- ◆ To deal with youth diversion, offending and victimisation
- ◆ A reduction in crimes of criminal damage / vandalism reported of 5% over the next three years
- ◆ To prevent drug and alcohol abuse and related crime
- ◆ To reduce the amount of anti-social behaviour suffered by the community

and contributions can also be made to:

- ◆ To reduce the fear of crime and
- ◆ To increase road safety and reduce the number of child casualties.

There are very evident links. There is a well established and growing network of contacts, led by the Community Safety Community Action Network. Leisure plugs into that network and as a result we have seen the creation of the youth projects. There has been shared funding of these schemes. However, for the medium term, thought needs to be given to the continuity of these schemes should project funding from community safety budgets cease.

The range of partners really is extensive. There is a Joint Working Group between the Leisure Service Development Team and the Youth Service, where field workers meet to help ensure there is a good "fit" of work programmes. At a management level Youth Service Area Officers and Connexions staff meet with Leisure Services representatives to consider the longer term planning issues.

In 2003/04 it has been good to have the Area office of Connexions open at Applemore. This will be followed by the promotion of other, albeit smaller scale opportunities across the District.

ARTS & HERITAGE POLICIES

[HOF: Leisure/Art and Culture; Social Inclusion; Young People; Older People; Transport; Health; Crime and Disorder; Work with Partners; Promote Equal Opportunity and Diversity; Environmental Management]

1. Nature of the service:

To encourage the provision of an excellent, diverse, innovative and relevant range of arts opportunities across the District to meet

6. Scope of work:

In guiding our work, the term "the arts" includes, (but is not limited to) music (instrumental and vocal); dance; drama; folk art; creative writing;

the needs of the community in the most effective and efficient way.

2. Arts development:

At present, to regard the development of the work of the Forest Arts Centre; Forest Forge Theatre Company and ArtSway as the main way for us to enable arts development.

3. Within the Council:

To ensure that the value of the contribution made by the arts is considered in all aspects of the Council's work.

4. Facilities:

To regard the Forest Arts Centre as the primary venue in the District and encourage the development of satellite venues, through maximising the potential of a network of venues across the District.

5. Major Venues:

To recognise the part played by major venues located outside the District in serving the needs of our community.

architecture, landscape design and allied fields; painting; sculpture; photography; graphic and craft arts; industrial design; costume and fashion design; motion pictures; television; radio; tape and sound recording; the arts related to the presentation; performance; execution and exhibition of such major art forms, and the study and application of the arts to the human environment.

7. Circus:

To only consider applications for use of its land and buildings from circuses that are members of the Association of Circus Proprietors of Great Britain and rely exclusively on human skills. Such consideration will be subject to the operational requirements of the Council.

8. Workshops:

To seek consideration of the needs of local artists and artisans for workshop accommodation in the preparation and implementation of affordable housing schemes.

ARTS & HERITAGE COMMENTARY

The Council makes its main provisions through key partnerships with professional providers. This core funding, in most cases brings forward substantial inward investment from outside the District.

As well as art for its own sake, there is a strong link to many aims of the Council as a whole. Partners provide activities that provide services for pupils excluded from school; projects in hospice setting; programmes with those with impaired senses as well as appealing to many young people who may not engage with sport.

Maintaining the quality of the relationship with those key partners is the main issue. Most recently we have been able to contribute to securing the medium term future of ArtSway through their purchase of freehold of the site. Also, there has been the welcome addition of community arts provision at the arts centre in Totton at Hanger Farm.

INVOLVING STAKEHOLDERS AND SUPPORTING COMMUNITIES: POLICIES
[HOF: Social Inclusion; Environment and Planning; Economic Strategy; Economy and Planning; Leisure/Art and Culture; Tourism; Health; **Crime and Disorder**; Young People; Older People].

1. Redundant buildings:

To promote good practice in the best use of existing and redundant buildings for tourism and visitor purposes.

2. Benefit of leisure :

To acknowledge the positive role that the provision of leisure opportunities has in contributing to the enhancement of community safety through its effect on individuals the community and the environment.

3. Inclusion in design:

In the design and development of proposals for leisure facilities to ensure that community safety is considered.

4. Participation of stakeholders:

In the operation of the service to encourage the active participation of stakeholders in schemes to enhance their own safety and that of their property.

5. Target groups:

To adopt specific schemes of service delivery to address groups that may be the cause of, or subject of, community safety issues.

6. Leadership and coaching:

Recognise the need for to support training across the service and its partners in order to meet identified needs and ensure its delivery in ways that are accessible, adaptable and reflective of existing good practice.

7. Lifelong learning:

To recognise the important contribution made by the pursuit of leisure activities to Life long learning and to account for this in the opportunities offered by the Service.

8. Support teachers:

To support the role of teachers

9. Viability of towns:

To foster the economic viability of towns and villages and their immediate locale by enhancing their role and contributing to the quality of civic and public spaces.

10. Closer to home:

To regard towns and villages as the natural place to provide for leisure facilities thus keeping opportunities close to where people live.

11. Regeneration:

To promote leisure and tourism's role in the regeneration of local settlements, especially Ringwood, Fordingbridge, Hythe and Totton.

11. Quality of environment:

To work with partners, especially Town and Parish Councils, to improve the quality of the environment in settlements.

12. Sense of identity:

To support the establishment and reinforcement of the individual sense of identity of the Forest itself and its towns and villages.

13. Infrastructure:

To ensure that housing developments are supported by the appropriate leisure infrastructure.

14. Service delivery:

To adopt forms of service delivery that enable a greater participation by making opportunities more accessible to those with low incomes.

15. Curriculum support:

To offer curriculum support to educational establishments through advice and opportunities.

16. Operation of NVQs:

To regard the skills and experience of the service as a resource to support the delivery of curriculum related matters in the educational sector and in particular the operation of agreed NVQs.

through the provision of training in specialist leisure and tourism topics in order to support the achievement of Council Aims.

17. Consultative Arrangements at Council facilities:

- 1) To establish consultative arrangements in the operation of its facilities.
- 2) To determine the form of those consultative arrangements in each case, through the Leisure Portfolio Holder, after consultation with users and the Leisure Review Panel.

18. Involvement of stakeholders:

To regard the positive involvement of key stakeholders as a pre-requisite to the development of all policies; action plans and projects.

19. Understanding needs:

To recognise there are individuals that do not participate in leisure activities due to disadvantage by income; gender; disability; location; age; mobility; other factors and to design service delivery in such a way as to understand the nature of the need and then seek to meet it.

20. Community Information:

To work with others to ensure ready access to accurate and comprehensive information on all leisure opportunities in the District.

21. Other formats for information:

To provide information on leisure opportunities in forms that will assist those who have difficulty using standard printed text.

22. Internet as the standard:

To adopt the Internet as the standard for the distribution of electronically held information, using the medium to create linkages with partners for maximum benefit for the customer.

23. Partner agency understanding:

To ensure that partner agencies have an understanding of the Council's activities, which relate to their areas of work.

24. Employee communication:

To foster effective and open methods of communication which ensure all staff feel aware of and involved in the work of the Service.

INVOLVING STAKEHOLDERS AND SUPPORTING COMMUNITIES: COMMENTARY

Community leadership is a proper role of the Authority but it has to do so in conjunction with the community and other active agencies. There is good practice being undertaken regularly with the Children's Fund programmes; individual capital projects and consultation with young people.

This is a growing agenda as it is increasingly recognised that the authority can facilitate so much but does not necessarily have to be the provider.

Part of the work programme is the development of an engagement strategy and this will clearly be the opportunity for a step change in relationships.

Medium Term objectives (2008/09 – 2010/11)

Leisure is a service that requires planning but it also needs flexibility. It cannot be tied down to prescribed outcomes four or five years hence. The world changes too quickly for that. In setting plans for future action therefore, we have been as focussed as possible but there is a recognition that this is a rolling programme, reviewed each year.

With these and more, there are some big issues facing the Service. There have been a number of issues that we are aware of through our own work. In addition, surveys and other consultations have added others. Again there are more at the detailed level but the “headline” issues are:

- ◆ More opportunities for children and young people, with more effective working together between those agencies that are all playing some part in this.
- ◆ More opportunities for older and disabled people, with more effective working together between those agencies who are all playing some part in this
- ◆ Making real in-roads into the issues of child obesity, coronary heart disease, mental health and tackling health inequalities.
- ◆ Understanding how we can better combine the efforts of key partners to produce more effective action on the ground through the Local Strategic Partnership and its related networks.
- ◆ Enhancing the favourable status of the areas of conservation importance owned by the Council and improve the effective management of its coastal facilities.
- ◆ Achieving a balance between environmental, economic and social objectives in the delivery of services.
- ◆ Managing the Service’s built assets with innovation and flexibility to ensure they are appropriate for current needs.
- ◆ Achieving the integration of visitor, industry, community and environmental interests in the management of tourism.
- ◆ Identifying and implementing Recreational Open Space so as to meet the needs of the community and ensuring that there is an effective relationship established with developers, town and parish councils and end users.
- ◆ Finding ways for services to be more accessible for more people.
- ◆ How we can contribute to increasing the number of journeys made by means other than by car.
- ◆ More research to better understanding the needs of the district and the impact of programmes of ours or indeed other agencies

- ◆ Managing a substantial workforce that operates a seven day a week service and all the recruitment, retention and development issues that go with it.
- ◆ The increasing reliance on external partners and funders and sustaining those relationships
- ◆ The opportunities presented by the 2012 London Olympic and Paralympic Games.

CONSULTATION

There have been a number of sources of consultation and stakeholder involvement in leisure related service and schemes. A number of mechanisms are used to gain the view of stakeholders. Our experience of consultation is growing all the time and we are looking to increase the effectiveness of what we do. None the less, a good deal of useful feedback has occurred and been used in developing the services.

We use:

Comment cards and responses in the Health and Leisure Centres

Surveys of users

Surveys of partner agencies

Focus Groups (invited users) at Keyhaven River; Beach Hut owners; all five Health and Leisure Centres and Dibden Golf Centre.

Surveys of the Citizens Panel.

Employee surveys

The outcomes of recent activities are summarised below:

CONSULTATION ACTIVITY	KEY OUTCOMES
Citizen's Panel:	<p>Support for the Council's aim to improve the quality of people's lives by helping to meet the district's leisure, tourism and arts need has increased since the last survey (from 81% to 87%) and that belief in the Council doing well in implementing it has also increased (from 42% to 47%). Whilst this is encouraging the gap between support for the aim and belief in implementation is too large and is an area for action.</p> <p>92% believed there should be some level of subsidy for the Health and Leisure Centres.</p> <p>83% supported the desire to achieve harmony between visitors, tourism industry, local community and environment.</p>
Youth Panel	<p>Family and friends (both 68%) influenced young people the most to take part in activities in their spare time.</p> <p>54% of the panel mainly travel by car to the activities they take part in. Whilst the use of cars must reflect that children rely on adults to drive them, this is a much lower rate of car use than in the adult population (well over 80%). The numbers walking (29%) is fantastic. If there was a way to keep this habit into adulthood, it would be a major plus.</p>

	Leaflets, Tutor Groups and newspapers were favoured which raises questions about ICT – either young people don't think Council's are in to ICT or there is a need to use many outlets. 79% were looking for the Council to make getting to opportunities easier, it is a major barrier to participation
MORI: Triennial survey of satisfaction levels	Sports and leisure facilities up from 53% to 72%. Parks up from 73% to 81% Museums and galleries up from 32% to 35%
Keyhaven River Users Advisory Group	Amended licence conditions. Had a significant impact on parking proposals at Keyhaven
Beach Hut Focus Group	Developing a wider plan for provision on the coast.
Sport England Survey of over 200 centres	Undertaken and provided a significant input to the service review
Dibden Golf Centre Focus Group	Significant input to refurbishment proposals

Future Consultation

Our Future Together (2) – the Council' Tourism and Visitor Management Strategy will be consulted on to influence the policies and programmes that seek to bring together the needs of visitors, the industry, the community and the environment.

Sports and Activity Plan will be consulted on to complete its drafting.

The production of an Engagement Strategy is a key target and there will be consultation with the Citizens' Panel and Youth Panel to test that work.

The engagement of young people is a key theme, particularly relating to activity, so there will be consultation around that issue with young people.

Consultation with the Children Fund and Active Sports work will continue, in order to influence the future location and extent of new activities and developments.

Employees, key partner agencies, Town and Parish Councils will be directly consulted about the work of the Service based on the published Plan.

PERFORMANCE

As mentioned in the section on the Fundamental Service Review pointed out the need to develop a framework for performance. This has been done and for the first time there is a structure for performance measurement which extends across the whole service. This follows on page 104.

SWOT analysis and Business Risk Analysis

A SWOT analysis looks at the **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats, which face the Service. Usually, Strengths and Weaknesses are features of the internal arrangements in the Service and Opportunities and Threats are external.

What the table does illustrate is the dynamic nature of the Service. The therefore needs it to be responsive to change and to review its direction and purpose on a regular basis.

<p>STRENGTHS Quality of staff. Collective skills and knowledge. Emerging performance management structures. Respected by partner agencies Valued by the public and users A well developed Service with a strong track record A Service that contributes across a range of strategic aims. Few tiers of management</p>	<p>WEAKNESSES Staff turnover. Limited opportunities to progress within. Securing core funding for youth projects and similar programmes. Availability of resources. Reliance on the performance of a few key workers.</p>
<p>OPPORTUNITIES Specialist College status programme Hounslow School NOF award Hangar Farm development Partnership with the health sector and rehabilitation programmes National Park status The need to stay economically active for longer. Community Action Network. Local Strategic Partnership Compact</p>	<p>THREATS Reductions in Lottery funds Targeting of areas with national indices of deprivation by Government funding. National Park Status Multi stranded improvement planning from external sources - CPA / BV / LPP. Possible tariff system for planning obligations. Statutory duties for sites of nature conservation importance Sedentary lifestyles Increasing age of the population Increasing age before work ends. Power of e / media advertising Reduction of the “volunteering” ethic Cost of accommodation locally Tight labour market Increasing levels of regulation and litigious culture in society. Increased competition</p>

In summary, these reflect the headline issues of page 52 which are key challenges that face the Service.

A business risk assessment was undertaken by the Leisure Management Team and a range of issues were identified as important in future planning:

Economic downturn	Climate change
World Cup / Olympics	Children and Young People legislation
Low percentage of “e” enabled households in the Citizen’s Panel	Withdrawal of partner agencies
Changes at elections	New partnerships to promote participation
Managing the impact of both poor and good customer perceptions	Lack of maintenance of our environment
Other Destinations being more attractive	Professional expertise
Reductions in budgets	Statutory requirements / regulation

National performance indicators

The autumn of 2006 was the repeat of the satisfaction surveys undertaken by MORI as part of the National Best Value Performance Indicators. It is pleasing to report that with leisure facilities in particular, the level of satisfaction has increased. This relates to leisure provision in general across the District, not just the Council's own provision. None the less it is an encouraging trend and a target has been set to reach higher levels in three year's time. We are hopeful that the programmes that are in place will see more people active and using the facilities that are available.

It is pertinent to note that the levels of satisfaction with museums and galleries is still low. Again, it is a reflection of all provision and there is no "follow up" to determine the reasons behind this. However, it would seem likely that the relatively modest provision of such facilities is a factor.

Performance Plan

The Council's Performance Plan highlights key targets, national performance indicators and the outcomes of key consultations. A summary of its contents is included below:

Portfolio Summary – 2006/07 – awaiting data from the year end

Performance compared to national benchmark	Number of occurrences for each performance indicator *	BVPI Ref Numbers
Top quarter (★★★★)		LP40, LP41, BV3i – v, BV119a - c
Above average (★★★☆)		
Below average (★★☆☆)		BV113
Bottom quarter (★☆☆☆)		BV170a - b
No comparisons		
Not applicable		BV114

Performance trend over the last 3 years	Number of occurrences	BVPI Ref Numbers
Getting better		
Staying the same		
Getting worse		
Not applicable		

Performance target for the next 3 years	Number of occurrences	BVPI Ref Numbers
Getting Better		
Staying the same		
Getting worse		
Not applicable		

Performance in the Service

Under the new performance management framework (see page 54 for details) a matrix of core indicators has been devised. Not all of the data needed for these indicators is collected at the moment, so it will be April 08 before all the elements are completed. However, a good start has been made and as can be seen in the Appendix, there are further detailed indicators that will be available as part of the whole framework.

LEISURE SERVICE PERFORMANCE: SERVICE PLAN BASELINE AND TARGET

[See p104 for the nature of PIs. The table provides the framework for the coming year]

	STRATEGY		EFFICIENCY		EFFECTIVENESS		QUALITY		ACCESS	
	Baseline	Target	Baseline	Target	Baseline	Target	Baseline	Target	Baseline	Target
Health & Leisure Centres										
Tourism										
Open Space										
Sports Dvlp										
Community Dvlp										
Dibden Golf Ctr										
Coast										
Disabled People										
Play										
Arts and Heritage										

RESOURCES

Financial: Capital and Revenue

To carry on operating the service and deliver the Improvement Plan, we need to make best use of the resources available to us. We need therefore to plan for financial, workforce and asset issues.

There is an emphasis on efficiency improvements and explicit targets have been set for 2007/08 and further targets will follow.

Workforce

The Leisure Service has a substantial workforce – over 900 people are employed across many types of jobs. This means there are different issues, depending which aspect of the service is being addressed.

By far the biggest part of the workforce is based at the Health and Leisure Centres. There are particular needs in training, due to health and safety requirements in particular. There is a management structure in each Centre and so there is an opportunity to “grow” employees which provides continuity.

The other main outlying teams are in the Visitor Information Centres and here the staffing levels are very much season dependent. It means there is an annual round of interviews to select seasonal staff. There has always been sufficient interest to fill the posts and generally it has worked well. It does though, create added issues for induction, training and awareness of the wider aims of the Service and the Council.

At Keyhaven, it is a very small business unit with effectively one officer on site. This places great many demands on this post and clearly affects continuity should there be a change in Warden or at times when the Warden is engaged in activities on and off site.

Something similar is the case with the Development and Tourism Teams at Appletree Court. Each team has three officer posts that are all specialists in their own field. So, continuity is an issue, as is career progression with small teams and very “flat” structures (structures that have few hierarchical levels in them). This can be countered by the production of more detailed working plans “below” this Service Plan. This gives clear direction and a basis of work for who ever does those jobs. Also it does place an added emphasis on administrative support to provide some degree of insight into the work.

A characteristic of the Leisure Service is the degree to which services are actually delivered by people either employed in other Service areas or entirely outside the Council. This presents a number of challenges. Within the Council, the Service has less influence over the operation and development of individual employees in other Service areas. This places an emphasis on mechanisms for cross-service working such as corporate working groups. Also the corporate process of Performance Development Interviews supports the development of all employees. In a similar way the corporate Personnel Service helps deliver training and development for all parties.

With partner agencies, link officers are often part of the selection process as advisors and will also encourage those agencies to have training policies and budgets to support their employees. Commissioning specialist providers does expand the breadth and depth of skills and knowledge available for service delivery. Often the partner organisations are small and the delivery of the service depends on the competency of a very few people. The District has been very fortunate that partner officers have been very strong in recent years but on the few occasions this has not been the case, there have been significant repercussions. This is something which re-inforces the need for clear policies and systems in these organisations to ease the process of transition as and when it arises. This is why we look for the creation of Agreements based on business plans where we can.

Recruitment

This is an issue, particularly trying to attract full time employees to jobs in the lower pay bands. This is also the case in many of the partner organisations. Indeed finding enough qualified people locally with the necessary levels of instruction/ leading / coaching skills and experience is very hard across the whole sector. This is part of the reason why we are so keen to develop training structures with Further Education and Governing Body partners.

A parallel issue arises with key officers in the middle bands of the pay scale. Recruitment is not easy. Relative pay rates to other employers is not strong and there are also the issues of cost of accommodation and the distances to be covered for travel in the job due to the size and nature of the District. This has led to an approach to recruitment which looks to the local region rather than nationally in its emphasis. Our advantage is the reputation of the Authority and the fact that we vest responsibility in postholders. There is therefore often considerable gain for candidates from a professional point of view. So far, the appointments have yielded officers of real quality who have contributed far beyond their level in the organisation.

Retention

A reflection of the above point is that, as soon as someone has the experience to move on, they usually do. Experience shows they are often younger people looking for a starting point and looking to move onwards and upwards. There is some scope for promotion from within and this does happen, however not at the same rate as turnover. They gain a lot whilst being here but the higher pay and bigger services elsewhere will see them move on. This is not necessarily a problem but the loss of specialist workers is difficult to cover in the transition period.

On the other hand, staff in more senior posts are long stay employees. This brings continuity and enhanced levels of expertise to the Service. There is a danger of missing out on new inputs but this is covered by the extent of networking through professional organisations such as the Institute of Leisure and Amenity Management; Tourism Management Institute and Chief Cultural and Leisure Officers Association. However it does limit the opportunities for career progression. This effect is re-inforced by the fact there are very few tiers of management and therefore limited prospects for internal promotion anywhere other than the Health and Leisure Centres. Within the Central Service the few tiers in the structure of the Service mean that it is very unlikely that the Council can “grow” in house replacements for Heads of Service.

Service issues

The service is a dynamic one that has to cope with change and indeed promote change. This has been a characteristic since the formation of the Service and with that consistency of culture has tended to attract employees looking for that sort of environment. This yields great benefit as the teams are strong, engaged in the work and the belief in constant improvement.

Future changes seem to suggest more community-based work and greater use of ICT in delivery. The former is at the core of so much of the work that this will be easier to assimilate. ICT presents other challenges and whilst the Service has embraced computerised bookings in the Health and Leisure Centres and promotion via the web in tourism, it is probably fair to say that it has really yet to fully exploit the potential.

The overall capacity for additional activity is small. The Service is made up of small teams and virtually all are sole owners of their area of work – in other words, there are hardly any “assistants”. This means that any absence for a significant period of time has considerable impacts on the work. It is through the goodwill and engagement of the teams that the impact on the Service is minimised. The “up-side” of this is that the employment of specialist workers with a focus on specific jobs means that there is a wide band of knowledge and skills available to the Service and the community. The fact that this is of value has been very evident in Best Value reviews and the evidence sessions at the Leisure Review Panel.

It is a consequence of the above factors that middle organisation posts will be subject to turnover and there will not be the direct cover for them or the ability to “grow” a natural replacement. This is part of the reason why there is an emphasis on plans and planning in the Service. At least in this way there is the framework for the next person to pick up and work to.

The re-enforcement of the Personal Development Interview process, has helped to create a co-ordinated training and development package for the Service. This was in need of improvement and will be an area we continue to work on. Regular “one to one” meetings within the Service have assisted in identifying development needs and also result in focused discussion on the achievement of objectives.

Support Services

There are currently four support service employees within the Leisure teams. They provide personal assistance and administrative support to officers. The support posts form part of the Community Services Support Service business unit and the Head of Support Services has the overview of this provision. On a day to day basis though, Leisure employees manage the postholders.

Overall there are no plans to increase the levels of support but in some areas the line responsibilities for posts will be evaluated, to establish whether they should form part of the service they support. In the Review it became clear that the Service did not have the balance of skills to make the most of ICT developments. With that in mind, a vacancy in the support team allowed the opportunity to re-define the allocation of tasks and seek an employee with stronger ICT skills to specialise in that form of support. We have been able to recruit to that post and the benefits are already being felt.

In addition, within the officer team, an increased capacity in ICT has been sought and achieved. Combined with the above, the Service is in a much better position to utilise ICT, without any increase in costs.

This does not diminish the need for comprehensive training in the relevant corporate ICT systems. There is a team training plan for all employees based at Appletree Court to ensure effective coverage of all the ICT systems at the appropriate level of expertise.

Asset Management

The Council is very aware of the need to make the most its assets. The Leisure Service is responsible for the proper management of some of the most significant of those assets. However it did become clear in the review that there should be a single source of reference about their management. Therefore an Asset Management Plan is scheduled to be written in the coming year.

The five Health and Leisure Centres are clearly very significant buildings. Their refurbishment cycles; energy management programme, new build programme and issues related to the Disability Discrimination Act are all evaluated and updated annually. The need to keep these facilities up with current trends in the market has been a key feature of our investment planning, which has included a programme of major refurbishments and also investment within the building to ensure maximum income from all activity areas. The spending plans attached to this plan show this continuing. The same principles apply to Dibden Golf Centre.

There are other assets that are less demanding of investment. Open Space, coastal amenities, Beach Huts, Keyhaven River and the Visitor Information Centres have a lower profile. However the principle of stewardship of these assets still stands and there will be significant capital needs a key times – as evidenced by recent investments at Hythe, Milford, Hordle Cliff and Keyhaven Quay.

Similar issues can arise in our partnership arrangements too. Where we have invested in buildings with partners – for example Forest Arts, ArtSway, St Barbe Museum; it is in the interests of good management of that investment to stay involved with the scheme and play an active part in ensuring the effective use and care of those assets.

ICT

Information and Communications Technology is at the forefront of many service delivery issues. During the last plan cycle the Service met Government targets that there should be an electronic means to deliver all processes. However this was at a basic level. There is more use to be made – a fact identified by the Leisure Review Panel. As a result of input through the Panel, there is now an ICT work programme for the Service with a Board to plan and review the individual programmes.

The implementation of this will be aided by the identification of an “Account Manager” role within ICT to give the Service the much needed contact and support by an ICT specialist. At the same time, the improved ICT skills in the Service will strengthen the relationship.

INFORMATION SYSTEM PROJECT
Develop dedicated ICT support role
Gladstone bookings / members debugs
SMS (Health and Fitness phase 1)
Roll-out Standard ICT Config. for HLCs
Telephone system (Call Handling)
Web Content Maintenance
e-payments chip and pin roll-out
GIS
Document Imaging / Archiving
Golf Course Booking (ESP)
E-bookings
Upgrade huts and moorings system
Open spaces database
Survey software
Rota software
e-forms
Smartcards
Health and Fitness System Upgrade

SUSTAINABILITY

Sustainability is a word not too many people use. For the Council it means to work closely with the community and in partnership with others to enhance the quality of lives of present and future generations by:

- a) Preserving the environment of the New Forest District for the peaceful enjoyment of residents and visitors.
- b) Helping to create and maintain a local economy that brings opportunities for jobs and economic benefit for the area
- c) Understanding and fulfilling local needs through creating and maintaining healthy and safe communities for the enjoyment of all.

It is important to underline therefore, that it is NOT just “green” issues. Sustainability is as much to do with engaging the community and ensuring there are jobs as it is to preserve habitat. The key factor is bringing these things together so that they are all accounted for.

The Council operates within the framework of Social; Economic and Environmental influences. These are clearly stated in Heart of the Forest and are reflected at many levels of policy – regionally and nationally as well as the District Level.

The tourism service has also worked with the added dimension of the Visitor. The integration of these elements has been at the forefront of tourism delivery for over a decade. As a result it is recognised as a leader in the field. This may be our flagship activity but in all aspects of the work, the Leisure Service is making contributions to a sustainable future.

Rather than an “add on”, this thinking is integrated into our work. So our intention is that the principles of this Plan, its policies and actions all reflect social, economic and environmental considerations.

Particular improvement activity in this area has come out of the sustainability assessment of the Best Value reviews undertaken within the Service. Some have subsequently become actions in this Plan as well. However, within the next review of this Plan, there would be benefit to undertaking a Sustainability Assessment at this level.

Whilst there are all the dimensions of sustainability, the Council is devoting increasing attention to a Green Audit and the service will attend to its part in that work.

[L:md:leisure:serviceplan:2007: Fundamental 2007 cab]

LEISURE SERVICE DELIVERY PLAN 2007 - 11

Some actions are new for this Plan (shown as “new” in the reference) and others carried forward from last year (shown as “c/f”)

Key to Impacts

Aspect of Heart of the Forest to which the topic relates:



Organisation of excellence



Working with public and partners



Economic well being



Social well being



Environmental well being































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
























Major	■
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Moderate	■
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Neutral	■
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Adverse	A
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1. HEALTH										
REF	PROPOSED KEY ACTIVITIES	PERFORMANCE MEASURE REF/ TARGET	MILESTONE DATES	IMPACT LEVEL					RESPONSIBILITY	
									NFDC Officer & Partners	Resources allocation & costs
1.1 c/f	In partnership with the Primary Care Trust, bring together the health related programmes operated by the Service into a single statement.	Written Statement.	Dec 07						Bob Millard Martin Devine	Work Programme Current budgets
1.2 c/f	Establish Service Level Agreements with all key areas of delivery where there is a relationship to the Primary Care Trust (PCT).	Signed Agreements Meet Leisure objectives. Evidenced tie to corporate objectives.	Agree by August 07						Bob Millard Jeremy Rickard PCT	Work programme Project resources if needed.
1.3 new	Input into the next version of the Joint Health Strategy ensuring action on subjects identified as priorities and joint promotion of information delivery between agencies	Evidence Service involvement in the produced Strategy.	End March 08						Martin Devine NFPCT	Work Programme Current budgets
1.6 c/f	Review the Active England project at Pennington.	Report to Portfolio Holder on outcomes and exit strategy	July 07						Bob Millard Project Officer HPCT Lymington H&LC	If there is a case to continue a funding bid will be needed.
1.7 c/f	Establish a basis with the PCT for the collection and use of data collected on health issues	System in place	Sept 09						Bob Millard Martin Devine HPCT	Should be current systems but assess need for bid in project





















2. CHILDREN AND YOUNG PEOPLE										
REF	PROPOSED KEY ACTIVITIES	PERFORMANCE MEASURE REF/ TARGETS	MILESTONE DATES	IMPACT LEVEL					RESPONSIBILITY	
									NFDC Officer & Partners	Resources allocation & costs
2.1 new	Meet targets identified for participation in activity and levels of obesity as set out in the Children and Young People's Plan.	Meet identified targets.	March 08						Martin Devine Bob Millard Jamie Burton Sue Little	Work Programme and utilisation of current budgets
2.2 new	Prepare for the launch of a co-ordinated "Youth Offer" of activities in 2008/09.	Existence of a plan. Multi agency involvement Young People involvement.	August 07						Martin Devine Jamie Burton Bob Millard	Work Programme Possible bid for 2008/09
2.3 C/F	Complete the construction of a youth centre in Marchwood	Completed building. Meets agreed brief. In budget.	End March 10						Jamie Burton. Marchwood Parish Council Youth Partnership HCC	Capital: allocation in Capital programme for "future years".
2.4 new	For children and young people in the priority areas identified in the Play Strategy to have access to at least three different types of play space or project.	50% of areas 100% of areas	Dec 08 March 10						Dye Lockyer, Sue Little	Work programme
2.5 new	Implement the programme of capital projects for new children's play facilities in time and on budget	Targets set out in bid document	Dec 07						Dye Lockyer	Work programme External funding secured

3. TRANSPORT										
REF	PROPOSED KEY ACTIVITIES	PERFORMANCE MEASURE REF/ TARGETS	MILESTONE DATES	PRIORITY LEVEL					RESPONSIBILITY	
									NFDC Officer & Partners	Resources allocation & costs
3.1 new	Develop a means to influence the extent of County Council recognition of and resources for leisure transport provision in the District.	Produce paper Evidence of allocation	Mch 08. Nov 08						Anthony Climpson. HCC / NFTA Commercial sector Voluntary sector.	Work Programme






4. WORK WITH PARTNERS										
REF	PROPOSED KEY ACTIVITIES	PERFORMANCE MEASURE REF/ TARGETS	MILESTONE DATES	PRIORITY LEVEL					RESPONSIBILITY	
									NFDC Officer & Partners	Resources allocation & costs
4.1 c/f	With partners, produce a clear statement on process and working practice to ensure the integration of community development activity as a means to reach strategic targets	Adopted written paper. LSP support. Links to strategic targets	End March 09						Martin Devine. Community Services. CFNF LSP and related CANs.	Work programme
4.2 c/f	Ensure the targets agreed in the Local Area Agreement and Local Public Service Agreement are met – especially volunteering, adult participation and youth engagement.	Targets as set in the initiatives	March 08						Martin Devine	Work programme Allocation of existing budgets if relevant
4.3 c/f	To have defined a process for the accreditation of partners and add to policy documents.	Policy proposal	Sept 10						Martin Devine	Work programme

5. LEISURE






REF	PROPOSED KEY ACTIVITIES	PERFORMANCE MEASURE REF/ TARGETS	MILESTONE DATES	PRIORITY LEVEL					RESPONSIBILITY	
									NFDC Officer & Partners	Resources allocation & costs
5.1 c/f	To achieve greater recognition and funding of arts and heritage activities as contributors to addressing health and community safety issues	Profile in Joint Health Strategy and Community Safety Strategy	End July 09						Martin Devine NFPCT Community Safety Partnership	Work programme
5.2 new	Conclude the assessment of procurement options for Health and Leisure Centres (and the Tourism Service)	Choice of preferred option at Cabinet.	Sept 07						Martin Devine Bob Millard Corporate working team support	Work programme Member time. Corporate working team support
5.3 new	Improve ICT practice across the Service through the implementation of a Leisure ICT development programme.	Written Programme. Achieve programme outcomes.	Apr 07 March 08						Martin Devine Bob Millard Sharon Plumridge Ken Connolly	Work programme and may be Expenditure Plan bids.
5.4 c/f	Utilise the opportunities presented by the Olympic Games to increase participation in sport	Participation by 0 – 19 year olds meet national target. District rep in County squads by 10% by 2010	Annual April 2010						Jamie Burton	Work Programme

5. LEISURE (contd)										
REF	PROPOSED KEY ACTIVITIES	PERFORMANCE MEASURE REF/ TARGETS	MILESTONE DATES	PRIORITY LEVEL			RESPONSIBILITY			
									NFDC Officer & Partners	Resources allocation & costs
5.5 new	Produce a site development plan for Totton Health and Leisure Centre.	Assessment of options. Plan. College input	Sept 07						Bob Millard	Work programme
5.6 new	Devise a policy base for sport at this level in conjunction with the production of a sports and activity strategy.	Inclusion of sports policies at next Plan adoption.	March 08						Martin Devine Bob Millard Jamie Burton	Work programme
5.7 new	Launch a joint project with the PCT and other partners to increase the levels of physical activity by adults in the District.	Programme launch	March 08						Bob Millard Dave Atwill	Work programme May lead to bid request

6. ORGANISATION OF EXCELLENCE

REn F	PROPOSED KEY ACTIVITIES	PERFORMANCE MEASURE REF/ TARGETS	MILESTONE DATES	PRIORITY LEVEL					RESPONSIBILITY	
									NFDC Officer & Partners	Resources allocation & costs
6.1 new	Devise a Health and Safety Development Plan for the Service which identifies the key actions required across the Service by	Defined list of KPIs in place. Training Plan in place	Sept 07						Bob Millard Martin Devine Andrea Lakin	Work programme May need Expenditure Plan bids for works / training

7. TOURISM

REF	PROPOSED KEY ACTIVITIES	PERFORMANCE MEASURE REF/ TARGETS	MILESTONE DATES	PRIORITY LEVEL					RESPONSIBILITY	
									NFDC Officer & Partners	Resources allocation & costs
7.1 c/f	Provide input on tourism matters to support the LDF Core Strategy, Community Strategy and New Forest National Park Management Plan.	Clear policies in the three plans	Sept 07						Anthony Climpson	Work programme
7.2 c/f	Within existing mechanisms, utilise opportunities presented by the Olympic Games where this supports Service Objectives	Consideration in marketing plans with NFTA and DNF	Mch 08						Anthony Climpson NFTA; DNF; TSE	Work programme Use of existing budgets
7.3 c/f	Review the Agreement with NFNPA and produce a second version	Agreed position statement. 10% increase in value	Feb 08						Anthony Climpson NPA.	Work programme
7.4	Produce "Our Future Together (2)"	Stakeholder involvement. Action Plan.	July 07						Anthony Climpson	Work Programme
7.5	Undertake a process review of the Visitor Information Centres to improve effectiveness.	Adopt review. Reduce controllable costs by 5%	Oct 07 Nov 07						Anthony Climpson Terry Kane	Review in work programme. Target for savings
7.6	Increase industry engagement in the web site as a means to publicise the destination and projects in it.	Increase take up by 20%	Jan 08						Anthony Climpson Paul Fulford	Work programme Could lead to savings
7.7	Engage Community Tourism Groups (CTG) in the Tourism Community Action Network (CAN).	4 CTGs engaged with the CAN	Dec 07						Anthony Climpson Terry Kane	Work programme
7.8	Increase participation in the "Green Leaf" initiative.	Increase uptake by 20%	Nov 07						Anthony Climpson Paul Fulford	Work programme

8. ENVIRONMENTAL MANAGEMENT										
REF	PROPOSED KEY ACTIVITIES	PERFORMANCE MEASURE REF/ TARGETS	MILESTONE DATES	PRIORITY LEVEL					RESPONSIBILITY	
									NFDC Officer & Partners	Resources allocation & costs
8.1 new	Establish a site management plan for at least one site managed by the Council.	Plan production Necessary consents. Local engagement	Mch 08						Martin Devine Environmental Design Team	Work programme. Sites may need bids to implement
8.2 new	Produce, along with key partners, a Recreation and Open Space Strategy to guide investment and feed into the Local Development Framework.	Standards. Stakeholder engagement. Investment strategy.	Mch 08						Martin Devine Jamie Burton Dye Lockyer	Work programme May lead to significant capital needs to address with partners.

9. ADULT PARTICIPATION										
REF	PROPOSED KEY ACTIVITIES	PERFORMANCE MEASURE REF/ TARGETS	MILESTONE DATES	PRIORITY LEVEL					RESPONSIBILITY	
									NFDC Officer & Partners	Resources allocation & costs
9.1 c/f	Ensure leisure activities are considered as part of the PCT's assessment of prevention in the field of older people's health	Agenda item for HPCT and relevant CANs	Mch 09						Martin Devine Devlp. Team HPCT LSP CANs	Work programme
9.2 new	Ensure participation targets for regular exercise established in LPSA 2 are achieved.	Targets per '000 population	Mch 08						Bob Millard Devlp. Team	Work programme
9.3 new	Decrease the number of sedentary adults from 45% to 35% by the end of the plan cycle.	35% by 2011	Mch 08						Devlp. Team	Work programme

LEISURE ORGANISATION IMPROVEMENT PLAN: 2007/08

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In the following pages are the assembled improvement activities arising out of the Fundamental Service Review. It sets out the improvement agenda for the way the Service is operated, seeking to increase efficiency and effectiveness. The specific tasks to deliver service outcomes are in the Leisure Service Delivery Plan (page 65)

For ease of reference, looking across the detailed actions within the Improvement Plan, there are six critical activities which will deliver the majority of the detailed actions. These are listed below for ease of reference and they will need to be transferred to work programmes. The cross references relate to the criteria within the "Towards An Excellent Service" model used.

OUTCOME DOCUMENT	STATUS	PURPOSE / CONTENT
1/. Fundamental Service Plan [X Refs: 1.1a/2.1a/2.1c/2.1d/2.1i/2.2d/4.1b/4.4a/4.4d/5.1a/5.1b/5.2c/5.3a/5.4a/5.4b/5.5b/5.6a/6.1b/6.6b/6.6c/8.2a-h].	Completed	This appendix is part of the overall Fundamental Plan which will remain in place for the next four years. Each year there will be an annual plan which will update progress for the year and look forward to activities for the next.
2/. Performance management framework [X Refs: 1.1d/2.2c/2.2e/2.2f/5.2c/5.3b/5.3d/6.4a/6.4c/6.5b/7.1a/7.3c/8.1e/8.1f/8.2a/8.3a-h].	Framework completed	This includes the whole process from identification of content, through reporting to monitoring and will be a substantial platform for the management of the Service. Where there are parts of the service with data in existence the full system is in operation. For those where it is not, they will be completed during 07/08.
3/. Asset management strategy [X Refs: 5.5a-b – but key investments for NFDC].	Target for completion : August 07	There is considerable investment in the Service – most notably in the Health and Leisure Centres but the scale of liabilities on the coast and open space is becoming more apparent. This needs to be appreciated and planned.
4/. Procurement Review – Health and Leisure Centres and Tourism [X Refs: XXXX]	Target for completion: Sept 07	Substantial progress was made during the main part of the Service Review. The options have been specified and the detailed work is now needed.
5/. Engagement Strategy [X Refs: 1.1f/1.2b/1.4d/2.1f/2.1g/2.1h/3.1a/3.1d/3.2a/3.2c/3.3c/4.2b/4.4d].	Target for completion: Sept 07	With a customer / partner facing service there is a need to write a strategy for the engagement across the varied range of customer and partner relationships (including Agreements). Relations with members should also feature.
Equalities Framework [X Refs: 2.2d/3.2c/3.2d/6.4a-f/7.1b/8.1f].	Target for completion: Sept 07	Largely part of the Engagement Strategy, none the less this is a key piece of work on its own account with delivery implications.

The three aspects not completed have been included as key targets in the Performance Plan:

Produce an Asset Management Plan for the Service in order to ensure the most effective utilisation and stewardship of the land, buildings and other facilities under its management by August 2007.

Devise and publish an Engagement Strategy for the Service in order to create the best relationship with its wide range of customers and partner agencies by September 2007.

Implement the agreed option for the procurement of Health and Leisure Centre management arising from the Fundamental Service Review
Implement the agreed option for the procurement of Tourism Service management arising from the Fundamental Service Review

1. Leadership:

Criteria		Improvement areas	How	Lead	Date	
1.1 Leaders in the organisation develop the mission, vision and values, demonstrate ambition and are role models for continuous improvement.	a	Policy framework				
	b	Role models for improvement	There are aspects of the service where there is a lack of role model	Use internal corporate group to develop role for the coast	SP	03/08
	c	Innovation and creativity				
	d	Internal scrutiny and external challenge.	Only partial across the service – focus on weaker aspects - cross reference to performance. Do resources match need?	More performance measurement needed to facilitate this	MD/BM	03/08
	e	Change management	Change processes may be prompted by the action above			
	f	Equal opportunities	Lack of framework hinders performance. Cross reference to Community engagement.	Involve leaders in the production of the Engagement Strategy	MD/BM	09/07
1.2 Leaders actively engage with key stakeholders to promote and manage the reputation of the organisation.	a	Aware of strategic relationships with key stakeholders				
	b	Manage relationships with key stakeholders	Could be improved with Engagement Strategy	See 1.1 f above		
	c	Utilise relationships with key stakeholders				
	d	Monitor and review relationships with key stakeholders.				

Criteria		Improvement areas	How	Lead	Date	
1.3 Leaders are actively engaged with service users and partners.	a	Listen to community needs				
	b	Awareness of voluntary, community and private sectors				
	c	Collaboration				
	d	Partnerships	Some partnerships could be better defined, to facilitate review	Introduce more consistent best practice.	MD	03/08
1.4 Leaders motivate, support and recognise people in the organisation to improve services.	a	Visibility and accessibility	Members need to be engaged more with services	Include as part of Engagement Strategy	MD	09/07
	b	Communication	Discuss need for an easier to read summary of the Service Plan.	Discuss with Lead members and note outcome in Service Plan progression.	MD	05/07
	c	Value and support people	Training is an expression of value – and this could be better done	Introduce improved Training Plan development	SP	06/07
	d	Celebrate success	There is some recognition in personal style but no clear framework or process for recognition.	Review in CSMT and determine a course of action – especially using leaders	MD/BM	09/07

2. Policy and Strategy:

<u>Criteria</u>			<u>Improvement areas</u>	<u>How</u>	<u>Lead</u>	<u>Date</u>
2.1 The organisation has a clear strategy for the development of cultural services and delivering outcomes from it.	a	Service planning process	Review the need for a cultural strategy as against other means of “joining up” between agencies to meet community needs. Test whether employees; internal and external partners feel they have the ability to contribute to plans / policy.	Place on Leisure CAN agenda. Add to survey in consultation plan and review outcome Consider outcomes into next Fundamental Cycle	MD MD MD	11/07 04/07 03/09
	b	Policies and strategies	Leisure Review Panel has identified current policies that need review. Ensure these are included in the Fundamental Service Review and that the TAES working group is engaged. Not enough is made of this within tourism documentation. The Corporate Plan could also reflect this better and even partner documents	Include a specific paper to each stage in the process – working group; scoping; Board and Panel. Full set of support plans updated.	MD AC	04/06 09/07
	c	National and regional strategies & priorities	References in plans but coverage may need review	Review text of Service Plan for coverage / up to date	MD	03/07

<u>Criteria</u>			<u>Improvement areas</u>	<u>How</u>	<u>Lead</u>	<u>Date</u>
	d	Shared national priorities	Assess the national six joint priorities and identify links to current policy and operation.	Include content in FSR document – setting the context. Pay particular attention to environmental dimension – social and economic / financial well represented.	MD	05/07
	e	Community Strategy				
	f	Consultation	Ensure consistency with Community Engagement section.	Check development actions in that section.	DL	09/07
	g	Under-represented groups and degree of inclusion.	All elements should be made to fit into an “engagement plan”. Clearly identify the relationship with the Corporate Unit / initiatives and how that fits with leisure.	Create an engagement plan Lead into surveys and text of FSR document	MD MD MD	09/07 09/07 05/07
	h	Response to local initiatives	[Interpreted as “community led” initiatives].			
	i	Equal opportunities	Show how the corporate lead can be made best use of within leisure delivery.	Fit to community engagement, surveys for this exercise and engagement plan	MD	09/07
2.2 The organisation has set ambitious and achievable targets to achieve its aims and objectives.	a	Target setting	There are targets set in relation to national priorities and communicated in the Service Plan but they are not overtly expressed in that way.	Make the relationships clearer in the next edition of the FSR	MD	05/07
	b	Service plans & work programmes	Is how the Service is treated by corporate support services still appropriate? [cross reference to resources]	Investigate the method of operation and review	SP	04/07

<u>Criteria</u>			<u>Improvement areas</u>	<u>How</u>	<u>Lead</u>	<u>Date</u>
	c	Responsibilities for target setting	There is a need for clarity as to how financial and social objectives are reflected in targets	Clearer reporting back on performance targets where they already exist.	MD/BM	09/07 03/08
	d	Equality targets	Produce INRA statements which focus more specifically on reactions of affected groups to the delivery of specific services areas.	Include in survey within consultation plan. INRA statements. More specific content in the Service Plan. Refresh awareness training across Service.	MD SL MD/BM SP	06/07 06/07 09/07 12/07
	e	Improvement targets	The process would be improved if the performance indicator suite were better. [A strong cross reference to performance]			
	f	Benchmarking	As for above	As for above	MD/BM	03/07

3. Community Engagement:

Criteria			Improvement areas	How	Lead	Date
3.1 The organisation is actively developing community engagement to improve cultural services.	a	Commitment	This is demonstrable but range of application could be increased	Use Engagement Strategy to broaden application.	MD/BM	09/07
	b	Engagement processes & systems	As above	As above	MD/BM	09/07
	c	Engagement strategy	There is no engagement strategy that reflects the “horses for courses” that are needed for the diversity of the Service. Need to recognise that in services majoring on sales, the use of consultation is only part of making management judgements.	Write one that fits to the Communications Strategy.	MD/BM	09/07
	d	Success and risk factors	Part of above	Part of above	MD/BM	09/07
3.2 The organisation communicates to, consults with, and involves communities in providing services.	a	Engagement skills	Skills are there across the organisation but not consistently applied or extensive enough.	Devise training arrangements within the Engagement Strategy.	MD/BM	09 /07
	b	Best practice	Ideas and practice are shared – external recognition (needed for level 4) will have to be responsive.	Consider value of external recognition	MD/BM	03/09
	c	Under-represented groups	Achievement within the Service, better links needed to corporate mechanisms	Ensure part of engagement strategy.	MD/BM	09/07
	d	Equal opportunity	As above	As above	MD/BM	09/07

Criteria			Improvement areas	How	Lead	Date
3.3 The organisation is able to demonstrate the value of its work with communities in providing services.	a	Impact on policy and objectives	There is need for an evidence / documentary link.			
	b	Impact on planning and resources	As above			
	c	Measurement of the impact of engaging	Another level of sophistication which relies on measures being agreed at the outset	Include in the Engagement Plan.	MD/BM	09/07

4. Partnership Working:

Criteria			Improvement areas	How	Lead	Date
4.1 The organisation can demonstrate a clear understanding and awareness of partnership working.	a	Awareness and understanding	Extent of understanding needs checking.	Included in survey		
	b	Partnership status	Do all people need to know about all partnership responsibilities?	Test through the Review process – possible extension of text in Fundamental Service Plan to provide insight.	MD	05/07
	c	Partnership role and responsibilities				
	d	Effective representation	Representatives on partnerships may have no executive powers due to their primary duty to the body on which they sit (charity law).	No action - member reps have direct influence by presence and no action by us can change formal position.		
4.2. The organisation proactively develops relevant partnerships in order to meet its strategic objectives.	a	Partnerships to aims and objectives	Review of arrangements in the region for best practice. Older people – review of arrangements	Hants CLOA as a start. Task for RDO post upon appointment	BM RDO post	09/07 12/07
	b	Community influence and relevance	Some aspects of the Service have a history of relating partnership activity to the community. Others need more pro-action.	Include feedback on partnership work across all areas of the service in communications. (Part of Engagement Strategy)	MD/BM	09/07
	c	Capacity building				
	d	Trust				

Criteria			Improvement areas	How	Lead	Date
4.3 The implications and impact on partnership arrangements are taken into account when taking policy and budget decisions.	a	Policy impact				
	b	Budget impact				
4.4 The organisation is committed to continuously reviewing and modifying its involvement in partnership arrangement and is able to demonstrate their value.	a	Monitoring and evaluation	Communication of benefits and performance to the organisation	Inclusion of partner information in the Service Plan	MD/BM	05/07
	b	Rationale and value				
	c	Consistency among partners	Ensure this aspects is regularly tested	Included a question in the partners survey		
	d	Evaluation of partnerships	Achieve a greater level of consistency in review and reporting. Determine level of formality that is appropriate across all partnerships and level of member involvement.	Recognised need to fit with new performance management arrangements. Add to work programme for feed into next Service Plan update.	MD/BM	12/07

5. Use of Resources:

Criteria			Improvement areas	How	Lead	Date
5.1 Financial resources are allocated in accordance with the strategic priorities of the organisation.	a	Budget setting in accordance with priorities	Stronger links between the Council's Expenditure Plan process and Corporate Plan. Ensure Service Plan reflects spending priorities identified through consultation. Identify links between Business Plans and Service Plan.	Revisit Business Plan framework Include in Service Plan framework and assist communication to employees. Revisit Business /Service Plan framework.	BM/MD MD/BM MD/BM	06/07 09/07 09/07
	b	Budget setting in accordance with improvement priorities	Review budget provision in all areas of the service to facilitate continuous improvement.	Identify in Service Plan and link to Exp. Plan bids	MD/BM	09/07
	c	Budgeting reduction and redirection management	An Impact assessment for all proposed budgetary reductions and re-allocations	Develop criteria and include in Exp. Plan guidelines.	CM	09/07
5.2 The organisation controls the use of its financial resources effectively.	a	Budget targets	Ensure monitoring of outcomes from Business Plans and project justifications	Include monitoring in all plans in accordance with Project Management Guidelines.		
	b	Monitoring systems	Review management arrangements for all areas of the Service to get a more co-ordinated and cohesive approach. Align service needs with support service information – timeliness and accuracy	Review procurement arrangements for identified areas of the service. Specify service requirements and create an appropriate SLA	BM/MD BM/MD	09/07 09/07

Criteria			Improvement areas	How	Lead	Date
	c	Devolved financial decisions	Strengthen monitoring of effect on Service as well as on financial performance Review budget provision in all areas of the service to facilitate continuous improvement	Developed service measures and reporting mechanism Identify in Service Plan and link to Exp. Plan bids	MD/BM	05/07
5.3 The organisation achieves value for money in the use of its resources and adds value by its actions and activity.	a	Value for money	Identifying outcomes and impacts during the Business and Service Planning process	Include as part of the Service/Business Planning process.	MD/BM	05/07
	b	Comparison	Implement process benchmarking as a follow up to performance benchmarking	Develop a framework	MD/BM	04/07
	c	Procurement	Need to look strategically at procurement of goods and services across the Service Investigate the basis of corporate cost allocations.	Audit of current activity and gap analysis. Develop a programme in accordance with NFDC Procurement Strategy Develop and implement programme.	BM/MD	09/07
				Consider in process investigations	SP	07/07
	d	Alternative service delivery	Ensure mechanisms are in place to monitor the impact over time (links to measuring outcomes) Trend analysis	Evaluate impact of options on identified service outcomes. Measure outcomes over time.	BM/MD	03/08 03/09
	e	Innovation and creativity	Ensure effective monitoring and measuring (links to measuring outcomes)	Surveyed key target groups Community Safety Partnership	MD/BM	03/08
f	Project management	Ensure that the Council's Corporate Project Management guide is adopted and train managers in its use	Include in competency training matrix. Review as part of PDI	SP MS	06/07 02/08	

Criteria			Improvement areas	How	Lead	Date
	g	Risk management	Adopt the Council's Risk Management process and train Managers in its use. Build managing business risk processes into Business Plans	Include in competency training matrix Review as part of PDI	SP MS	06/07 02/08
5.4 The organisation seeks and attracts resources from outside the organisation.	a	External resources	Continue to seek opportunities for external partnership funding Identifying the impact to programmes of losing that funding	Identify development areas in Business/Service plans and work programmes. Develop criteria and include in Exp. Plan guidelines.	MD/BM CM	03/08 09/07
	b	External investment	Work with partners to secure core funding	Identify impacts/outcomes of programmes. Generate and agree SLA	MD/BM	03/08
			Assess potential loss of partnership funding and exit strategies	Identify in Service Plan	BM/MD	09/07
5.5 The organisation manages efficiently its physical assets (land and premises).	a	Asset management plan	Ensure all areas of the Service have clear Maintenance Plans Ensure all Maintenance Plans link to Corporate Asset Management Plan	Develop Asset Management Plan for the service Review plan framework	PS/HOS	09/07
	b	Effective use of assets	Ensure all areas of the Service have resources available to develop their available assets and improve services	Identify in Service Plan and link to Exp. Plan bids	MD/BM	09/07
More strategic view of wider service delivery			Review strategies for effective delivery of service outcomes	MD/BM	09/07	
5.6 The organisation uses alternative and new technologies to achieve its strategic objectives.	a	E-Government targets	To continue to perform to the Council's e-governance targets	Include in Service/Business Plans	MD/BM	03/08
	b	Effectiveness	Post implementation review Post project Action planning (Project Management Guide)	Include in end of year review	Proj Board / HOS	10/07

6. People Management:

Criteria			Improvement areas	How	Lead	Date
6.1 The organisation is committed to recruiting, developing and empowering its people to improve its performance.	a	Strategies	Identify further links between individual performance and service improvement	Monthly 1-2-1's. PDI's	BM/MD	03/08
	b	Actions	Linking improvements in training and development and recruitment to improve performance (and value). Fit Service operational needs in delivery.	Put in Service Plan and Training and Development Plan	MD/BM/ SP	02/08
	c	Awareness	Specific strategies are implemented.	Ensure reference is made when showing improved performance	BM/MD	03/08
	d	Confidence	Monitor employee perception of organisational support	Employee surveys		
6.2 People are encouraged to improve their own and other people's performance.	a	Self-improvement	People can demonstrate own performance improvement and performance improvement to organisation	Start with PDI process (continuous improvement)	BM/MD	02/08
	b	Collective-improvement of other people	Identify ongoing links between individual and service improvements	Monthly 1-2-1's. PDI's	BM/MD	03/08
6.3 People believe their contribution to the organisation is recognised and valued.	a	Recognition	Continue to celebrate good performance	Service team meetings Monthly 1-2-1's PDI's	BM/MD	03/08
	b	Involvement	People can demonstrate impact of their involvement in policy. Middle manager meetings needed.	Service team meetings Monthly 1-2-1'. PDI's Middle manager "specials"	MD/BM	03/08
	c	Feedback	Review individual and team communication in line with corporate communications strategy	Service team meetings Monthly 1-2-1's PDI's	MD/BM	03/08

Criteria			Improvement areas	How	Lead	Date
	d	Communication	Employees well informed about the performance of the organisation and feeling they are valued	More employee employment survey and action aligned with communications strategy	MD/BM	09/07
6.4 The organisation is committed to ensuring equality of opportunity in the management and development of its people.	a	Equal opps	Not showing improved performance with equalities work.	Add to Performance Mgt framework.		
	b	Promote equality	Organisational arrangements not clearly reflected in Service Plan	Add to Fundamental Plan		
	c	Specific actions	As for a) above	As for a) above		
	d	Recognition	More consistency and understanding – apply to performance and new methods	Link to action 1.4 d	MD/BM	09/07
	e	Developing people	Need clearer feedback	Employee surveys and training plan		
	f	Accreditation	Score limited by current Corporate level	Assess timeline to progress to level 5	MD/HR	09/07
6.5 The development of people fits organisation's aims and objectives.	a	Priorities or targets	All linked to demonstrate the organisation is improving	Combines improvement value		
	b	Awareness	Improving organisation	Combines Improvement performance management		
6.6 People understand how they contribute to achieving the organisation's aims and objectives.	a	Involving	Review and improve processes	Service team meetings	BM/MD	03/08
	b	Empowerment	Link Improving performance of the Service to management structures	Review structure of service and business plans	MD/BM	09/07
	c	Contribution	Improving performance of the Service linked to management development. More cross – service co-operation	Service and Business plans Service team meetings Monthly 1-2-1's. PDI's	BM/MD	03/08
	d	Decisions	Improving performance of the Service linked to management development	As for c above.	MD/BM	03/08

7. Standards of Service:

Criteria			Improvement areas	How	Lead	date
7.1 The organisation is committed to developing comprehensive and co-ordinated service standards reflecting customer needs.	a	Service standards	To continue to maintain and develop a comprehensive set of Service Standards, with attention to Equalities agenda. Monitor effectiveness of those Standards	Identify best practice and set standards.	MD/BM	09/07
				Create performance measures and reporting mechanism.	MD/BM	03/08
	b	Equal opportunities	When identifying key target include impact assessment of programmes. Developing a well-being index	Develop impact assessment model	HR	09/07
				Develop and implement a well being index	BM	09/09
	c	External accreditation	Each area of the Service to identify best practice and achieve it if it can be demonstrated to add value. Monitor that it does add value and re-accredit if appropriate.	Include in service teams work programme. [Quest in process]	MD/BM	04/07
				Include in Service group meetings Include in 1-2-1's Include in PDI's	MD/BM	03/08
7.2 The public are aware of the organisations customer service standards and complaints policy.	a	Customer care policy	Develop the Customer care standards with staff involved in delivering the Service and the public	Include in service teams work programme	BM/MD	12/07
				Input from focus groups and citizens panel.	MD/BM	12/07
	b	Complaints procedure	Ensure all staff are aware of the customer care standards and receive training	Incorporate into training matrix	SP	02/08

Criteria			Improvement areas	How	Lead	date
	c	Published standards	Ensure public are aware of customer care standards and feedback processes Establish Standards in line with corporate guidance and publicise for all levels of the Service. Implement customer and employee led service improvements.	Publicise standards and feedback process. Include in service team work programmes Monitoring mechanism.	BM/MD MD/BM	02/08 02/08
7.3 The public are aware that the organisation sets service standards, and actively involves users and non-users in setting them.	a	Staff involvement	Getting employee and user feedback in relation to employee suggestions, involvement and feeling valued.	Employee surveys PDI's 1-2-1 meetings		
	b	Public involvement	Identifying mechanisms for involving users and non-users across all levels of the Service. (Engagement Strategy)	Include service standards in Service group work programmes user and Citizen Panel surveys	BM/MD	09/07
	c	User monitoring	Look for new and improved ways of involving users and non-users. (Engagement Strategy)	Process benchmarking Professional bodies. Customer/Citizens Panel surveys	BM/MD	09/07
	d	Customer satisfaction	Looking for new and improved ways of measuring customer satisfaction and feedback ie the Web	Include in Service group work programmes user and Citizen Panel surveys	IT/HOS	09/07

8. Performance Measurement and Learning:

Criteria			Improvement areas	How	lead	date
8.1 The organisation has developed a performance measurement culture.	a	Understanding	Identifying the performance measures appropriate at each level and ensuring staff understand them and realise their importance	Include in employee inductions Include in Service group work programmes /meetings Include in 1-2-1's Include in PDI's	BM/MD	03/08
	b	Training	Identify appropriate staff to train in performance measurement and accountability	Include in PDI's Include in competency/training matrix	BM/MD	03/08
	c	Responsibility	Ensuring staff are aware of the standards of service and their importance in ensuring quality of performance	Include in employee inductions Include in Service group work programmes Include in 1-2-1's Include in PDI's	BM/MD	02/08
	d	Improvement	Develop a framework that leads to service improvement through the use of service standards and performance measurement based on the Council's Performance Management Model	Include in Service group work programmes	BM/MD	03/08

Criteria			Improvement areas	How	lead	date
	e	Resource utilisation	Implement ways to monitor performance and to review structures systems and work practices Develop tools and techniques to enable the Service to improve efficiency and effectiveness	Review capacity in current systems. Implement Council's performance Management model Implement "process mapping" across the service.	MD/BM MD/BM	09/07 12/07
	f	Equality and diversity	Fully integrate the Council's equality and diversity targets into Service and Business Plans	Ensure that service heads and managers "buy into" Councils work in equality. Develop measures of performance.	MD/HR HR	09/07 09/07
8.2 The organisation has developed a well-balanced range of high quality data and information.	a	Data appropriateness	Develop a comprehensive range of data that accurately measures performance Ensure that data is easy to access, analyse and communicate, and incorporates council targets on access to services Use performance data to identify priorities. Use data to inform business decisions and action.	Identified key outcomes and indicators. Work with IT to establish suitable systems to collect and analyse data. Use of info systems health check Include in Service Plan Include in 1-2-1 meetings and business reports		
	b	Information quality			MD/BM	06/07
	c	Equality and diversity				
	d	Data collection				
	e	Analysis and dissemination			MD/BM	03/08
	f	Feedback				

Criteria			Improvement areas	How	lead	date
8.3 The organisation monitors and takes action on performance information.	a	Priorities	Develop clearer priorities and objectives relating to outcomes in Business Plans	Include in Service groups work programmes. Link to council's key priorities and objectives	BM/MD	03/08
	b	Performance tracking	Establish effective monitoring mechanisms across the Service and tracking via Service Plan	Include in Service groups work programmes. Include in 1-2-1's & PDI's	BM/MD	09/07 03/08
	c	Communication	Establish effective reporting mechanisms to address performance in relation to established service standards	Include in Service groups work programmes. Include in 1-2-1's & PDI's	BM/MD	03/08
	d	Quality of reporting	Establish mechanisms for developing management information which is clear and complete and ensure key stakeholders have access.	Work with IT to establish suitable systems to collect and analyse data. Identify key stakeholders who need access and integrate systems where possible. Monthly 1-2-1's Exp. Plan Process Publish data	MD/BM	06/07
	e	Responsibilities			BM/MD	03/08
	f	Clarity and purpose	Ensure outcomes from monitoring feeds into work programmes and informs resource allocation		BM/MD	03/08
	g	Action				
	h	Resource allocation				
8.4 The organisation learns from its performance measurement and utilises it in its future planning.	a	Learning	Identify learning from managing performance and outcomes (continuous improvement)	Include in Service groups work programmes. Include in 1-2-1's & PDI's	BM/MD	03/08
	b	Reflection and review	Identify learning from managing performance and outcomes (continuous improvement). Part of Training and Development Plan.	Include in Service groups work programmes. Include in 1-2-1's & PDI's	BM/MD/ DP	03/08

Criteria			Improvement areas	How	lead	date
	c	External review and challenge	Identify further opportunities for further review and challenge eg PCT, Police, Parish Councils Identify and develop mechanisms for measuring resulting service improvements	Discuss within existing partner networks Discuss within existing partner networks	BM/MD BM/MD	03/09 03/09

PART TWO: SPECIFIC SERVICE AREA IMPROVEMENTS

9. Tourism

Main features:

- Establish the true priority of the service within NFDC
- Establish a performance management framework
- Undertake more research
- More communication about outcomes and with a wider “audience”.

Topic	Improvement areas	How	Lead	Date
9.1 Value of the Service	There is a huge value to the district from tourism. Can this be expressed? Whilst it may be difficult to directly bring “cause and effect” to bear, the Service should not take for granted that others are aware of this value and should continue to reflect it in their work.	Ensure text of reports and PR opportunities reflects the value of the service	AC	OG
9.2 Value of the Service	The bottom line cost of the service is affected by the mechanism and level of recharges from corporate services. When were these last reviewed and are they still appropriate? Is tourism charged in a separate way because it is an income earning service?	Investigate the basis of corporate cost allocations. Part of section 5.3	SP	07/07
9.3 Policy	Service managers believe the Council sees the tourism service as a fixed level of investment and that any change will either be: a)reduced net cost for the same level or reduced level of service. b)any service development to be self funding by a directly related increase in income. c)Tourism is not seen as a service to be invested in, to achieve desired corporate outcomes.	Clarify in Our Future Together	AC	07/07

Topic	Improvement areas	How	Lead	Date
9.4 Links to corporate strategy	<p>The service aims to help enhance the quality of life locally, the quality of experience of being part of the district – across the whole district.</p> <p>Tourism has many influences and affects the health of the District to a considerable degree across all of VICE.</p> <p>Its representation as being contained in any one particular part of the sustainability triangle (ICE) should be questioned</p>	<p>Make more of this in tourism documentation esp OFT</p> <p>Feed into Corporate Plan / Community Strategy</p>	<p>AC</p> <p>MD</p>	<p>07/07</p> <p>12/07</p>
9.5 Community leadership	<p>The authority has exhibited community leadership in its conduct of the tourism service. It has shaped delivery and the destination – the promotion of the VICE model and leading diverse stakeholders to follow a policy path which recognises the “Forest First” principle and the environmental context for activity</p>	<p>Practice should follow this philosophy with investment.</p>	<p>MD/AC</p>	<p>07/07</p>
9.6 Allocation of resources	<p>There are high expectations of income generation but not all of them directly support the desired outcomes, they are means to purely reduce the bottom line.</p> <p>Is this appropriate? For example merchandising at VICs, purely for income. A distraction from the real task? – especially given the relatively low contribution this makes.</p>	<p>Challenge the financial parameters under which the service operates as part of the procurement review.</p>	<p>MD/AC</p>	<p>07/07</p>
9.7 Profile of the Service	<p>The service works to seek benefit to the “Destination”. This is consistent with the Aim – Quality of life across the District.</p> <p>But this has implications for the profile of the Service, which has no identity of its own and is often the enabler. Often it is an advantage not to have a “label” as the focus is on outcomes and these can be best served this way.</p> <p>Members need to understand this and support this characteristic.</p>	<p>Test the understanding of this and the desire for NFDC badging</p>	<p>AC</p>	<p>07/07</p>

Topic	Improvement areas	How	Lead	Date
9.8 Profile of the Service	Outcomes are what its all about. If this is the case, these outcomes need promoting and the role of the Service in their achievement.	The work on performance management should contain this issue.	AC/MD	03/07
9.9 Future influences	Is the destination (and then the Service) market led or destination led – i.e. do you follow the trends of the market or entirely let the destination lead the product? The “Forest First” principle means that it must start from the destination but it must be able to react to the market in appropriate ways.	Future policy (in other spheres eg planning) needs to reflect this, showing inclusion of elements to plan for changing influences, as well being able to respond.	AC	07/07
9.10 Future influences	Is it a valid and sustainable product into the future Yes – and the service should spell out why.	Part of OFT	AC	07/07
9.11 Surveys	<p>Citizens’ Panel – is used but irregular at “key events” This may be adequate but is it planned? What feedback can be gleaned from CTGs?</p> <p>VIC user surveys – have been done but not regular enough.</p> <p>Non (local) user – only Cit Panel</p> <p>Destination surveys – very expensive and are only likely in partnership with others eg PROGRESS but NFDC not always a key partner</p> <p>Industry surveys - more regular as it feeds into occupancy data and DPUK. Set up visitor focus group via trade?</p> <p>“Area condition” - there was some work done via LSP on “Quality of Life Indicators” - As the aim of the Service is to do with Quality of Life, there needs to be a relationship to performance at this level. Others may create the information but the Service should be using it.</p>	<p>There needs to be commitment and priority given to creating a proper structure – part of performance management.</p> <p>The bids need to be made for resources – whether they succeed or not.</p>	AC	07/07

Topic	Improvement areas	How	Lead	Date
9.12 Non users	Is the perception of the Forest understood by us? Even if the destination has a high profile (which it does) – is it with the desired “image” or understanding?	Test and develop non visitor understanding of what the destination is now. (Tends to support the use of PR as the means to do so).	AC	07/07
9.13 Non users	Is the scale of the destination enough to attract longer stays – or looked at another way – would stays be longer if more was known about the surrounding area?	Make sure the links off of the destination web site to adjacent geographical areas are clear and easy to use. Consider use of the DNF partnership in the domestic market, rather than just international.	AC	07/07
9.14 Performance programme	Every destination is different, it is hard to compare. It is important to make the performance programme relevant to here. Also, there should be clear inclusion of process benchmarking (working with apparently high performing destinations on improvements) – not just the comparison of numbers.	Devise and undertake a planned approach to the review of performance for the destination and the service, reflecting desired outcomes – not just things that are easier to measure. Then communicate the position – eg to partners or members.	AC	03/07
9.15 Performance programme	What was known about access / services for disabled people?	Equalities should be a feature of performance	AC	03/07
9.16 Customers and market	Web use is reckoned to be 60/30 outside to inside the District. An aim would be to move this closer to 50/50 – especially in respect of events info.	Connections need to be improved to other networks based in community settings.	TK	03/08
9.17 Customers and market	Is there a need for all the publications produced in the destination? Are all agencies sure that this is effective? Are messages consistent / shared	Undertake a mapping/ audit exercise using the CAN .	AC	03/08

Topic	Improvement areas	How	Lead	Date
9.18 Citizen's Panel	In all cases support for policy is greater than for delivery. This may be due to: a)It being easier to answer about policy. b)A lack of promotion of activity rather than principles. c)A lack of explanation of which principles, any particular activity supports.	Communications and PR to local audiences needs examination.	AC	03/08
9.19 Citizen's Panel	Overall support still strong but the degree is falling – from very supportive to purely supportive. Not critical but important to consider position. Is the added profile of NPA something to do with it?	Consider a focus group to get “underneath” this issue. Specific initiatives could be tested.	AC	03/08
9.20 Citizen's Panel	The level of support for implementation of the aim and industry elements is greater than community and environment.	The “traditional” areas are to the fore– need to explicitly account for the different VICE elements in any activity.	AC	03/08
9.21 Service Users	Determine the profile that is to be raised. There may be a clash of needs – the profile of NFDC vs the profile of the destination. “Council” and “holidays” are not a good mix – but if the service is to be recognised then some means has to be found. Make it explicit “Council” vs “destination”.	Include in engagement strategy to use cross selling / promotion. Improved use of “resident” channels of communication may not have the same sensitivity - same information, different presentation?	AC	07/07
9.22 Overall approach	There are many groups with different needs and different responses are appropriate.	Write down the understanding of the issues and draw up elements to form part of the engagement strategy	AC / MD	07/07
9.23 Industry	Enforcement of quality has been an issue but the industry has responded.	Evidence this within OFT and performance reporting	PF	07/07
9.24 Workforce	The opportunity was taken with recent appointments to the Tourism Officer posts to broaden the skill base of the Service. This should be recognised in workforce planning. There may also be training and development needs to keep up with markets / trends	Ensure workforce planning and training investment is fit for purpose.	AC	03/07

10. HEALTH AND LEISURE CENTRES

These improvements are within Quest – the industry standard assessment tool.

<i>Improvement areas</i>
Strategy and Business Planning
Continuous Improvement
Finance and information technology
People management
Management style
Marketing and pricing
Research
Customer care
Health and Safety management
Environmental controls
Systems, standards and inspections

PERFORMANCE MANAGEMENT FRAMEWORK

PRINCIPLES

1. All 10 sub areas of the Service should ultimately be included to fit the framework, even if some will take more time to devise.

2. There should be one framework.

3. The framework fits with performance at four levels:

LEVEL	COMMENT
1/. Corporate Aims / quality of life outcomes	Big picture about the area – does not need to be directly accountable to a service eg: adult participation rates / childhood obesity / proportion of greenspace target / citizen satisfaction with all provision
2/. “Performance Plan” set of PIs	Tie to corporate aims to which the service directly relates. Tie back to service accountability aggregated for the Service, but corporate need is the primary driver
3/. Service Plan set of PIs	The base load of PIs – to apply across the Service
4/. Management information	Operational budget based data – throughput / income / staff cost / stock etc.

4. Each PI at all levels will be set out in the agreed pro-forma that includes definition and calculation protocol and targets.

5. The Five Themes of Strategy; Efficiency; Effectiveness; Quality and Access are to apply at all levels but with specific definitions for each indicator at each level

6. The Service should start with those sub areas that are able to deliver the entire system and add the others through the improvement plan.

7. A full set of PIs should be established as the measures for the Service.

8. Targets will be based on the corporate standard of 5% improvement over a three year period any difference from that will be detailed in a PI definition pro-forma.

9. Reporting performance should be by exception outside of set parameters which related to corporate guidance and which are specified in the PI pro-forma. Starting position for operational indicators: 5% variation is amber = officer’s review, 10% variation is red = member review. If large in scale / value 5% will be specified as red for members too).

10. Service needs a way to show how it USES the information (pro-forma) and

11. Also needs to show how it sets targets – setting targets/directions at the Fundamental Review and using the Service Planning reporting process to manage any changes to targets/direction. (Again – use of the pro-forma)

12. Provision should be made for challenge – as a minimum at the four year fundamental review.

13. Any measure needs to be worth collecting – a pragmatic judgement of precision / purpose of the indicator vs cost of collection.

14. Level 2 indicators should reflect the performance of the Service in aggregate.

LEVEL 1: WHOLE AREA

Content

This is the place for “big picture” indicators in a set which is designed for CMT / cabinet. No indicators are specified here – it is for the area to determine what it is necessary to measure. The Service then identifies if it has to gear up to provide the data.

If required as examples, possible Leisure Service based measures are: adult participation rates / childhood obesity / proportion of the population who can swim / proportion of greenspace target / citizen satisfaction with all leisure provision. There might be a discussion about these sorts of indicators at Level 2 (cue Dottie).

Across this level, this framework would still suggest use of the five categories: Strategy Efficiency Effectiveness Quality Access

Mechanism

CMT identify what they want to know and the Service assists with a means to measure this. Alternatively – the Service makes a suggestion or two about where the links are felt to be strongest.

LEVEL 2: PERFORMANCE PLAN SET

Content

Currently this is made up of:

HLCs	Swims and other visits per '000 pop (LP41)
MUSEUMS	Visits to / usages of museums per '000 pop (BV170a) Visits to museums in person per '000 pop (BV170b) Pupils visiting museums / galleries in school groups (BV 170c)
LEISURE	Cost per head
SATISFACTION	BVPI triennial survey of population

This will be replaced by a new set of indicators under the five headings. They will be devised as part of the revision of the Corporate Plan and the pattern for Leisure may be incomplete across the five elements. For the time being the offers for the two direct aims are:

For the Leisure Aim:

Strategy	% achievement of a weighted list of Key Targets for that year.
Efficiency	Recovery rate for the Leisure Portfolio.

Effectiveness	Adult participation rate in “activity” Children and young people participation rate in “activity”
Quality	BVPI satisfaction surveys (3 parts – HLCs / Museums and Parks currently and add others)
Access	Proportion of target group users in Health and Leisure Centres : proportion in the population.

For the Tourism Aim:

Strategy	% achievement of a weighted list of Key Targets for that year.
Efficiency	Recovery rate for the Tourism Service
Effectiveness	% graded accommodation: total accommodation Number of Business in Green Leaf scheme.
Quality	BVPI satisfaction surveys (3 parts – HLCs / Museums and Parks currently and add others)
Access	Proportion of communication methods available in alternative media.

There may be other Aims where there is an input eg: Children / Coast / Health – but this will be a response to the needs of the Corporate Plan.

Mechanism

- List in Fundamental Service Plan as part of Level 3.
- LMT discussion quarterly before passing to DD for CMT reports (as part of Service Plan).
- Leisure Review Panel and Lead Members – full list at Fundamental Plan and then by exception, to fit in alongside Level 3.
- Leisure Portfolio Holder – as above.
- Corporate – pass to Policy Unit at same frequency as above for use in NFDC and passage to LSP as required.
- Public/stakeholder – via Performance Plan and Fundamental Service Plan

LEVEL 3: SERVICE PLAN SET

Content

Ultimately a full set across each of the 10 areas that present a holistic view of the subject using the ex-DETR format of categories with a very strong preference to use an indicator within each category which is the same for all elements:

Strategy	Overall score of Service Plan against the “What makes a good strategy” test.
Efficiency	Individual element’s recovery rate (income : cost)
Effectiveness	A measure of participation rate.
Quality	A measure of satisfaction
Access	User profile : population profile

Mechanism

- Full list in Fundamental Service Plan.
- LMT : June, half year and year end. All: by exception. 3 Service areas in rotation in full.
- Leisure Review Panel and Lead members: full set at Fundamental cycle and each March. Bi annual exception report to Lead Members and Leisure Review Panel. September and March. (DCS and PFH advised informally).
- Time line comparison of all indicators in challenge section of next FSR.
- Public / Stakeholder – via Service Plan

LEVEL 4: MANAGEMENT INFORMATION

Content

Use the five areas to structure management information in accordance with business needs.

Strategy	Apply the scoring document to the key business plan or topic plan for that element of the Service.
Efficiency	Usually a cost based ratio of how inputs are used eg recovery rate (income : cost)
Effectiveness	Usually a measure which attempts to “show” that service delivery outcomes are being met.
Quality	Usually a satisfaction survey but could be practice / award based or reduction in errors
Access	User profile : population profile, preferred.

Mechanism

- Monthly reporting to service manager
- Service team meeting discussions
- Public / stakeholder – via topic plans and direct feedback eg boards in facilities/ user groups.

LEVEL 3 SERVICE PLAN SET OF INDICATORS

This is what the structure would look like overall – it begs questions about:

- a) definitions (easy? – words not £) and
- b) surveys (hard? –needs £).

	STRATEGY (matrix)	EFFICIENCY (recovery/partner rate)	EFFECTIVENESS (Ptcp rate)	QUALITY (satisfy of custom)	ACCESS (propn of target group)
HLCs (£3,700,000)	Yes	Yes	Yes	Yes	Yes
Tourism (£320,000)	Yes	Yes	Yes	Yes	?
Open Space (£250,000)	Possibly next year	Partnership £	Yes (but no standard survey)	Yes (but no survey)	? (poss by survey)
Sports Dvlp (£120,000)	Yes	Partnership £	Yes	Yes (but no survey)	? (poss by survey)
Community Dvlp (£74,000)	No	Partnership £	No (?)	Yes (but no survey)	? – poss via grants measure?
Dibden Golf Ctr (- £95,000)	In development	Yes	Yes (but no survey)	Yes (but no survey)	Yes but no survey
Coast (- £83,000)	Possibly	Yes	Yes if set up new survey	Yes (beach h & K/H)	? (poss by survey)
Disabled People (£35,000)	No	Partnership £	Yes but no survey	Yes (but no survey)	? (poss by survey)
Play (£120,000)	Yes	Partnership £	As open space	Yes (but no survey)	? (poss by survey)
Arts and Heritage (£100,000)	If bring Plan out of retirement	No	Yes but no survey	Yes (but no survey)	? (poss by survey)

SAMPLE PI PRO-FORMA

Each performance indicator will have a working pro-forma like this. It will be the base document setting out the definition, rationale, targets and performance determined each year for that indicator. The material included here is purely illustrative at this stage.

Service area: KPI Number XX:				Date:					
Strategy		Efficiency		Effectiveness		Quality		Access	
				√					
Target: Number of adults taking part an average of at least once per week.									
Definition This is the number of participants but male and female aged over 18 taking part on average at least once per week (during the peak season if this is a seasonal sport, or during the programme if this is a sessional based programme of activity) in this project/ programme of activity.									
Collection Methods Squad selection lists/team lists may be appropriate for team sports Membership forms (extra question) Attendance register (registration form to identify priority groups) Survey of participants for larger projects Survey of residents for area based projects						Forms / Templates Attendance register Participant survey Resident survey			
TREND DATA			F'CAST		BENCHMARKS – NB Top = best performance				
2003/04	2004/05	2005/06	2006/07		National	Hampshire	Other – state:		
				Av.					
				Bot'm Qtr					

PERFORMANCE PLANS & RESULTS – Targets not required for new PI but please provide if available				
BVPP Target	ACTUAL	TARGETS – ADJUST/ ADD AS APPROPRIATE		
2006/07	2006/07	2007/08	2008/09	2009/10

RATIONALE
Performance
Targets

ASSESSMENT OF THE “STRATEGY” PI

This element of the performance management framework sets out the means by which the strategy component of performance will be assessed at all levels.

Make a self assessment to score the strategy in question against each criteria – 1 point for bottom quartile performance and four points in the top quartile.

Add the quartile scores together and divide by 20 to produce the quartile average, this is your score

“Strategy”: A clear sense of direction and priorities based on effective consultation with the community translated into measurable objectives, targets and outcomes.

Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent
1. Is the strategy widely scoped, including all elements of the service (list)?			
There is no process for planning the development of the service.	There is a developing process for planning the development of the service.	There is a developed process for planning the development of the service.	There is a process for planning the development of the service which has been established for a number of years.
2. Policies: Does the Strategy contain policies? Are they comprehensive for the Service? Is there any reference to review?			
There are few or no policies and strategies for the development of the service.	Policies and strategies are being developed for the development of the service.	Policies and strategies are developed for the service.	Policies and strategies are developed for the service and can show development in response to improvement.
3. Is the strategy linked to: a) other corporate plans b) other relevant local documents c) discussion with adjoining authorities d) regional plans			
Strategies and priorities from other plans outside of the service are not taken into account.	There is a commitment to taking into account Strategies and priorities from other plans outside of the service	Strategies and priorities from other plans outside of the service are taken into account.	Strategies and priorities from other plans outside of the service and can demonstrate outcomes achieved.

Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent
4. Golden thread: Referencing between the levels of plans in the organisation. Is there cross referencing? Are outcomes related? Are directions compatible?			
The service is not recognised as contributing to priorities in the next level of plan.	The service is considering how far it can contribute to priorities in the next level of plan.	The service has incorporated its contribution to priorities in the next level of plan.	The service is responsible for achieving key outcomes towards the local priorities in the next level of plan.
5. Challenge Use of the challenge pro-forma at the start of the four year cycle of Plan production			
There is no process for challenging the development of the service.	There is a developing process for challenging the development of the service.	There is a developed process for challenging the development of the service.	There is a process for challenging the development of the service which has been established for a number of years.
6. Consultation: Is there evidence of consultation? Is there a consultation strategy? Are the aspects of community, customer and employee all covered?			
Policies and plans are not based on community, customer and staff consultation.	Policies and plans are being based on community, customer and staff consultation.	Most policies and plans are based on community, customer and staff consultation.	All policies and plans have been based on community, customer and staff consultation.

<p>7. Is engagement in the strategy both: a) inclusive: with clear evidence of engagement with all sectors and elements of the community including hard to engage groups in accordance with equalities plans? b) Participation of children and young people: Evidence of their needs being specifically accounted for (duty to co-operate with CYPP) – but could be listed specifically under 2 above c) active: in the use of a number of methods of engagement (“Inclusive” means getting views across the whole community and “Active” means must use a number of methods)</p>			
Under-represented groups have not been included in the service planning process.	Ways of including under-represented groups in the service planning process are being developed.	Under-represented groups have been included in the service planning process.	Under-represented groups have regularly and effectively been included in the service planning process.
<p>8. Responsiveness The strategy shows that it responds to local input and feedback. What evidence is there of community led initiatives, what level of content is community led? Are there projects or outcomes that can be evidenced?</p>			
The service has no capacity to respond appropriately to locally led initiatives and developments.	The service is developing the capacity to respond appropriately to locally led initiatives and developments.	The service responds appropriately to locally led initiatives and developments.	The service can demonstrate the outcomes from appropriately responding to locally led initiatives and developments.
<p>9. Equalities standard At what Equalities Level Standard is the strategy operating? (1,2,3,4,5). What accreditation is there?</p>			
Equal opportunities are not evident in the service’s policies and strategies. The service is not committed to achieving external accreditation to the Equality Standard.	The service is committed to incorporating equal opportunities in its policies and strategies. It has achieved external accreditation on the Equality Standard to level 1 or 3.	The service has incorporated equal opportunities in its policies and strategies. It has achieved external accreditation on the Equality Standard to level 3 or 4.	The service has incorporated equal opportunities in its policies and strategies and can demonstrate clear outcomes. It has achieved external accreditation on the Equality Standard to level 5.

10. Equality targets What targets are evident relating to equality objectives, Race Equality Scheme, diversity and DDA?			
Service plans do not have ambitious and achievable targets linked to corporate equality and diversity objectives; they do not show how the service contributes to the service's Race Equality Scheme, diversity and equality objectives and the Disability Discrimination Act.	Service plans are developing ambitious and achievable targets linked to corporate equality and diversity objectives; some show how the service contributes to the service's Race Equality Scheme, diversity and equality objectives and the Disability Discrimination Act.	Most service plans have ambitious and achievable targets linked to many corporate equality and diversity objectives; many show how the service contributes to the service's Race Equality Scheme, diversity and equality objectives and the Disability Discrimination Act.	Service plans have had for a number of years ambitious and achievable targets linked to corporate equality and diversity objectives; and the service can demonstrate what the service has contributed to the service's Race Equality Scheme, diversity and equality objectives and the Disability Discrimination Act.
11. Targets Targets stretch performance and outcomes are well formed.			
The service does not set or communicate ambitious, achievable, or realistic targets for its objectives in relation to national or local priorities.	The service is setting and communicating ambitious, achievable, or realistic targets for its objectives in relation to national or local priorities.	The service has set and communicates ambitious, achievable and realistic targets for its objectives in relation to national and local priorities.	The service can demonstrate outcomes achieved in relation to national and local priorities.
12. Is there an action plan? Includes an action plan which: a)Relates policy to action b)Identifies targets for performance c)identifies lead officers d)allocates resources			
Service plans, team and individual work programmes contain no references to the service's aims and objectives.	Service plans, team and individual work programmes contain limited references to the service's aims and objectives.	Service plans, team and individual work programmes contain clear links to the service's aims and objectives.	The service's aims and objectives have been fully integrated into service plans, team and individual work programmes for a number of years.

13. Responsibility: Who is responsible for setting targets? Are the resource implications of targets shown and understood. Does this apply at all levels?			
There is a general lack of clarity about responsibilities for target setting or their achievement and about resource implications.	Many staff and senior managers are unclear about responsibilities for target setting or their achievement, and are unclear about resource implications.	Most senior managers and staff know who is responsible for setting targets and their achievement and are generally aware of the resource implications.	All senior managers and staff know who is responsible for setting targets and their achievement and are aware of the resource implications.
14. Budgets are resourced: Explicit commitment to resourcing and sustainability			
Improvement targets are not a part of the service and budget planning process.	The service is developing improvement targets as part of the service and budget planning process.	The service has improvement targets as part of the service and budget planning process.	The service has used improvement targets as part of the service and budget planning process and can demonstrate the levels of improvement achieved.
15. Benchmarking: what evidence is there of benchmarking? How is any data used? Is the choice of data and partners robust?			
The service does not use benchmarking to set improvement targets.	The service is developing benchmarking to assist it set improvement targets.	The service uses benchmarking across a large number of work areas to set improvement targets.	The service has applied benchmarking and can demonstrate the level of improvement achieved against them.

<p>16. Have all of the following been involved in drawing up the strategy? a)other public agencies including tiers of local government b)voluntary sector c)private sector</p>			
<p>The service does not involve: a)other public agencies including tiers of local government b)voluntary sector c)private sector in drawing up the strategy</p>	<p>The service is developing its involvement of: a)other public agencies including tiers of local government b)voluntary sector c)private sector in drawing up the strategy</p>	<p>The service can demonstrate it has involved: a)other public agencies including tiers of local government b)voluntary sector c)private sector in drawing up the strategy</p>	<p>The service can demonstrate it has involved: a)other public agencies including tiers of local government b)voluntary sector c)private sector in drawing up the strategy and can show multi agency outcomes achieved.</p>
<p>17.Scope: Are all elements of the Service in the strategy? Are they all treated in a like manner</p>			
<p>The service does not include all elements of the service in the strategy</p>	<p>The service is considering including all elements of the service in the strategy.</p>	<p>The service includes all elements of the service in the strategy.</p>	<p>The service includes all elements of the service in the strategy and assesses business risk.</p>

Level 1 - Poor	Level 2 - Fair	Level 3 - Good	Level 4 - Excellent
18. Monitoring: Are arrangements in place to: a)monitor implementation: outcomes, PIs. b)review the strategy c)identify learning			
The service has no arrangements in place to: a)monitor implementation: outcomes and PIs. b)review the strategy c)identify learning	The service is developing arrangements to: a)monitor implementation: outcomes and PIs. b)review the strategy c)identify learning	The service has arrangements in place to: a)monitor implementation: outcomes and PIs. b)review the strategy c)identify learning	The service has arrangements in place to: a)monitor implementation: outcomes and PIs. b)review the strategy c)identify learning and can demonstrate outcomes from appropriate responses to the information.
19. Strong leadership A named and properly resourced and supported lead officer. Named champions at senior officer and member level			
The service has no named, properly resourced and supported lead officer, nor named champions at senior officer (or member level if appropriate).	The service is considering a named, properly resourced and supported lead officer, and named champions at senior officer (or member level if appropriate).	The service has a named, properly resourced and supported lead officer, and named champions at senior officer (or member level if appropriate).	The service has a named, properly resourced and supported lead officer, and named champions at senior officer and (member level if appropriate) and can demonstrate impact from that leadership
20. Sound basis Based on a comprehensive review and audit			
The service has no basis of comprehensive review and audit to inform the strategy.	The service is developing a basis of comprehensive review and audit to inform the strategy.	The service has a basis of comprehensive review and audit to inform the strategy.	The service has a basis of comprehensive review and audit to inform the strategy and can demonstrate impact on trend data over a number of years

PROCUREMENT APPROACHES: OPTIONS REVIEW

BACKGROUND

The corporate guidance on fundamental service reviews advocates the initial listing of options by making an assessment of some of the obvious features of the form of delivery being considered.

Listed below are the potential procurement options which were considered in the Review. An initial selection was made in order to focus on realistic options and then pursue those in more depth. There are many ways in which the service could be tested and a wide range is presented here. Given what is known about the past assessment of services, a key question that has been focussed on, is the likely benefits accruing from any particular option, given the scale of resources that would need to be put into pursuing it.

The list comprises the forms of delivery outlined in previous Audit Commission guidance on Best Value, plus other methods that may be appropriate to this sector.

The initial scoping of the entire Fundamental Service Review identified Health and Leisure Centres and Tourism as two aspects of the Service where a review of how that service is procured would be particularly timely. They do have different characteristics, so there is a short section below setting the context and then each has an appendix based around the same structure but with the content reflecting the nature of each service element.

For each model, a suggested approach is given, with one of three outcomes:

Complete in review - something which can be taken to an outcome within the review period

Investigate – something which cant be completed in the review but where it should be possible to start and determine by the end of the review if there is merit in pursuing it.

Don't pursue – not felt to be appropriate to the Service at this time.

The Review Board and all the mechanisms leading to it, have agreed the process and outcomes to this point.

HEALTH AND LEISURE CENTRES

The market for the procurement of Health and Leisure Centres is well developed. This is perhaps due to the history of Compulsory Competitive Tendering and Best Value, which has affected this type of direct service across the country over the years.

With its sheer scale and levels of turnover it has been attractive for other players to enter the market. It has also meant considerable pressure on in-house business units to improve and keep up with market forces. There has been a strong improvement agenda in the Council's operation of Health and Leisure Centres and service and business developments have resulted.

BENCHMARKING

1.1 One of the future procurement options agreed by members as part of the review was continued in-house provision with benchmarking and an improvement plan.

1.2 The benchmarking alluded to involves two stages;

- Performance Benchmarking, which involves comparisons of performance across a range of agreed performance indicators (PI's) and the identification of key variations in performance.
- Process Benchmarking an investigation with best performers why variations in performance exist as the basis for developing the improvement plan.

1.3 This was the methodology used in the last Health and Leisure Centre review as a result of which a comprehensive and wide ranging plan was developed and implemented.

2. PERFORMANCE BENCHMARKING

The Service has been involved in two formal benchmarking processes as part of this review option, one as part of a national initiative and the other with a private sector partner.

National Benchmarking Service (NBS) – The NBS is a Sport England scheme, analysed by Sheffield Hallam University, for indoor leisure facilities designed to provide local authorities with rigorous and robust performance comparisons with an equivalent “family” of facilities across the country.

The comparisons are based on information gathered via:

- 350 user surveys at each site.
- Financial Returns.
- Catchment area data.

Comparisons were made in respect of the following groupings:

- Type of facility.
- %age of catchment in socio-economic groups DE.
- Size of centre (floor space).
- Type of provision (in-house).

Four dimensions of performance are measured:

- Access – usage of facilities by different types of people.
- Utilisation – overall usage of facilities generally.
- Finance – expenditure, income and subsidies.
- Satisfaction and importance – scores for various facility attributes by customers.

The NBS results can be used to measure performance for both the efficiency and effectiveness of the provision;

- Efficiency – Finances and Utilisation.
- Effectiveness – Utilisation, Access, Satisfaction.

Overall the results across the four dimensions of performance show that:

- Access – no strong overall trend emerges although the percentage scores are all in the 3rd quartile and three are approaching the 75% benchmark.
 - Utilisation – a strength across the service with all Centres scoring in the top quartile.
 - Finance – results are mixed and reflect previous trends with strong performance on income (top quartile) but high costs (bottom quartile). Which of these two elements has the strongest influence is reflected by the Cost Recovery indicator which shows two centres in the 3rd quartile, one at the 50% benchmark and two in the 2nd quartile.
 - Comparisons have also been made with the private and trust management sectors and although performance on income is still strong costs remain in the bottom quartile.
 - Satisfaction – as expected results vary across the full range of indicators but overall there was high satisfaction with;
 - Quality and helpfulness of staff.
 - Range of activities on offer.
 - Ease of booking.
 - Quality of instruction.
- And low satisfaction with;
- Quality of food and drink.
 - Sports hall floors.
 - Cleanliness of changing areas.

Private Sector Benchmarking – the service has for some time been part of an informal partnership with a private sector leisure provider DC Leisure.

A key element of the partnership has been a benchmarking arrangement which incorporates comparisons of performance across some 30 financial and utilisation and 30 satisfaction indicators, as well as follow up process benchmarking site visits and reports.

Overall the results show that;

- Health and Fitness – there is still a higher level of performance on income per station in the private sector than here, except for Applemore, although the gap has closed significantly.
- Swimming – the move to the swimming academy model has improved the DC performance on swimming lessons although our instructor costs and percentage profit have continued to perform well.
- Aerobics / dry courses / holiday activities – these all continue to perform strongly and we have built even further on our previous good performance particularly in aerobics.
- Staff costs – these are shown as a percentage of income and although performance has improved we are still some 35% behind. While this on the face of it would reinforce the fact that our cost base is high the average income of the DC sites is substantially higher than hours. This will be a major area of investigation.

Process benchmarking

Following the completion of the performance benchmarking exercise, arrangements are now being put in place to help us better understand the gaps in performance in the following areas:

- Health and fitness income.
- Employee costs and the overall cost base.
- Cleaning standards.

Site visits have been arranged to Great Dunmow Leisure Centre in Essex (joint provision and a trust) and Littledown Leisure Centre in Bournemouth, both of whom were identified as top quartile performers in the NBS survey. A third site is being identified.

TOURISM

The market for the procurement of Tourism destination management services is not well developed and the range of options for service delivery are more limited than some other sectors. Opportunities seem more likely to be related to elements of the service than the whole (for example the commissioning of print or distribution services). A key principle of tourism policy, re-inforced by the Best Value review, is the need for the core tourism management function to rest with a body that can be seen to be an “honest broker” between the potentially conflicting interests of the Visitor, Industry, Community and Environment. This has tended to re-inforce the operation of tourism services by local authorities.

So, in essence, the market for deliverers of the tourism service is much less developed than that for Health and Leisure Centres. In effect, local authorities are by far the single most chosen means of delivering a Tourism destination management service.

It is not clear why this should be. Perhaps the nature and scale of the service is too limited, or the margins available too small. There are other aspects of the wider tourism industry which are probably more attractive for investment.

As the market for alternative providers is lacking, the analysis of the options has been based on what is realistic to follow. As is set out in the following pages, few options meet that test as wholesale or “lead” ways of delivering the Service. Proper analysis of best practice is likely to be most productive, with input from other models for delivery.

Tourism has no structure of national performance benchmarks. However, Destination Performance UK (DPUK) is a benchmarking network serviced by Tourism South East. New Forest is within the “rural south” group. 19 Authorities are part of the group. There are 24 indicators in total, with four key indicators.

The main findings are that the Service is:

- Very strong on external income generation (2nd best performer)
- Has low gross costs per VIC user (2nd best performer)
- Total net costs are above average (5th highest)
- Generates more FTE jobs in the destination (best performer)
- Web site visits (best performer)

- Visitor spend per £1 Local Authority spend (2nd best performer)

Process benchmarking is being undertaken with Cotswold, Cherwell and West Oxfordshire to determine what measures they are undertaking which may assist our organisational development. The net cost position; rate of accommodation bookings and VIC service levels are being more fully assessed.

The assessment of alternatives as not brought forward an alternative lead delivery option. None-the-less, there is scope to develop further the extensive externalised and partnership “mixed economy” of the current Service (illustrated on pages 16 and 17 of the Service Plan).

INDIVIDUAL OPTION ASSESSMENTS

The summary of the individual options now follows:

PROCUREMENT OPTIONS: HEALTH AND LEISURE CENTRES

OPTIONS STILL IN DEVELOPMENT

In house with benchmarking and improvement plan		Complete in review	√
		Investigate	
		Don't pursue	
OBVIOUS BENEFITS Plays to strengths of the Service and Council. Ease of implementation and control. Benchmarking promotes learning. Examines each element of the Service Confirms belief in team. Track record of improvement using this model. Compares public and private sector.	OBVIOUS ISSUES A test of performance but is the technique sufficiently robust?		
COMMENT This approach has been central to the development of the service up to this point and has consistently delivered high scoring assessments and service improvement. (It could be done in conjunction with an indicative market test – see below)			
UPDATE: Public Sector: Data has now been received for all 5 Centres and evaluation undertaken – see notes above Private Sector: Data collected for comparison with 5 similar Private Sector sites, across 35 quantitative (income/costs) Pl's. and qualitative data (access/cleanliness/customer service/programme). Evaluation undertaken			
Indicative market testing of one Centre		Complete in review	√
		Investigate	
		Don't pursue	
OBVIOUS BENEFITS Rigour of the market. The process will promote learning.	OBVIOUS ISSUES Likely scale of benefit - when already a good service.		

Time and resources manageable	The choice of partner for the test is important. Delivery of support services. Conditions of service. Which Centre to choose.
<p>COMMENT An indicative bid would be based on a short specification which is based on the current service. It would allow current performance and the value of wider testing to be assessed. It needs a credible organisation as partner that understands the service but is separate from it. If possible explore two models: base bid and base with a Trust dimension. It has provided information which goes beyond conventional benchmarking.</p>	
<p>UPDATE: An indicative bid has been received, against a short specification which is based on the current service. Analysis has identified improvement themes and the whole process will form the basis of a further report on what opportunities the various options hold. This will include exploration of two models: base bid and base with a Trust dimension. This may lead to a full market test – depending on the outcome of further work</p>	

Joint commissioning with another local authority.	Complete in review	
	Investigate	√
	Don't pursue	
<p>OBVIOUS BENEFITS Could lead to overhead reductions. Public structures are under review in any event. More shared agendas now. Some partnerships exist in other services.</p>	<p>OBVIOUS ISSUES Leadership complexities. “Control issues” for partners to face. Organisational structures. Conditions of service. HCC role as landowner</p>	
<p>COMMENT The core of the Service could be managed by one authority on behalf of others – eg set up a joint board with an adjacent local authority to then make arrangements for delivery. Particular target authorities can be quickly identified and scoped. There is practice in other services to draw on and learn from.</p>		
<p>UPDATE The Review Board endorsed an approach which is based on two stages. First of all, NFDC should determine its approach to procurement. Once that is done, adjacent authorities should be approached to determine the potential for shared services.</p>		

OPTIONS NO LONGER BEING DEVELOPED

Operational partnerships – new and / or extended contract arrangements for parts of service	Complete in review	
	Investigate	√
	Don't pursue	
<p>OBVIOUS BENEFITS Can devise the sections of service where the biggest impacts are likely to be felt. Extends an existing culture that has been successful. Overt “mixed economy”</p>	<p>OBVIOUS ISSUES Only partial to the service – will the “best” areas be picked or hidden? The cost to partners to devise</p>	

COMMENT This can be rigorous and targeted to maximum effect. The resources needed to undertake it are less. The challenge process should identify whether it is partnership with the whole or parts of the service. There could be a link to the first two.	
UPDATE The outcome of benchmarking and indicative market test show that income is not the area with much scope for development. It is income where operational partnerships have the most impact. So this is not a key direction in procurement. Current partnerships are effective and will be maintained.	

Partner with an existing not for profit body	Complete in review	
	Investigate	✓
	Don't pursue	
OBVIOUS BENEFITS Immediately evident financial benefits. May link to commercial organisations and their expertise. Can "freeze" the scale of provision at the contracted level. Set up achieved. Increase in scale to benefit costs. Existence of TVBC arrangements.	OBVIOUS ISSUES If use existing – control issues and "remoteness". Contracts tie in levels of revenue support. Clienting costs Joint clienting arrangements? / structures Time and cost for specification / preparation. Loss of localness	
COMMENT There is an immediate attraction in terms of potential cost savings due to trust status. However, control and influence are reduced. Even if there is a desire for a detailed specification of the service, it should be less demanding of resources, given an existing body to draw on. Demands for investment in buildings are likely.		
UPDATE Market developments are illustrating the fact that small trusts are difficult to sustain. If a not for profit route were to be explored it should be via an existing trust. This is not an option to pursue.		

Market testing of all, in open competition	Complete in review	
	Investigate	
	Don't pursue	✓
OBVIOUS BENEFITS Rigour of the market. The process will promote learning.	OBVIOUS ISSUES Time and resources to pursue and Likely scale of benefit - when already a good service.	
COMMENT Given the history of performance this option demands too much resource in comparison with the likely benefits. However, it could be explored after the results of benchmarking and indicative market test, if they indicate poor performance.		

Externalisation, with no in-house bid		Complete in review	
		Investigate	
		Don't pursue	✓
OBVIOUS BENEFITS Rigour of the market	OBVIOUS ISSUES Loses all the gains of the current (good) service. Reliance on written documents. Time and resources to implement – if there are concerns over standards etc Clienting costs Conditions of service		
COMMENT There would seem to be insufficient benefit for the circumstances of this Council to recommend this be pursued as an option. However, it could be explored after the results of benchmarking and indicative market test, should they indicate poor performance.			

Transfer to Hampshire County Council		Complete in review	
		Investigate	
		Don't pursue	✓
OBVIOUS BENEFITS Release of responsibility. Some organisational structures exist. HCC has site ownership interest.	OBVIOUS ISSUES Loss of expertise. Community access. Programming. Revenue cost likely to remain unless service standard is reduced. Not a model anywhere else in Hampshire "Control" and localness issues.		
COMMENT Elsewhere HCC has community schools but in these Districts there is a two tier structure with District commissioned Centres providing the broadly based service with full community access. Likely to be a narrow interpretation of delivery.			

Create a not for profit body for this District service		Complete in review	
		Investigate	
		Don't pursue	✓
OBVIOUS BENEFITS Immediately evident financial benefits. May link to commercial organisations and their expertise. Can "freeze" the scale of provision at the contracted level.	OBVIOUS ISSUES Needs to be created if tailor made. Control issues Questions over sustainability as small. Contracts tie in levels of revenue support. Clienting costs Considerable time and cost to specification / preparation.		
COMMENT There is an immediate attraction in terms of potential cost savings due to trust status. However, control and influence are reduced. Demanding of resources to prepare and manage if there is a desire for specification of the service and to monitor it. Demands for investment in buildings are likely. Most of concern is the value of creating another separate trust – the trend is for aggregation in the Trust sector, not new entrants to the field.			

Cessation of the service.		Complete in review	
		Investigate	
		Don't pursue	√
OBVIOUS BENEFITS Savings of subsidy	OBVIOUS ISSUES Consistent support for the service from stakeholders. Negative impacts in areas such as health, behaviour, social well being. Against all current public agendas		
COMMENT As a whole, inappropriate given the Council's objectives. Very strong citizen support for the service. Partial cessation may arise from other assessments.			

Public / Private partnership		Complete in review	
		Investigate	
		Don't pursue	√
OBVIOUS BENEFITS New finances	OBVIOUS ISSUES Lack of scale		
COMMENT Inappropriate for the nature of the operation - issues of joint provision; small individual scale of each Centre and small overall size for such schemes.			

PROCUREMENT OPTIONS: TOURISM

OPTIONS STILL IN DEVELOPMENT

In house with benchmarking and improvement plan	Complete in review	✓
	Investigate	
	Don't pursue	
OBVIOUS BENEFITS Plays to strengths of the Service and Council. Confirms belief in team Ease of implementation and control Examines across the Service	OBVIOUS ISSUES Sufficiently testing of performance? Achieving the best "set" of comparators.	
COMMENT This approach has been central to the development of the service up to this point and has consistently delivered high scoring assessments.		
UPDATE Business Process Re-engineering underway in VICs. Presented as the only substantive option for lead procurement but strong features of in-house commissioning through operational partnerships and possible joint working with other local authorities remains.		

Operational partnerships – new and / or re-negotiation contract arrangements for parts of service	Complete in review	
	Investigate	✓
	Don't pursue	
OBVIOUS BENEFITS Can devise the sections of service where the biggest impacts are likely to be felt. Extends an existing culture that has been successful. Potential for partnership agreements: eg NFTA; NPA; TSE	OBVIOUS ISSUES Only partial to the service – will the best areas be picked or hidden? Limitations – in practice, probably - paid for publications; distribution and ICT are the key areas.	
COMMENT This can be rigorous and targeted to maximum effect. The resources needed to undertake it are less. Add in the possible sharing of delivery of services internal to the Council.		
UPDATE Shared VIC arrangements with NPA will provide some revenue for displays and training but not "equal" funding / resources. Draft of Agreement in circulation. NFTA and TSE similar – not lead partners but will support and contribute to delivery. The intention is to develop Agreements with these agencies too.		

Joint commissioning with another local authority.	Complete in review	
	Investigate	✓
	Don't pursue	
OBVIOUS BENEFITS Could lead to overhead reductions. Public structures are under review in	OBVIOUS ISSUES Loss of identity which is already strong. Leadership complexities.	

any event. More shared agendas now. Some partnerships exist in other services. Creation of National Park Authority. Some level of role for HCC A role for Dorset / New Forest partnership?	“Control issues” for partners to face Lack of scale or depth of expertise in partners.
COMMENT The core of the Service could be managed by one authority on behalf of others – eg set up a joint board with an adjacent local authority to then make arrangements for delivery. Particular target authorities can be quickly identified and scoped. There is practice in other services to draw on and learn from.	
UPDATE The Review Board endorsed an approach which is based on two stages. First of all, NFDC should determine its approach to procurement. Once that is done, adjacent authorities should be approached to determine the potential for shared services.	

OPTIONS NO LONGER BEING DEVELOPED

Market testing of all, in open competition	Complete in review	
	Investigate	
	Don't pursue	√
OBVIOUS BENEFITS In principle, the rigour of the market. The process would promote learning.	OBVIOUS ISSUES No available market to test with. Time and resources to pursue and Likely scale of benefit - when already a good service.	
COMMENT Given the history of performance this option demands too much resource in comparison with the likely benefits it might yield. Even a partial test has no meaningful competitor to undertake this exercise with.		
Externalisation, with no in-house bid	Complete in review	
	Investigate	
	Don't pursue	√
OBVIOUS BENEFITS Theory of market forces (but lack of market in practice)	OBVIOUS ISSUES Potential for loss of the gains made by the current (good) service. Reliance on written documents. Time and resources to implement – if there are concerns over standards etc	
COMMENT There would seem to be insufficient benefit for the circumstances of this Council to recommend this be pursued as an option.		
Transfer to a not for profit body / volunteers	Complete in review	
	Investigate	
	Don't pursue	√
OBVIOUS BENEFITS Immediately evident financial benefits	OBVIOUS ISSUES No existing structures in this area of service	

related to facility element.	across the nation. Would need to be created. Time, resources and uncertainty of doing so. Questions over sustainability being small. Questions over standards / skills.
COMMENT There is no track record of not for profit organisations in this sector. Past national assessments and Beacon, have shown the central role of local authorities.	

Cessation of the service	Complete in review	
	Investigate	
	Don't pursue	✓
OBVIOUS BENEFITS Savings of subsidy	OBVIOUS ISSUES Consistent support for the service from stakeholders. Negative impacts in areas such as health, behaviour, social well being. Against all current public agendas. Impact on the special qualities of the destination. Loss of co-ordination between sectors. Loss of community leadership / honest broker role.	
COMMENT As a whole, inappropriate given the Council's objectives. Very strong citizen support for the service. Partial cessation may arise from other assessments. Would be reflected in benchmarking / surveys of the Service.		

Public / Private partnership	Complete in review	
	Investigate	
	Don't pursue	✓
OBVIOUS BENEFITS New finances	OBVIOUS ISSUES Lack of scale	
COMMENT Inappropriate for the nature of the operation – lack of scale.		

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