

REPORT OF POLICY AND RESOURCES COMMITTEE

(Meetings held 15 November and 4 December 2000)

1. DEVELOPMENT PROPOSALS FOR RINGWOOD TOWN CENTRE (REPORT A – 15 NOVEMBER) (MINUTE NO. 75).

Members considered a report suggesting a way forward for the possible development of land in the Council's ownership in Ringwood town centre. A planning application submitted in March 2000 for retail and other development had met with considerable concern from the local community. Retail consultants were of the opinion that in the longer term market towns would struggle generally, and that Ringwood required significant retail development to improve its viability. New retail floor space could also help to fund community facilities, the need for which had been identified by both the local community and in the Local Plan, but for which no funding was currently identified. The financial implications of the Council's involvement would be reported to members in due course.

Members were pleased to note the intention to involve local people fully in the consultations, and hoped that this would lead to a development which met the aspirations of all those involved. It was also hoped that the consultation process could begin soon, while there was evidence of interest by developers. This was a major opportunity to provide facilities both to enable Ringwood to maintain its viability, and for the benefit of local people.

RECOMMENDED:

- (a) That proposals for a design brief be prepared in consultation with the local community and developers;**
- (b) That the Council explores further the possibility of using land in its ownership in the Furlong car park for redevelopment with a view to securing facilities and improvements for the benefit of the town of Ringwood;**
- (c) That the Council is prepared in principle to consider entering into an appropriate joint venture for redevelopment in Ringwood town centre, but this would be subject to further reports on:**
 - (i) the financial implications of the specialist professional inputs necessary to progress such a scheme;**
 - (ii) the detailed arrangements for any such joint venture scheme to achieve the objectives of an agreed development brief; and**
 - (iii) the details of the proposals for the consultation arrangements**

2. LOCAL GOVERNMENT IMPROVEMENT PLAN REPORT AND CONCLUSIONS (REPORT B – 15 NOVEMBER) (MINUTE NO. 76).

The Committee noted final conclusions of the IDeA peer review team's visit to the Council during June 2000, and considered a way forward. Members were advised that, while opinions varied as to whether all the team's findings were correct or the balance of their report was completely accurate, the fact that they had found much to praise was to be welcomed. The team had considered a number of areas required consideration and improvement if the Council was to achieve its aspirations and approach the ideal, and some of these were already being addressed.

As part of its agreement in joining the Local Government Improvement Programme, the Council now needed to produce an improvement plan demonstrating its response to the review team's findings, and the process for this was considered and agreed. The process will be as follows:

- (i) A workshop session will be held in January 2001 for members and a cross-section of employees, and IDeA representatives will also be invited;
- (ii) The Corporate and Finance Portfolio Performance and Review Panel will consider a draft improvement plan at its February 2001 meeting; and
- (iii) following recommendations from the Advisory Cabinet, Policy and Resources Committee will approve an improvement plan soon afterwards.

3. A REVIEW OF STRATEGIC OPTIONS FOR THE DEVELOPMENT OF VOICE AND DATA COMMUNICATIONS (REPORT C – 15 NOVEMBER) (MINUTE NO. 77).

The Committee has agreed that the strategic direction for the Council's voice and data communications strategy should be to commit to the Hampshire Public Services Network, subject to a successful outcome of the evaluation of the telephone system at appropriate County Council sites. The evaluation process should be completed by early in the New Year.

This decision accords with the Council's approved information and communications technology strategy, and is intended to meet the requirements of electronic governance and respond to other key drivers for change; provide a Council-wide telephone system with improved features; provide a flexible and future proof solution; and modernise the organisation. Six strategic options were identified and evaluated in depth by officers using relevant criteria, and the best option was considered to be joining the Network. This should improve communications considerably, both internally and with external customers.

The proposal will require annual revenue provision of £15,000 more than the current provision for telephones and related costs, but this additional funding can be met by switching resources from the leasing budget. Overall, the proposal will result in a net revenue saving of £14,250. Only a £9,000 increase in capital expenditure will be required. As a term of the contract, the system provider will also be required to implement any improvements in technology for the benefit of the Network at no extra cost. It will be possible to tailor the particular facilities provided at each site to meet the needs of that site.

In addition to, and as a consequence of, committing to the Hampshire Public Services Network (subject to a satisfactory outcome of the evaluation exercise) the following was agreed:

- (a) Phased implementation is planned, with the following target go live dates:

Fully featured telephone system (including voice mail)
at outlying locations April 2001

Fully featured telephone system (including voice mail)
at Appletree Court, Town Hall and Marsh Lane Depot July 2001

Phase 1 of a Call Centre operation will be available from October 2001, subject to Corporate Management Team and member approval of its use – the Committee's current decision does not commit the Council to a call centre operation;

- (b) A switch will be made from the leasing budget to meet the £15,000 revenue expenditure required for the additional annual costs;
- (c) A bid for an additional £9,000 capital expenditure (current budget £20,000) will be made through the expenditure planning process to meet installation and wiring costs;
- (d) That the Director of Finance will be notified that, as a consequence of agreeing to the strategic direction of joining the Network, the £130,000 capital memorandum budget will not be needed;
- (e) Revenue expenditure for the ongoing costs of the new system will be met from business units' existing budgets for telephones, and the Project Manager will have responsibility for the allocation of these costs;
- (f) The project will be managed using PRINCE and a Project Initiation Document (PID) will be produced, and the project will be monitored by the Electronic Governance Team;
- (g) Work will commence on a feasibility study to investigate the cost of a call centre, and a report will be made to the Electronic Governance Team, Corporate Management Team and members as appropriate; and
- (h) Presentations on the new system will be made to officers and members when appropriate.

**4. PORTFOLIO/CABINET ROLE IN BEST VALUE (REPORT D – 15 NOVEMBER)
(MINUTE NO. 78)**

The Committee has noted the current position on Best Value, and has considered how Cabinet members will in future be involved in steering the Council towards Best Value.

Members were strongly of the view that the Best Value process should be used to deliver real benefits in improving service effectiveness, beyond simply meeting a basic legislative requirement, and that it is important for members to be involved throughout the process. There were some concerns about the amount of time Portfolio Holders will have available to devote to Best Value. However, the level of involvement required of particular members and officers will become apparent as the process developed. Portfolio Performance and Review Panels also have an important role in the process, and have been considering their role during the current meeting cycle.

The Best Value Service Review Process, attached as Appendix 1, has been approved; the detailed timetable for Year 1 Reviews, attached as Appendix 2, has been noted; and the revised Year 2 to 5 programme attached as Appendix 3 has also been approved.

5. MAJOR POLICY ISSUES (REPORT E – 15 NOVEMBER) (MINUTE NO. 79).

The Committee has approved a list of major policy issues that will be coming before it, and the Advisory Cabinet, in the first months of their operation. The list will be built on as matters develop and in the light of expected Government guidance, and can be adjusted from time to time as necessary.

The list is attached as Appendix 4.

6. APPLETREE COURT SOUTH WING ROOF TILING (REPORT F – 15 NOVEMBER) (MINUTE NO. 81)

Small pieces of tile have been falling from the roof of the south wing, and in view of the safety implications it is important that the situation is remedied as a matter of urgency. In the meantime, the public access to the Housing Reception area has been closed. It was considered that the best solution is complete replacement of the tiles to the pitched roofs. Officers will be investigating any other appropriate action.

The Committee considered the tenders received for this work, and agreed to accept a tender for £28,218. Where the matter is not urgent, the Council's financial regulations limit the amount the Committee can approve by way of supplementary capital estimate to £20,000. However, in view of the circumstances of this case, the Director of Finance has been asked to undertake the necessary consultations and to authorise the expenditure under a provision in financial regulations which permits this where expenditure is urgently required.

7. INTRODUCTION OF CCTV INTO DESIGNATED TOWNS AND VILLAGES WITHIN THE DISTRICT (REPORT A – 4 DECEMBER) (MINUTE NO.84)

The Committee has agreed to submit a dual application to the Home Office for capital funding to enable the introduction of CCTV into a number of town and village centres in the District. The application will be submitted jointly with Hampshire Constabulary, and follows on from a review of the use, benefits and implications of introducing CCTV conducted earlier in the year. Subject to the availability of funding, in due course it may be possible to introduce CCTV into other parts of the District not covered in the current application.

Members strongly supported submitting a funding application. They recognised that there is significant public support for CCTV, and that the system provides effective round the clock surveillance which is complementary to, rather than a replacement of, conventional policing and other initiatives against crime. It is also an important tool in addressing the fear of crime, as well as crime itself.

The application is at the higher end of grant submissions, and officers have discussed with GOSE the approach to be taken. In the light of these discussions, the bid has been broken down into two joint applications – submission A and submission B. It was not intended that the towns included in submission B were secondary to those in submission A, and it is hoped that funds will be available to enable CCTV to be introduced into all the areas covered by both submissions.

A number of members wished Hythe to be included in submission A, as crime levels in Hythe, based on the information in the report, appeared higher than those in the three towns proposed for inclusion in submission A (Ringwood, Totton and Lymington). In particular, the Hythe statistics showed a high level of crime against the person, which it was suggested was the type of offence that caused the greatest fear of crime. The Committee was informed that these four towns, together with New Milton, had different needs, which had been analysed in detail in drawing up the proposals. The question of which areas would benefit most from CCTV had been examined, and the conclusion had been reached that a bid for funding was most likely to succeed if Ringwood, Totton and Lymington, together with the Control Room, were included in submission A, and Hythe and New Milton in submission B. Ringwood was considered appropriate for inclusion in submission A because of the amount of car crime in the Furlong car park, which was an ideal location for registration under the Secured Car Parks Scheme; Totton because the Town Centre area had the highest level of crime overall; and Lymington due to its very high level of theft. In Hythe, a particularly high proportion of crime was committed in areas outside the Town Centre and would not be covered by CCTV.

In the event, it was resolved that the dual application will include the Control Room, Ringwood, Lymington and Totton in submission A, and Hythe and New Milton in submission B.

Members will be given the opportunity to address matters relating to the operation and funding of the scheme after the Home Office has responded to the bid. The extent of the financial implications on the Council of introducing CCTV cannot be assessed until the Home Office's response to the funding application, and the amount of partnership funding available, are known. The Council will be able to withdraw from the process if the funding offer is not sufficient, or for some other reason. Present indications are that a number of partners will be willing to make a significant contribution towards capital costs, and if the application to the Home Office is successful financial support from local partners will be sought. Meanwhile, the Home Office is being informed that the Council will act as guarantor to support the application for capital funding up to a sum of £240,000, and will agree to meet the on-going revenue implications of operating the system, assessed at £293,000 a year.

Extensive consultations have taken place about camera locations in the five towns included in the bid, and the proposed locations are supported by the police, local people and businesses. In the interests of security, the Home Office also require that strict protocols are adhered to when operating CCTV.

In the event that the bid is successful, the Crime and Disorder Portfolio Performance and Review Panel will be requested to consider the effectiveness of the initiative as part of its scrutiny role.

Councillor S A Hayes
CHAIRMAN

Scoping - Stage 1

- ◆ Agree parameters of the review to include base line information
- ◆ Initial consideration of package
- ◆ Agree team membership and team leader
- ◆ Identify information available or required under each of the 4 C's
- ◆ Identify further work required to fill gaps in information
- ◆ Confirm budgetary/resource provision for review
- ◆ Identify actual 2% efficiency targets and initial discussion about potential areas for such achievement
- ◆ Complete pro forma - submit to DMT

Scoping - Stage 2

- ◆ Appoint Review Assessor
- ◆ Gather the necessary information against the 4 C's
- ◆ Review whether package is the right one with special reference to potential outcomes
- ◆ Identify relevant elements of sustainability assessment for the service
- ◆ **Challenge** whether there is evidence to show that the service is required
- ◆ Undertake SWOT/PESTLE analysis
- ◆ Identify and assess Initial Service Delivery Options
- ◆ Agree timetable for review process
- ◆ Evaluate service against review criteria and decide on the review process to be used

DMT

Report to CMT/Members to decide:

- ◆ Method of review to be used.
- ◆ Whether to proceed with the review at this stage
- ◆ Whether more information is required
- ◆ Whether alternative delivery option is an objective
- ◆ Whether performance is excellent

More Information Required

Identify revised year of review

Cabinet

Proceed

COMPASS LG

SMART

Training

Training

Alternative Delivery Evaluation

Excellent Performance Evaluation

Self Assessment/Verification

- ◆ Gather Evidence
- ◆ Self Assessment -With Assessor/Verifier
- ◆ Evaluation/Verification
- ◆ Consensus

Portfolio (Self Assessment)/
Scrutiny (Verification)

Action Planning and Report based on 4C's to include

- ◆ Service Delivery Options with detailed Appraisal/Evaluation
- ◆ Assessment of potential achievement against 2% efficiency target
- ◆ Continuous Improvement programme
- ◆ Reality check on Improvement Plan (Inspectors questions)
- ◆ Executive summary of key findings

Portfolio/Scrutiny

Report to DMT & CMT

Report to Members

Cabinet/Scrutiny/Council

Programme of Best Value Reviews

Year 1 BV Programme	Scoping (incl. involvement of Portfolio & Scrutiny *		Report on Outcome of Scoping and Decision to Proceed			Dates of Review		
	Start	To be completed by:	DMT	CMT	ADVISORY CABINET	Complete Self Assessment (involve portfolio)	Verification (involve scrutiny)	Complete final report
Public Relations			7 th Nov 2000	14 th Nov	6 th Dec	20 th Jan 2001	6 th & 7 th Feb	28 th Feb
Tourism					N/A	13 th Mar 2000	20 th & 21 st Mar	
Food and Health and Safety	1 st Sept 2000	7 th Nov	13 th Nov 2000	21 st Nov	6 th Dec	28 th Dec	11 th & 12 th Jan 2001	24 th Jan
Recreation Centres					N/A	31 st Oct 2000	21 st & 22 nd Nov	12 th Dec
Cleansing					N/A	5 th Jul 2000	19 & 20 th Jul	6 th Dec
Planning	1 st Sept 2000	15 th Nov	20 th Nov	28 th Nov	6 th Dec	28 th Dec	9 & 10 th Jan 2001	24 th Jan
Cash collection and Reconciliation				7 th Nov 2000	6 th Dec	10 th Jan 2001	30 th & 31 st Jan	21 st Feb
Fraud Investigation			1 st Aug 2000	18 th Sept	2 nd Oct (Leader)	10 th Nov	23 rd Nov	27 th Nov
Crime Prevention	20 th Oct 2000	9 th Dec	N/A	16 th Dec	3 rd Jan 2001	23 rd Feb	14 th & 15 th March	11 th April

Key:

- DMT Directorate Management Team
- CMT Corporate Management Team
- PPRP Portfolio Performance & Review Panels
- * Applies to year 2 onwards

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YEAR 2 (2001/02) – RECOMMENDED REVISION

	Value £000's	Directorate £000's
Chief Executive's		
Admin, Finance and Secretarial Support	238	
Reception Information and Complaints	399	
Print Services & Graphics	457	
		<u>1094</u>
Community Services		
Leisure Development (including Play, Sport, Youth, Arts, Policy, Recreation Development)	242	
Housing Development	191	
Housing Needs	481	
Catering	818	
Licensing	205	
		<u>1937</u>
Environment Services		
Public Services (including Public Conveniences, Grounds Maintenance, Cemeteries, Street Naming/Numbering, Car Parks, Abandoned Vehicles, Customer Services)	1988	
Building Control	527	
Admin and Secretarial Support	333	
		<u>2848</u>
Finance		
Admin (including Concessionary Travel admin, Leased Car Admin, Insurance and Risk Management) and Secretarial Support	364	
		<u>364</u>
Year 2 Cross Cutting Issue		
Community Health (incl. Health Strategy)	68	
		<u>68</u>
YEAR 2 TOTAL (£000's)		<u>£6,311</u>

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¹ Community Services Administration undertook a full review last year as part of the pilot process. The remaining three administration reviews have been moved into year 2 in order to take advantage of any synergy and sharing of resources. Community Services Administration, however, will have a full input into the year 2 process sharing lessons learnt, benchmarking internally and updating their action plan as appropriate.

YEAR 3 (2002/03) – RECOMMENDED REVISION

	Value £000's	Directorate £000's
Chief Executive's		
ICT (including Operations, Security and Infrastructure Support, 3 rd Party Maintenance, Project Management and Systems Development)	842	
Legal	370	
Economic Development	200	
Corporate Strategy including CMT	94	<u>1,506</u>
Community Services		
Keyhaven } 4 separate reviews	87	
Countryside Management } to be managed	25	
Open Space } jointly	40	
Coast }	29	
Dibden Golf Centre	450	
Central Control	213	<u>844</u>
Environment Services		
Civil Engineering (Including Highways, Coast, Drainage, Environment Enhancements)	3,842	<u>3,842</u>
Finance		
Payments, Recovery of Debts	158	
Internal Audit	139	<u>297</u>
Year Cross Cutting Issue		
Sustainability/LA 21		
YEAR 3 TOTAL (£000's)		<u><u>£6,489</u></u>

Programme of Best Value Reviews

YEAR 4 (2003/04) – RECOMMENDED REVISION

	Value £000's	Directorate £000's
Chief Executive's		
Democratic Services (including Committee Services and Electoral Registration)	463	<u>463</u>
Community Services		
Pollution Control	451	<u>451</u>
Environment Services		
Property Services (including Building Services, Caretaking and Security, Estates and Valuation)	2127	<u>2127</u>
Finance		
Finance and Treasury Management	647	
Payroll	115	<u>762</u>
Year 4 Cross Cutting Issue		
Communications		
YEAR 4 TOTAL (£000's)		<u>£3,803</u>

Programme of Best Value Reviews

YEAR 5 (2004/05) – RECOMMENDED REVISION

	Value £000's	Directorate £000's
Chief Executive's		
Personnel, Recruitment, Health and Safety and Welfare	307	<u>307</u>
Community Services		
Administration	334	
Housing Agency, Enforcement and Improvements	446	
Pest Control & Dog Wardens	211	
Housing Landlord Role	1,794	<u>2,785</u>
Environment Services		
Central Purchasing and Stores	376	
Fleet Management	450	<u>826</u>
Finance		
Revenues and Benefits	1047	<u>1047</u>
Year 5 Cross Cutting Issue		
Community Plan		
YEAR 5 TOTAL (£000's)		<u>£4,965</u>

2000

NOVEMBER: Voice and Data Communications
IDeA Plan

DECEMBER: Expenditure Plans – Budget 2001/2
CCTV Bid
Development of Project Integra
Introduction of Policy Unit
National Park
Recreation Centres (Option Appraisal)

2001

JANUARY Grounds Maintenance Contract
Human Resources Strategy
Corporate Plan Review
Community Strategies
Economic Strategy

EARLY 2001 Single Status
Pay and Reward Strategy
Local Plan Review
Transport Initiatives

Other major issues where timetable is more uncertain/evolutionary

LSVT/Housing Options
Health Economy
Sustainability
Youth/Older People
Urban/Rural White Papers
Communications
Highways Agency Review
E-governance update
Dibden Bay

Note: This list does not include a timetable for Best Value reviews, which is dealt with by a separate report on this agenda.