

PERFORMANCE MATTERS

**THE COUNCIL'S PERFORMANCE
PLAN 2004/2005**

INTRODUCTION TO PERFORMANCE MATTERS

Welcome to the Council's fifth Performance Matters which highlights the Council's performance, achievements and targets against our Corporate Plan, Heart of the Forest.

A recent independent assessment of New Forest District Council scored us as 'excellent and improving'. As a result our duty to publish a Best Value Performance Plan has been reduced and this year we have taken the opportunity to develop an interactive internet version of the plan, which will grow into a live portal of information on how we are performing. This will be supported by Performance Matters folders at various locations across the District.

On the internet and the pages that follow you will find additional links to more detailed actions and strategies working to improve the quality of life in the District and performance of the Council through our 5 corporate objectives:

- 1 An organisation of excellence
- 2 Working with public and partners
- 3 Economic well being
- 4 Social well being
- 5 Environmental well being

To find out more detail turn to the relevant pages in the folder or click onto the relevant sections online. We hope you enjoy browsing through the information provided and welcome your feedback on our performance and targets to tackle the issues facing the Council and the District now and in the future.

To add in bit about overview of performance

This year we are using a traffic light system to highlight how well we are performing. This is calculated by considering

- How the performance compares within best, above average, below average and worst quarters nationally or locally
- If the performance has improved by at least 3% in the last 1-3 years on a pro rata basis. Cost indicators allow for 3% inflation rise.
- If the performance target for the last year was achieved
- Whether future targets demonstrate proposed improvements

The outcome of this assessment shows if the performance measure is either

RED	WARNING: Performance is below average performance and not improving/ missing targets
AMBER	MONITOR: Performance is average or maintaining but could slip if not kept in check
GREEN	HEALTH: Performance is healthy, in the best quarter or showing improvement

For the full information view nfdc.gov.uk/performancematters

THE HEART OF THE FOREST

New Forest District Council's Corporate Plan

INTRODUCTION

The Council's Corporate Plan, the Heart of the Forest, sets out how the Council can play a leading role in the future of the New Forest District.

The plan sits at the top of a family of Council strategies and plans designed to deliver solutions to help meet the needs of our District. Most importantly, the Council issues its Performance Plan in June each year which reports on its performance and sets targets against the Council's aims.

The Corporate Plan is not just a document. It informs everything the Council does and can help the Council improve its performance. It makes sure that everyone is working towards the same goal - improving the quality of people's lives.

The Council recognises that the quality of life is shaped by the economic, social and environmental conditions that exist. It firmly believes that real gains can be had by achieving positive impacts across all these three areas. To achieve this, all services, (including both members and employees), need to seek solutions that cross over organisational, service and strategy boundaries. This is part of our approach to achieve excellence.

Excellence is also about providing services at a level that people are willing to pay for. To achieve this we need to make full use of performance information and the views of people who receive or pay for the service.

The Council also acts as an enthusiastic and committed community leader and tries to make things happen for the benefit of the communities it serves. A better understanding of the issues facing communities can then be translated into action, either directly by this Council, in partnership with others, or enabling others to act. Our role in the Local Strategic Partnership has helped strengthen existing partnerships and further development of the LSP will contribute towards a better use of resources for the District.

We are committed to The Heart of the Forest and strongly believe it will help this Council move closer to achieving excellence in all that it does.

Cllr Mel Kendal
Leader

Dave Yates
Chief Executive

VISION

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.

VALUES - HOW WE WILL DELIVER THE VISION

We will improve both the provision of services and our role as a community leader.

In doing so, we aim to provide value for money. This is achieved in three ways:

- Ensuring the best use of resources and assets
- Being innovative in our approach to deliver excellence
- Developing effective partnerships with local organisations

Everything we do is delivered through a set of values which are shared by all Members and employees. These are:

Caring
Communication
Openness and Trust
Positive Thinking
Quality
Simplicity
Value for Money
Working Together

KEY PRIORITIES

The rest of this Plan sets out our aims for the next four years. They are all important. Of these, our key priorities are:

- Clean Streets and Public Spaces
- Crime and Disorder and Community Safety
- Housing
- Managing Our Finances

ORGANISATION OF EXCELLENCE

To fulfil our aspirations for the people of the New Forest, we need to be capable and efficient. Traditionally New Forest District Council has been regarded as a leader amongst Shire Districts. We are the second largest in terms of population. Many of our achievements have been praised at a regional and national level. We want to build on this good basis to become, and to remain, an organisation of excellence

To do this we will:	Page
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1.1 DEVELOP OUR EMPLOYEES

Employees are vital to our success. We intend to build on our excellent track record for training and development and have worked with employees to produce a People Strategy. We are committed to maintaining and improving the practices which are recognised in Investors in People status, and the values which underpin all we do.

Headlines (story)	

Key achievements 2003/04	Key targets for 2004/05
Personnel/payroll package (F&S) x IIP re-assessment (P&S) ✓ Develop work/life balance (P&S) ✓ Workforce planning (P&S) ✓ HR policies support partnership working (P&S) ✓	<ul style="list-style-type: none"> ■ Fully implement new Human Resources (pay and personnel) system (F&S) ■ Re-launch the training and development strategy to promote a blend of learning methods including e-learning, and improve evaluation of training undertaken (P&S)

Performance Matters 2003/04 <i>(see below for key to shading)</i> <i>Where relevant measures will be supported in a graph format</i>	
BV12	On average each employee had 9.7 days sick a year.
BV15	0.95% of all employees retired due to ill health
BV11b	1% of the top 5% of earners at NFDC are from black or ethnic minorities
LP43a	7.5% of the total number of employees at NFDC left voluntarily in the year
LP43b	8.8% of the total number of employees contracts were terminated
BV11a	25% of the top earners are women.
BV14	0.12% of all employees took early retirement
BV16ab	1.5% of employees have a disability which equates to just over 13% of the total working age population with disabilities.
BV17ab	0.7% of employees are from ethnic minorities which is 64% of the total working age population from ethnic minorities

Working with others – the Local Strategic Partnership
Working in a multi agency environment has helped develop the skills and knowledge of all those involved. More structured opportunities will be developed in terms of joint training and development in the future.

Other links to be provided on website	
People Strategy	Policy and Strategy Portfolio
HR service plan	
IIP report	

KEY TO PERFORMANCE MATTERS

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✓	Key target was achieved for 2003/04
x	Key target was not achieved during 2003/04



Council Priority

1.2 MANAGE OUR FINANCES

We are concerned that excellence is not achieved at undue cost to the taxpayer. An excellent authority will manage its finances efficiently. We have introduced a new Financial Management system to provide for more flexible and robust planning and monitoring. We will match our corporate priorities to a medium term financial plan, which clearly recognises what resources will be available and what we believe people are willing to pay.

Headlines (story)	
Personnel/ payroll package	Outcomes of benefits performance framework

Key achievements 2003/04	Key targets for 2004/05
Personnel/payroll package (F&S) X New system for new tax credit regulations (F&S) ✓ High assessment in Benefits Performance Framework (F&S) ✓ Spend major repairs allowance (H) ✓ Reduce recreation centre subsidy (L) X	<ul style="list-style-type: none"> ■ Review the Council's policy on leasing with regard to plant and equipment and assess the financial implications of moving to outright purchase (F&S) ■ Complete a review of the Council's policies regarding the level of Council Tax discounts awarded to furnished unoccupied properties (so called "second homes") and empty properties, prior to 2005/06 billing (F&S) ■ Develop a policy for the management of the Council's cash position within the Treasury Management Strategy for 2005/06 (F&S)

Performance Matters 2003/04 (see 1.1 Develop our employees for key to shading) Where relevant measures will be supported in a graph format	
Performance Measures (see key below)	
BV107	Planning services cost £17.67 per head of population
BV86	The net cost of the refuse collection service was £36.72 per head of population
LP23ab	The annual spend per public convenience was £17,274. This is £3,230 per 1000 population
LP29	The net cost of benefits administration per claimant was £18.42
LP25	The net expenditure of the Council was £110.66 per head of population (based on forecasts – actual to follow)
LP38ab	The average weekly management costs per dwelling were £15.08, with average weekly repair costs at £12.09
BV8	95% of undisputed invoices were paid on time (based on forecasts – actual to follow)
BV9/10	98.4% of council tax was collected and 99.4% of non-domestic rates due were collected
LP17ab	It cost £29,635 per km of relevant land to keep it clear of litter and refuse, this equates to £6.16 per head of population
LP40	£11.97 was spent per head of population on recreational facilities and activities
BV76abcd	There were 193 fraud investigations undertaken by 2.1 officers. There were 43 prosecutions or sanctions, for which we had a 100% success rate.

Working with others – the Local Strategic Partnership
One of the aims of the Changing Lives Partnership is to make better use of existing resources as well as attracting resources from outside the district. This approach will enable the council and its partners to make more effective use of its resources including its finances.

Other links to be provided on the website	
Resources Service Plan	Financial Strategy
Finance and Support Portfolio	Budgets?
Customer Services Plan	Economy and Planning Portfolio
Environment Portfolio	Health and Social Inclusion Portfolio
Housing Portfolio	Leisure Portfolio
Policy and Strategy Portfolio	Crime and Disorder Portfolio

1.3 IMPROVE OUR PERFORMANCE

Whilst we fully support the principles of Best Value, we have found that a more comprehensive approach is required to drive improvement in the Council's performance. Members and employees are involved in planning and reviewing services in the Council's new approach to performance management. Services will improve as they work towards the Corporate Plan and deliver against important community issues.

Headlines (story)	
2003/04 has been an important year for ensuring the Council continues to improve. The implementation of the Performance Management System has meant service plans for all major services are in place, Members and officers are making better, more strategic use of performance information and stakeholder feedback and have a clearer focus on the community's and the Council's priorities.	The excellent and improving rating the Council achieved in its Comprehensive Performance Assessment puts it into the top % of district councils in the country based on the results published to date (- published out of - district councils). Whilst we are not totally driven by national targets and all performance indicators, our overall performance against BVPI's continues to improve.

Key achievements 2003/04	Key targets for 2004/05
Health BV Review (H&SI) ✓ Health Strategy Action Plan (H&SI) ✓ Housing BV review (H) x Community strategy (P&S) ✓ IIP reassessment ✓ Performance management framework ✓ High grade in CPA ✓ HR policies support partnership working ✓ Review scrutiny role ✓ Framework for service planning ✓	<ul style="list-style-type: none"> ■ Join the Planning Portal and enable the receipt of planning applications electronically (E&P) ■ Implement the Contact Centre Action Plan (F&S) ■ Achieve 67% of council owned properties meeting the Decent Homes Standard (H) ■ Achieve all the year's milestones included in the Council's Improvement Plan arising from the Comprehensive Performance Assessment (P&S)

Performance Matters 2003/04 <i>(see below for key to shading)</i> <i>Where relevant measures will be supported in a graph format</i>	
BV3	68% of residents surveyed are satisfied with the overall service provided by the council
BV8	95% of undisputed invoices were paid on time <i>(Based on forecast – actual to follow)</i>
BV9/10	98.4% of council tax was collected and 99.4% of non-domestic rates due were collected
BV157	80% of all possible interactions with the Council can be delivered electronically <i>(Based on forecast – actual to follow)</i>
BV1	A sustainable community strategy is expected to be in place by June 2004, with partnership arrangements in place to support it.
BV180ai	NFDC buildings are using xx% of the average electricity consumption for local authorities
BV180aai	NFDC buildings are using xx% of the average fossil fuel consumption for local authorities

Working with others – the Local Strategic Partnership
Much of our work is based on partnerships. We have recognised that by combining resources, improved delivery of services can be achieved. The Changing Lives Partnership is still developing and its potential impact has yet to be fully realised.

Other links to be provided on the website	
Best Value Performance Plans	CPA Self assessment & report
All service plans	Community strategy website
Performance management framework	Challenge Policy
Policy and Strategy Portfolio	

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1.4 FOSTER INNOVATION IN SERVICE DELIVERY

As our competition strategy sets out, we are not dogmatic about who delivers services. What matters is what works. Many of our services have proved through competition that they are best delivered in-house. We are exploring ways the Council can maximise its purchasing power. We will build on our innovative partnerships including the unique Test Valley Partnership.

Headlines (story)	
Progress on Test Valley partnership	Review of planning objectives

Key achievements 2003/04	Key targets for 2004/05
New Milton information offices (F&S) ✓ IT interface for Test Valley partnership ✓ Partnership with reactive maintenance service (H) ✓ Develop partnership with planned maintenance (H) ✓ Recreation centres service delivery option (L) ✓ Lymington joint management board ✓ Hounslow school joint management ✓ Community Strategy (P&S) ✓	<ul style="list-style-type: none"> ■ Complete the stock options appraisal and have it signed off by GOSE. (H) ■ Implement the Contact Centre Action Plan (F&S)

Performance Matters 2003/04 <i>(see below for key to shading)</i> <i>Where relevant measures will be supported in a graph format</i>	
BV166a	We have consistently achieved 100% of an environmental health best practice check list
BV205	83% of a planning quality of service checklist is currently underway

Working with others – the Local Strategic Partnership
One of the strengths of the partnership is how its support mechanisms are geared to developing and delivering the community strategy. In particular, for each topic of the strategy there is a Community Action Network in place or in the course of development which brings together the relevant multi agency resources that are relevant to that topic.

Other links to be provided on the website	
Competition Strategy	Planning objectives report
Commercial Services Plan	Progress on stock option review
Recreation Centre objectives report	Changing lives website
Environment Portfolio	Policy and Strategy Portfolio

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1.5 PROMOTE EQUAL OPPORTUNITY AND DIVERSITY

We are introducing robust equal opportunity policies and will ensure they are properly monitored. We aim to avoid discrimination either in recruitment or service delivery. We will celebrate the benefits of diversity and do all we can to remove barriers to access. We will work with people with disabilities to understand and respond to their needs.

Headlines (story)	
Setting up the focus group	

Key achievements 2003/04	Key targets for 2004/05
Develop work/life balance (P&S) ✓ Level 1 equality standard ✓	<ul style="list-style-type: none"> ■ Develop a range of work/life balance and flexible working policies on a cost neutral basis that further promote the Council as an employer of choice (P&S) ■ Achieve level 2 of the Equality Standard (P&S)

Performance Matters 2003/04 <i>(see below for key to shading)</i> <i>Where relevant measures will be supported in a graph format</i>	
BV75b	38% of black and ethnic minority tenants were satisfied with the opportunity to participate in management and decision making
BV11b	1% of the top 5% of earners at NFDC are from black or ethnic minorities
BV75c	67% of all tenants were satisfied with the opportunities for participation in management and decision making
BV2a	We have reached level 1 of the equality standard for local government
BV2b	We score against 55% of a checklist of our duty to promote race equality
BV74ii	85% of black and ethnic minority tenants were satisfied with the overall housing service
BV156	94% of our buildings with public areas are suitable for and accessible to disabled people
BV157	80% of all possible interactions with the Council can be delivered electronically <i>(Based on forecast – actual to follow)</i>
BV16ab	1.5% of employees have a disability which equates to just over 13% of the total working age population with disabilities.
BV17ab	0.8% of employees are from ethnic minorities which is 73% of the total working age population from ethnic minorities
BV164	Housing services follow the Commission for Racial Equality's code of practice

Working with others – the Local Strategic Partnership

The Partnership has made a commitment to welcoming and valuing diversity and being supportive to those whose quality of life is, for whatever reason, less good. A key theme of the community strategy is to provide better access to services such as to jobs, training, information etc. Each chapter of the Changing Lives Community Strategy contain actions against this theme, which depend on partnership working and are geared to achieving improvements to the quality of life. The strategy will make a significant contribution to promoting equal opportunity and diversity.

Other links to be provided on the website

Customer Services Plan	HR Service Plan
Equalities and Race Scheme	Changing Lives website
Policy and Strategy Portfolio	

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✗	Key target was not achieved during 2003/04

1.6 MANAGE OUR PHYSICAL ASSETS

We will continue to review our assets to make sure we get the most out of them. We will not hold property or land unnecessarily or wastefully. We will manage our services in an environmentally sustainable way in areas such as water conservation, energy efficiency and recycling

Headlines (story)	
Opening of New Milton offices by HRH	

Key achievements 2003/04	Key targets for 2004/05
New Milton offices (F&S) ✓ Asset management review (F&S) x Major repairs allowance (H) ✓ Phase 2 Lymington (L) ✓	<ul style="list-style-type: none"> Implement an information system to support the effective management and maintenance of the Council's property assets (F&S)

Performance Matters 2003/04 <i>(see below for key to shading)</i>	
<i>Where relevant measures will be supported in a graph format</i>	
BV63	The average SAP rating of our tenants homes was 61
BV156	94% of our buildings with public areas are suitable for and accessible to disabled people
BV180ai	NFDC buildings are using 95% of the average electricity consumption for local authorities <i>(Based on last year's figures – actuals to follow)</i>
BV180aaii	NFDC buildings are using 67% of the average fossil fuel consumption for local authorities <i>(based on last year's figures – actuals to follow)</i>
LP20abc	26 public conveniences provided though out the year. 91% of our conveniences provide access for disabled people and 31% offer baby-changing facilities.

Working with others – the Local Strategic Partnership
The partnership provides opportunities to influence all its agencies in making the best use of their assets for the benefit of the public. This includes early discussions about the potential for a joint information office project at Totton.

Other links to be provided on the website	
Finance and Support portfolio	Asset Management Plan
Resources Service Plan	Capital Strategy

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1.7 MAKE BEST USE OF NEW TECHNOLOGY

We want to use information and communications technology in the drive to provide high quality and cost effective services that can be accessed where and when it is convenient for our citizens and visitors.

Headlines (story)	
Development of contact centre - progress	Parish websites
Key achievements 2003/04	Key targets for 2004/05
Personnel/ payroll package (F&S) x New tax credits system (F&S) ✓ Parish websites (F&S) ✓ IT Interface for Test Valley partnership (F&S) ✓ Implement Local Land and Property Gazetteer x	<ul style="list-style-type: none"> ■ Join the Planning Portal and enable the receipt of planning applications electronically (E&P) ■ Introduce an enhanced cemeteries administration and mapping system with managed access for members of the public (Env) ■ Achieve 95% compliance with BVPI 157 (interactions that are e-enabled) (F&S) ■ Implement FLAP (Forest Local Access Project) to enable video conferencing interview facilities in conjunction with the CAB (F&S) ■ Implement the Contact Centre Action Plan (F&S) ■ Develop the use of ICT to support consultation exercises (e.g. citizens panel, tenants participation and young people) (F&S) ■ Implement an information system to support the effective management and maintenance of the Council's property assets (F&S) ■ Pilot e-procurement (internet purchasing) (F&S)
Performance Matters 2003/04 (see below for key to shading)	
<i>Where relevant measures will be supported in a graph format</i>	
BV170ab	There were 41.3 visits to and usages of the district's one museum (We are able to report 20% of the actual through put because NFDC only provides the building)
LP41	There were 7,173 swims and other visits to recreation centres per 1000 population
BV157	80% of all possible interactions with the Council can be delivered electronically (Based on forecasts – actuals to follow)
BV166a	We have consistently achieved 100% of an environmental health best practice check list
BV205	83% of a planning quality of service checklist is currently underway
Working with others – the Local Strategic Partnership	
The Changing Lives website changinglivesnewforest.gov.uk is being developed to enable better communication with the public and through an extranet feature, better communication amongst its partner agencies. The partnership is not about more meetings but it's a way of working. New technology enables that to happen.	
Other links to be provided on website	
Resources Service Plan	ICT Strategy
Finance and Support Portfolio	ICT Improvement Plan
Policy and Strategy portfolio	

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WORKING WITH PUBLIC AND PARTNERS

One of the strengths of local government is that it is close to the people it serves. We understand however that we need to constantly strive to keep in touch with the people of the New Forest. To this end we will:

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2.1	Involve the Public	12
2.2	Work with Partners to Deliver a Community Strategy	14

2.1 INVOLVE THE PUBLIC

Our local Councillors and the democratic process are our primary link with the public. The new constitution of the District Council allows open access to all meetings and encourages public participation, not least at Cabinet meetings. Individual non-executive Councillors of all parties are our front line members - they play a vital role in representing their communities by feeding residents' views into the decision-making process. The Citizens' Panel, surveys and public meetings also help us to consult the public.

Headlines (story)	
BVPI general survey or 1 story on how the results have been used for a survey	1 story on youth panel

Key achievements 2003/04	Key targets for 2004/05
Youth Panel (P&S) ✓ Opportunity to input into decision making (P&S) ✓ Tenant participation (from Housing) ✓	<ul style="list-style-type: none"> ■ Develop and use tracker questions through the Citizens Panel and the Council's web site to help measure the perceptions of the local community on the fear of crime (C&D) ■ Prepare, consult on, agree and submit New Forest District Local Development Scheme to Government as required by new Planning Act. Commence preparation of Local Development Documents (E&P) ■ Provide advice, information and support to at least three settlements in the District so they are able to complete the Countryside Agency's Market Towns Health Check and develop projects which can access funding from the South East Rural Towns programme and other sources (E&P) ■ Develop the use of ICT to support consultation exercises (e.g. citizens panel, tenants participation and young people) (F&S) ■ Produce a Record Management Strategy for the Council to enable it to respond to the new public right of access (with effect from January 2005) to all information/records held by the Council under the Freedom of Information Act (P&S)

Performance Matters 2003/04 <i>(see below for key to shading)</i> <i>Where relevant measures will be supported in a graph format</i>	
BV4	39% of those who have complained were satisfied with the way their complaint was handled.
BV75b	38% of black and ethnic minority tenants were satisfied with the opportunities for participation in management and decision making
BV90b	84% of residents were satisfied with our recycling facilities
BV111	70% of planning applicants and those commenting on application were satisfied with the service
BV119a	53% of residents were satisfied with overall sports and leisure facilities.
BV119c	32% of residents were satisfied with the museums and galleries in the District
BV3	68% of citizen's were satisfied with the overall service provided by the council
BV74abc	86% of all tenants were satisfied with the overall service provided. This was fairly equal for both black and ethnic minorities (85%) and non black and ethnic minorities (86%)
BV75ac	67% of all tenants were satisfied with the opportunities for participation in management and decision making. This is the same for non black and ethnic minority tenants.
BV80b	84% of benefits claimants were satisfied with the service in the office overall
BV89	74% of residents feel satisfied with the standards of cleanliness around the district
BV90a	88% of residents are satisfied with the household waste collection service

BV119e	73% of residents were satisfied with the overall provision for parks and open spaces within the district
BV80a	85% of benefits claimants were satisfied with contact and access overall
BV80c	79% of benefits claimants were satisfied with the telephone service overall
BV80d	87% of benefits claimants were satisfied with the staff in the benefits offices overall
BV80e	71% of benefits claimants were satisfied with the clarity of the forms etc overall
BV80f	77% of benefits claimants were satisfied with the time taken for a decision overall
BV80g	84% of benefits claimants were satisfied overall with the benefits service

Working with others – the Local Strategic Partnership	
<p>The partnership not only inputs into the development of the programme of consultation using the citizens' and young people's panels but also shares results of all consultations carried out. This attempts to make best use of resources as well as avoiding consultation overload for the public.</p> <p>The consultation on the community strategy included making the documents available at libraries, district, county, parish and town council offices throughout the district.</p> <p>The strategy recognises the work going on in communities around the Market Towns Health Check and Vital Villages schemes. The proposed changes to the way Local Plans are developed through a Local Development Framework will provide significant opportunities for public involvement and to link the two processes together. The outcomes from all these initiatives will be valuable inputs into the community planning process.</p>	

Other links to be provide on website	
Citizens Panel page	Policy and strategy portfolio
BVPI general survey results	
Consultation strategy	

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2.2 WORK WITH PARTNERS TO DELIVER A COMMUNITY STRATEGY

The Council has worked through the Changing Lives Partnership to identify the priority issues for the District to enable agencies to work together to resolve them. Actions have been agreed for the year ahead and draft ideas have been identified for future years. This is what the Community Strategy has achieved to date.

For the Community Strategy to work effectively, we must all focus on communities and the people who live in them. Communities are more important than organisational structures and geographical boundaries, so we and our partners will need to be flexible to achieve better results. The Council is committed to this approach and through its community leadership role will encourage others to share the same view.

The Local Strategic Partnership is also bringing a new way of working. This will improve awareness of who is doing what and improve communication between the Partnership agencies and communities. The Council is playing a leading role in making this happen.

Headlines (story)	
The first Community Strategy for the District has created a Vision for what the District should be like in 2025, and within its 13 topic chapters contains – objectives, - priorities and – actions in 2004/05. The Changing Lives Partnership is committed to making a difference through this strategy.	Finalising the Community Strategy is only part of the story. Alongside this has been the development of multi agency Community Action Networks (CANs) to deliver the actions for 2004/05 and develop new actions for future years. By combining resources to work towards the priority issues facing the District, agencies can provide more efficient and effective solutions.

Key achievements 2003/04		Key targets for 2004/05
✓	Participatory needs assessment as a tool	<ul style="list-style-type: none"> ■ Complete a feasibility study with Test Valley Borough Council to evaluate the potential for a joint commercial waste collection service (H&SI) ■ Deliver at least 75% of the actions included in the Community Strategy where resolution is in the control of the Council (P&S) ■ Work through the Changing Lives Partnership to achieve at least 80% coverage of Community Action Networks as required by the Community Strategy (P&S)
✓	Health networks	
✓	Develop Leisure CAN's	
✓	Leisure strategy/ community strategy	
✓	Community strategy	

Performance Matters 2003/04	
BV1	The community strategy will be in place by June 2004

Working with others – the Local Strategic Partnership
<p>The Changing Lives Partnership has been in operation since November 2001. It is a partnership of the major agencies in the area, committed to work together to improve the economic, social and environmental well being of the New Forest District for the benefit of present and future generations. It is the Local Strategic Partnership (LSP) for the area.</p> <p>It has put together the Community Strategy which sets out how the partnership will tackle the priority issues facing the District, which were identified through a major conference and a draft issues report.</p> <p>These issues are being addressed through topic based community action networks (CANs) made up of relevant agencies that by working together will make positive impacts.</p> <p>For further information on the Community Strategy and the work being carried out through the partnership and networks view changinglivesnewforest.gov.uk</p>

Other links to be provided on website	
Community strategy Website	Feedback from partner consultation
Policy and Strategy Portfolio	HCC community strategy
CANs	Parish websites

ECONOMIC WELL BEING

We aim to facilitate a sustainable and growing economy for the New Forest that creates economic and employment opportunity whilst making best use of the District's natural environment as an economic asset.

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3.1 ECONOMIC STRATEGY

We have worked hard to understand the needs of business and have explored how these needs can be accommodated within the protective policies for our area. Our Economic Strategy has been produced in close consultation with the business community. To ensure that local business continues to have a voice, we will work closely with the New Forest Business Partnership and others.

Headlines (story)	

Key achievements 2003/04	Key targets for 2004/05
	<ul style="list-style-type: none"> ■ Ensure that any suitable development opportunity is used to generate the provision of a new managed workspace in the District and that it is comprised of affordable small workspaces without commitment to onerous lease terms (E&P) ■ Publish a key worker housing strategy (H)

Performance Matters	

Working with others – the Local Strategic Partnership
<p>Community Strategy Vision - In 2025 the New Forest District will be a place where:</p> <ul style="list-style-type: none"> ■ all people have opportunities to enjoy safe and healthy lifestyles develop as individuals and shape the communities in which they live; ■ businesses thrive within a local economy that harmonises with the special environment and provides everyone with sufficient resources to enjoy plenty of lifestyle choices; and ■ the natural and built environment provides opportunities for diversity of nature, the health, education and enjoyment of everyone whilst making a significant contribution towards the local economy.

Other links to be provided on website	
Economic strategy	Economic Development Service Plan
Business forum website	Community Strategy - Economy
Economic Development Service Plan	Economy and Planning Portfolio
Consultation	

KEY TO PERFORMANCE MATTERS

text	RED TRAFFIC LIGHT: Performance is below average performance and not improving/ missing targets
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x	Key target was not achieved during 2003/04

3.2 ECONOMY AND PLANNING

We will use the planning process to help maintain a sustainable local economy. This will include:

- Safeguarding existing employment sites as well as working with partners to bring forward additional identified sites.
- Working with existing businesses to help them develop their premises to meet future needs.
- Helping to meet the challenges of the changing rural economy, both in farming generally and commoning specifically.
- Enhancing our town centres to improve their attractiveness and helping them to be viable as important local community and commercial centres.

Key achievements 2003/04	Key targets for 2004/05
Progress Local Plan (E&P) ✓ Totton urban design (E&P) ✓	<ul style="list-style-type: none"> ■ Adopt the revised New Forest District Local Plan (E&P) ■ Prepare, consult on, agree and submit New Forest District Local Development Scheme to Government as required by new Planning Act. Commence preparation of Local Development Documents (E&P) ■ Provide advice, information and support to at least three settlements in the District so they are able to complete the Countryside Agency's Market Towns Health Check and develop projects which can access funding from the South East Rural Towns programme and other sources (E&P) ■ Ensure that any suitable development opportunity is used to generate the provision of a new managed workspace in the District and that it is comprised of affordable small workspaces without commitment to onerous lease terms (E&P) ■ Provide advice, support and information to enable the Totton Town Centre Regeneration Scheme to be implemented (E&P)

Performance Matters – see below for key to shading

Where relevant performance results will also be shown by graphs to follow

BV107	Planning services cost £17.67 per head of population
BV 109b	59% of minor applications were completed in 8 weeks
BV109ac	69% of major and minor applications were completed to government targets. 82% of all other applications were completed in 8 weeks.
BV188	85% of decisions are delegated to officers
BV204	37% of appeals have been successful, which has been improving over the last few years
BV205	83% of a planning quality check list was underway
LP10	Only 1% of planning applications granted depart from the Local Plan.
BV200ab	The current development plan in operation has now expired, with a replacement expected by the end of 2004.

Working with others – the Local Strategic Partnership

Community Strategy Objective - The Economy

To facilitate a sustainable and growing economy for the District that creates economic and employment opportunity while making full use of the District's assets. Example actions for 2004/05 include:

- Ensure that broadband services are available to businesses in rural areas
- Replicate the success of the New Milton partnership by supporting the establishment of similar groups in Fordingbridge and Lymington

Other links

The Local Plan 199x – 200x	Planning consultation
Progress on current review of local plan	Planning best value review
Planning service plan	Economic Strategy
Economy and Planning Portfolio	Environment Portfolio

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3.3 TOURISM

We will manage the complex relationship and interaction between visitors, the industry that serves them, the communities that host them and their collective impact on, and response to the environment where it all takes place. Our strategy seeks to create a destination that welcomes, involves and satisfies visitors; achieves a profitable and prosperous industry; engages and benefits host communities; and yet protects and enhances the local environment

Headlines (story)	
Achieving beacon status	Destination management ?

Key achievements 2003/04	Key targets for 2004/05
Develop relationships to achieve tourism strategy ✓ Cycling strategy ✓ Solent European marine Site ✓ Café and toilet facilities at Calshot x	<ul style="list-style-type: none"> Deliver the programme for sharing the Council's good practice following the Beacon Council award for Sustainable Tourism (L)

Performance Matters – see below for key to shading <i>Where relevant performance results will also be shown by graphs to follow</i>	
BV119a	53% of residents were satisfied with overall sports and leisure facilities
BV119c	32% of residents were satisfied with the museums and galleries in the District
BV114	NFDC is achieving none of a 'Creating Local Opportunity' checklist for the development of a cultural strategy.
BV170ab	There were 406 visits/ usages to the only museum in the district we provide a building to per 1000 population (41.3 when scaled due to NFDC contribution to the museum). Of these, 153 were in person (scaled to 30.6 for NFDC contribution)
BV119e	73% of residents were satisfied overall with the provision of parks and open spaces

Working with others – the Local Strategic Partnership
<p>Community Strategy Objective - Tourism</p> <p>To become a tourism destination where the visitor, tourism industry, local community and environment are in complete harmony. Example actions for 2004/05 include:</p> <ul style="list-style-type: none"> Create a Destination Marketing Programme that makes the best use of information technology in integrating the industry and all key stakeholders with marketing activity for the destination Increase the awareness of the community to the services available through visitor information centres

Other links	
Our future together	Tourism consultation results
Leisure service plan	Beacon status application
Planning Service Plan	Changing Lives Community Strategy - Tourism
Leisure Portfolio	Destination website

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SOCIAL WELL BEING

We will strive to improve the health and security of all residents of the New Forest, providing opportunities for participation regardless of their ages and backgrounds.

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4.4 Older People	23
4.5 Social Inclusion	24
4.6 Housing	25
4.7 Leisure/Arts and Culture	26



4.1 CRIME AND DISORDER AND COMMUNITY SAFETY

We have made Crime and Disorder a portfolio for an individual Cabinet Member, and we regard our duties in this area as very important. Along with partners we will help to deliver the Community Safety Strategy, which aims to reduce the fear of crime and create safe communities. We will seek stronger community involvement. CCTV will remain a priority. We will review the emergency planning arrangements with partners to make sure we are ready to respond to changes and challenges.

Headlines (story)	
ASBO Story to follow	One other crime story to be included

Key achievements 2003/04	Key targets for 2004/05
Review of ABC's and ASBOs (C&D) ✓ Yr 2 CSP action plan ✓ Review CSP structures ✓ Drug education x Extend CCTV x Test emergency plan ✓	<ul style="list-style-type: none"> ■ Within the Community Safety Partnership undertake a Crime audit and develop and implement a new 3 year Community Safety Strategy (C&D) ■ Evaluate the potential for Community Wardens to tackle criminal damage and anti social behaviour in New Milton and Hythe (C&D) ■ Publish a 2003 - 2004 report of achievements of the Community Safety Partnership (C&D) ■ Develop and use tracker questions through the Citizens Panel and the Council's web site to help measure the perceptions of the local community on the fear of crime (C&D) ■ Agree a detailed funded project plan for the full implementation of Decriminalised On Street Parking Enforcement in 2005/06 (E&P) ■ Together with partners, identify the medium/long term future of the sports based youth projects and their funding, reporting on intended action as part of the service planning process (L)

Performance Measures 2003/04 *NB All figures below are based on forecasts – actuals to follow*

BV126a	2.44 domestic burglaries were committed per 1,000 households
BV127a	2.35 violent offences were committed by a stranger per 1,000 population
BV127b	4.65 violent offences were committed in a public place per 1,000 population
BV127c	0.22 violent offences were committed in connection with licensed premises per 1,000 population
BV128a	There were 5.06 vehicle crimes per 1,000 population
BV176	There are 0.5 domestic violence refuge places per 10,000 population
BV127d	Xxx violent offences were committed under the influence per 1,000 population
BV174/5	There have been no racial incidents recorded by the authority
LP5abc	There was no acceptable behaviour contracts completed whereas the xx number of acceptable behaviour order applied were all granted.

Working with others – the Local Strategic Partnership

Community Strategy Objective - Community safety

To reduce crime and disorder; enhance community reassurance; improve community awareness of crime and disorder, tackle anti-social behaviour and empower communities and individuals to take personal responsibility. Example actions include:

- Provide four sports projects for young people in Ringwood, Hythe, New Milton and Lymington
- Provide a drugs co-ordinator for the district to deliver drug awareness and education.

Other links

Crime and Disorder portfolio	Hants fire and rescue website
Community Safety Strategy	Environmental Health service plan
Police website	Consultation results
Community Strategy – Community Safety	

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4.2 HEALTH

We will work with partners to produce a new Health Strategy. It will seek to improve access to services for all whilst targeting those most in need. The Strategy will be informed by better needs assessment methods. Our success will depend upon developing further our work with other agencies both locally and regionally

Headlines (story)	
Obesity and healthy heart story	PNA work or key outcomes from BV review

Key achievements 2003/04	Key targets for 2004/05
Drug education (C&D) x Integrated Health Strategy (H&SI) ✓ Health BV Review ✓ Health Strategy Action Plan for NFDC ✓ Participatory Needs Assessment as tool ✓ Health network ✓ Environmental health quality system ✓	<ul style="list-style-type: none"> ▪ Continue the work with the Primary Care Trust to develop the capacity and capability of the New Forest public health workforce (H&SI) ▪ Continue the work with the Primary Care Trust to assess the health needs of the population and identify health inequalities and develop action to tackle them (H&SI) ▪ Work with the New Forest Primary Care Trust on the introduction of a New Forest Learning Action Zone to provide shared learning across services on public health (H&SI) ▪ With the PCT and partners, contribute to the development of and action planning for, the "Overweight and Obesity Plan" and determine the nature of "Healthy Heart" groups to produce defined outcomes for the Service (L)

Performance Matters *(see below for key to shading)*

QoL 10iv	The death rate for all accidents was 13.43 per 100,000 population
QoL 11i	There were 4.8 still births per 1,000 total births
QoL 11ii	There were 3.2 infant deaths of less than 1 year old per 1,000 births
QoL 12	There were 33.8 pregnancies per 1,000 female population aged 15-17
BV166a	We have consistently achieved 100% of an environmental health best practice check list
LP30ab	98.14% of high risk premises and 97.64% of non-high risk premises were inspected
QoL 10i	The death rate for cancer in under 75s was 101.41 per 100,000 population
QoL 10ii	The death rate for circulatory diseases in under 75s was 70.96 per 100,000 population
QoL 10iii	The death rate for suicides and undetermined injuries was 5.08 per 100,000 population

Working with others – the Local Strategic Partnership

Community Strategy Objective - Health

To improve the health and well-being of the people and communities of the New Forest by reducing health inequalities and enabling people to make informed choices about their health.

Example actions for 2004/05 include:

- Improve waiting times for cancer patients between diagnosis and treatment
- Develop local smoking and prevention services and a programme to tackle obesity and weight problems

Other links to be provided on website

Health and Social Inclusion Portfolio	Health strategy
Finance and Support Portfolio	Changing lives Community Strategy - health
Environmental Health Portfolio	Environment community services
	Consultation results

KEY TO PERFORMANCE MATTERS

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4.3 YOUNG PEOPLE

The Council is active in working with young people, and values investment in their future. We will work with schools, colleges and youth organisations in developing opportunities for young people, whilst continuing to help protect the very young. We will encourage more young people to engage with us and to help identify their needs, through developments such as the Youth Panel

Headlines (story)	
Youth projects (MD)	Youth Panel (Debs)

Key achievements 2003/04	Key targets for 2004/05
Children and young people services (L) x Youth Panel (P&S) ✓	<ul style="list-style-type: none"> ▪ Evaluate the potential for Community Wardens to tackle criminal damage and anti social behaviour in New Milton and Hythe (C&D) ▪ Together with partners, identify the medium/long term future of the sports based youth projects and their funding, reporting on intended action as part of the service planning process (L)

Performance Matters (see below for key to shading)	
BV114	NFDC is achieving 0% of a 'Creating Local Opportunity' checklist for the development of a cultural strategy.
LP41	There were 7,173 swims and other visits to recreation centres per 1000 population
BV170c	2015 pupils visited the museum in 2003/04 (Scaled to 403 for NFDC contribution)
LP40	£11.97 was spent per head of population on recreational facilities and activities

Working with others – the Local Strategic Partnership
<p>Community Strategy Objective - Children and Young People</p> <p>Achieving the best opportunities and highest quality services for every child and young person whatever his/her background or ability. Example actions for 2004/05 include:</p> <ul style="list-style-type: none"> - Engage children and young people within their local communities and support their interests - Develop a Children and Young People's Partnership

Other links	
Leisure Service Plan	Policy and Strategy Portfolio
Leisure Portfolio	Changing Lives Community Strategy – Children and Young people
Crime and Disorder Portfolio	

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4.4 OLDER PEOPLE

We have a higher proportion of older people in the New Forest than many areas. Most have invaluable skills and expertise to contribute to community life. Some elderly people are vulnerable, however, and we will work closely with partners to help meet their needs. With our Health, Social Services and Care and Repair partners we will do our best to help elderly people stay in their own homes, or where necessary, to be in homes with appropriate care and support.

Headlines (story)	

Key achievements 2003/04	Key targets for 2004/05
	<ul style="list-style-type: none"> Develop an Older People's Community Action Network to help deliver a more joined up approach to services impacting on older people

Performance Matters (See below for key to shading)	
	Dave Brown – lifelines etc to follow

Working with others – the Local Strategic Partnership
<p>Community Strategy Objective - Older People To improve the quality of life of older people by enhancing opportunities for increased levels of independence. Example actions for 2004/05 include:</p> <ul style="list-style-type: none"> - Improve arrangements for discharge from acute hospitals - Enhance rapid response services

Other links	
Central Control BV Improvement Plan	Consultation results
Housing Service Plan	Changing Lives Community Strategy – Older People
Housing Portfolio	
Health and Social Inclusion Portfolio	

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4.5 SOCIAL INCLUSION

Through the production of an agreed Action Plan we will co-ordinate through the Local Strategic Partnership a greater focus on the most important issues of deprivation and social exclusion. We will devise ways to enable people to have opportunities to take a full part in community life. We will take proactive measures to ensure that those who are entitled to benefits and concessions properly receive them.

Headlines (story)	

Key achievements 2003/04	Key targets for 2004/05
High assessment in benefits framework (F&S) ✓ RSL temporary accommodation (H) ✓ Homelessness strategy (H) ✓ Tenant participation (H) ✓ Support Waterside Credit Union ✓ Opportunity to input into decisions (P&S) ✓	<ul style="list-style-type: none"> ■ Work with partner organisations to identify hard to reach groups and develop any necessary follow-up action plan (H&SI) ■ Complete an assessment of the future role of Participatory Needs Assessment work in the District identifying any resource implications ■ Continue the work with the Primary Care Trust to assess the health needs of the population and identify health inequalities and develop action to tackle them ■ Develop an Older People's Community Action Network to help deliver a more joined up approach to services impacting on older people

Performance Matters (see 4.4 Older People for key to shading)	
BV183b	Families in hostels stayed for an average of 60 weeks
BV183ab	Families spent an average of 7.86 weeks in bed and breakfast accommodation.
LP29	The net cost of benefits administration per claimant was £18.42
BV78ab	It took an average of 38.6 days to process a new benefit claim and 10.9 days to process any changes to circumstances
BV78c	82% of renewal claims were processed on time
BV79ab	99% of benefits cases were processed correctly. 36% of any overpaid benefits was recovered.
LP36ab	On average, it took 18 days to decide whether to accept people as homeless, with 92% of homelessness decisions receiving written notification within 33 working days
BV80a-g	85% of benefits claimants were satisfied with the contact/ access overall
BV202	There were an estimate of 0-2 people sleeping rough on a single night
BV203	The average number of families placed in temporary accommodation was 3.24% less

Working with others – the Local Strategic Partnership
Community Strategy Vision - In 2025 the New Forest District will be a place where: <ul style="list-style-type: none"> ■ all people have opportunities to enjoy safe and healthy lifestyles develop as individuals and shape the communities in which they live; ■ businesses thrive within a local economy that harmonises with the special environment and provides everyone with sufficient resources to enjoy plenty of lifestyle choices; and ■ the natural and built environment provides opportunities for diversity of nature, the health, education and enjoyment of everyone whilst making a significant contribution towards the local economy. <p>A key theme of the community strategy is to provide better access to services such as to jobs, training, information etc. Each chapter of the Changing Lives Community Strategy contain actions against this theme, which depend on partnership working and are geared to achieving improvements to quality of life. It is the district's strategy for social inclusion.</p>

Other links	
Opening Doors	Housing Service Plan
Customer Services Service Plan	Benefits Framework
Health and Social Inclusion Portfolio	Consultation results
Housing Portfolio	Changing Lives Community Strategy website



4.6 HOUSING

The need for affordable homes is one of the major issues facing the district. The Council will work with others, including the Regional Housing Board, to help provide homes, both affordable and in the private sector, to meet the needs of the district. We will involve tenants in housing decisions. We will improve the condition of our own housing stock and meet the Decent Homes standard by 2010. We will carry out an options appraisal to make sure we have enough money to meet this target.

Key achievements 2003/04		Key targets for 2004/05
100 housing association homes (H) ✓ Empty Property Strategy ✓ RSL temporary accom ✓ Housing BV review X Homelessness Strategy ✓ Major repairs allowance ✓ Tenant participation ✓ Partnership with reactive maintenance service ✓ Develop partnership with planned maintenance ✓ Revise Improvement Grant policy ✓		<ul style="list-style-type: none"> ■ Complete a review of the Council's policies regarding the level of Council Tax discounts awarded to furnished unoccupied properties (so called "second homes") and empty properties, prior to 2005/06 billing (F&S) ■ Publish a key worker housing strategy (H) ■ Start 100 new affordable dwellings including 10 new affordable rural dwellings (H&S) ■ Complete the stock options appraisal and have it signed off by GOSE. (H&S) ■ Achieve 67% of council owned properties meeting the Decent Homes Standard (H&S)
Performance Matters (see 4.4 Older People for key to shading)		
BV62	3.3% of unfit private sector dwellings were made fit or demolished	
BV75b	38% of black and ethnic minority tenants were satisfied with the opportunities for participation in management and decision making	
BV183a	Families spent an average of 7.86 weeks in bed and breakfasts	
BV183b	Families spent an average of 60 weeks in hostel accommodation	
BV74abc	86% of all tenants were satisfied with the overall service provided. This was fairly equal for both black and ethnic minorities (85%) and non black and ethnic minorities (86%)	
BV75ac	67% of all tenants were satisfied with the opportunities for participation in management and decision making. This is the same for non black and ethnic minority tenants.	
LP32ab	89% of repairs were completed to government time limits, with 88% of repairs requested by tenants completed to local targets.	
LP38ab	The average weekly management costs per dwelling were £15.08, with average weekly repair costs at £12.09.	
BV63	The average SAP rating of our tenants homes was 61	
BV66abc	98.7% of all rent owed was collected during 2003/04. The rent arrears stood at 1%, with 0.14% written off as not collectable	
BV68	On average dwellings were re-let within 20 days	
BV185	47% of repair jobs had an appointment that was both made and kept by the authority	
BV184ab	31% of dwellings were non-decent during 2003/04, which reduced by 33% within the year. Government target to ensure all homes are decent by 2011.	
LP36ab	It took an average of 18 days to decide whether to accept someone as homeless, with 92% of decisions given written notification within 33 days	
BV164	Housing services follow the Commission for Racial Equality's code of practice	
BV202	There were an estimate of 0-2 people sleeping rough on a single night	
BV203	The average number of families placed in temporary accommodation was 3.24% less	
Working with others – the Local Strategic Partnership		
Community Strategy Objective - Housing		
To create sustainable communities to meet a diverse range of local housing needs, provide housing choice and increase affordable housing supply by promoting joint action by stakeholders. Example actions for 2004/05 include:		
<ul style="list-style-type: none"> - Develop and carry out an appraisal of resource options for new affordable housing - Increase the supply of land for affordable housing by creating a partnership agreement between the Changing Lives partners to ensure the need for affordable housing is incorporate into asset management strategies and disposal policies 		
Other links to be provided on website		
Housing Service Plan	Housing Strategy	
Housing Portfolio	Consultation results	
Changing Lives Community Strategy – Housing		

4.7 LEISURE, ARTS AND CULTURE

Recreation Centres and the Golf Centre make a great contribution to community life. We are conducting a review to make sure they are managed as efficiently and effectively as possible. Our work in leisure not only has benefits for the community, but also supports the work we do with partners in the areas of health, crime, young and older people. New Leisure and Arts Plans, with strong links to the Community Strategy, will help the Council provide what the community needs. A new Cultural Strategy will tie all these elements together.

Key achievements 2003/04	Key targets for 2004/05
Recreation Centres service delivery option (L) ✓ Reduce Recreation centre subsidy x Develop relations to achieve Tourism strategy ✓ Revised arts partner agreements x Develop CANs ✓ Leisure strategy/ Community strategy ✓ Children and young people x Phase 2 Lymington ✓ Cycling strategy ✓ Solent European marine sites ✓ Lymington Joint Management Board ✓ Hounslow school joint management ✓	<ul style="list-style-type: none"> ■ With the PCT and partners, contribute to the development of and action planning for, the “Overweight and Obesity Plan” and determine the nature of “Healthy Heart” groups to produce defined outcomes for the Service (L) ■ Deliver the Council’s contribution to the completion of the Phase 2 extension at Lymington Recreation Centre, which includes an adopted Development Plan that contains defined development objectives; the engagement of local clubs and is within the budget allocation ■ Together with partners, identify the medium/long term future of the sports based youth projects and their funding, reporting on intended action as part of the service planning process

Performance Matters (see below for key to shading)	
BV114	NFDC is achieving 0% of a ‘Creating Local Opportunity’ checklist for the development of a cultural strategy.
BV119a	53% of residents were satisfied with overall sports and leisure facilities.
BV119c	32% of residents were satisfied with the museums and galleries in the District
BV170ab	There were 406 visits/ usages to the only museum in the district we provide a building to per 1000 population (41.3 when scaled due to NFDC contribution to the museum). Of these, 153 were in person (scaled to 30.6 for NFDC contribution)
LP41	There were 7,173 swims and other visits to recreation centres per 1000 population
BV119e	73% of residents were satisfied with the overall provision for parks and open spaces within the district
BV170c	2015 pupils visited the museum in 2003/04 (Scaled to 403 for NFDC contribution)
LP40	£11.97 was spent per head of population on recreational facilities and activities

Working with others – the Local Strategic Partnership

Community Strategy Objective – Leisure

To work together to improve the delivery of leisure 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. Example actions include:

- implement the Exercise Referral Scheme which assists recovery of people from heart and related conditions and monitor its impact
- operate the Active for Life programme in an identified area of need to deliver local activity programmes to older people within their own communities

Other links

Leisure Service Plan	Looking Ahead at Leisure
Environmental Health Service Plan	Arts Plan
Leisure Portfolio	Cultural Strategy
Health Portfolio	Community Strategy –Children and Young People
Consultation	Community Strategy - Tourism

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ENVIRONMENTAL WELL BEING

We will strive to preserve and enhance a high quality, clean and sustainable environment for the people who live or work in, or visit the District.

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5.1 CLEAN STREETS AND PUBLIC SPACES

The Council will work in partnership with local communities to see whether environmental services are meeting local needs. Street cleansing, grounds maintenance, physical and environmental improvements, car parking (on-street and off-street as required) and the provision, maintenance and security of public conveniences will all be included. We believe people deserve clean streets and well kept facilities.

Headlines (story)	
Progress on working with Test Valley	

Key achievements 2003/04	Key targets for 2004/05
Café/ toilet facilities at Calshot (Env) x	<ul style="list-style-type: none"> ■ Complete environmental enhancement scheme at Hythe Promenade (E&P) ■ Agree a detailed funded project plan for the full implementation of Decriminalised On Street Parking Enforcement in 2005/06 (E&P)

Performance Matters (See below for key to shading)	
LP16	On average, it took 5.6 days to remove fly-tips.
BV89	74% of residents surveyed were satisfied with cleanliness standards in the District.
BV199	Insufficient records have been established to measure the level of cleanliness of relevant land and highways. Previous figures have shown 99% of highways that are of a high or acceptable standard of cleanliness
LP20abc	26 public conveniences are provided though out the year, 91% provide access for disabled people and 31% offer baby-changing facilities.
LP23ab	The annual spend per public convenience during 2003/04 was £17,274. This equates to £3,230 per 1000 population.
LP17ab	It costs £28,346 per km to keep land clear of litter and refuse; this has been rising steadily with inflation and is amongst the best authorities in England. The net spend on street cleansing is £5.97 per head.

Working with others – the Local Strategic Partnership
<p>Community Strategy Objective – Environment – Built</p> <p>Protect and enhance the character of the built environment by ensuring that the integrity of buildings and places is respected.</p> <p>Example actions include:</p> <ul style="list-style-type: none"> ▪ Extra litter picks in housing estates and rubbish clearances ▪ Better public education on litter and graffiti ▪ Identify abandoned vehicles for removal

Other links to be provided on website	
Commercial Services Service Plan	Leisure portfolio
Cleansing strategy?	Consultation
Environment Portfolio	The Community Strategy - Built Environment

KEY TO PERFORMANCE MATTERS

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✓	Key target was achieved for 2003/04
x	Key target was not achieved during 2003/04

5.2 ENVIRONMENTAL MANAGEMENT

The Council aims to reduce levels of air, land, water, light and noise pollution and the waste of energy and natural resources. It will do this by working with communities and partners in proactive and reactive ways. The Council will also try to minimise the negative impact that its own practices have on the environment and on the health and well being of communities.

Headlines (story)	

Key achievements 2003/04	Key targets for 2004/05
Env Health quality system (H&SI) ✓ Sulphur dioxide/nitrogen oxide DEFRA ✓ Contaminated land strategy ✓	<ul style="list-style-type: none"> ■ Inspect and report on 10% of 2000 potentially contaminated sites as part of contaminated land assessment process (H&SI) ■ Set up a protocol with planning for dealing with contaminated land matters to include examination of archived planning matters (H&SI) ■ Deliver the programme for sharing the Council's good practice following the Beacon Council award for Sustainable Tourism (Leisure)

Performance Matters (See below for key to shading)	
BV180ai	NFDC buildings are using 95% of the average electricity consumption for local authorities (Performance for 2003/04 – actuals for 2003/04 to follow)
BV180aai	NFDC buildings are using 67% of the average fossil fuel consumption for local authorities (Performance for 2003/04 – actuals for 2003/04 to follow)
LP	Pollution PI's
	No of noise nuisance complaints dealt with by NFDC

Working with others – the Local Strategic Partnership
Community Strategy Objective – Environmental Quality and Protection Pollution To protect public health by controlling pollution and public nuisances and public nuisances that are likely to have an adverse effect on the population or the environment. Example action – undertake a second stage detailed Air Quality Assessment for Benzene, Nitrogen Dioxide and Sulphur Dioxide Home Energy Conservation <ul style="list-style-type: none"> ■ To meet the aims of the Home Energy Conservation Act 1995 ■ To increase energy efficiency by 30% by 2010 ■ To ensure everyone has access to affordable warmth Example action – work with energy suppliers eg schemes to provide affordable insulation

Other links to be provided by website	
Environmental Health Service Plan	Consultation
Air Quality Strategy	Environment Portfolio
Contaminated Land Strategy	Health and Social Inclusion Portfolio
Environmental Management Strategy	Community strategy - Environmental Quality/Protection

KEY TO PERFORMANCE MATTERS

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✗	Key target was not achieved during 2003/04

5.3 WASTE

The Council is committed to working in partnership with councils in Hampshire to develop the integrated waste/resource management programme, Project Integra. The Council is committed, with partners, to recovering/recycling at least 40% of household waste by 2005 at the same time as seeking a reduction in waste collected. We will also try to promote the use of waste as a secondary raw material in production, thereby creating an economic contribution to the local community.

Key achievements 2003/04	Key targets for 2004/05
Expand clear sack scheme to Ringwood/ Fordingbridge (Env) ✓ Achieve 1% waste reduction (Env) X Achieve 33% recycling rate (Env) X	<ul style="list-style-type: none"> ▪ Publish a comprehensive Waste Management Strategy for the District (Env) ▪ Achieve a 27% rate for recycling of household waste from within the existing waste stream, as an incremental process to meeting the Government target of 40% (Env) ▪ Achieve additional significant external funding for the introduction of further recycling initiatives within the District (Env) ▪ Complete a feasibility study with Test Valley Borough Council to evaluate the potential for a joint commercial waste collection service (Env)

Performance Matters (See below for key to shading)	
BV90b	84% of residents surveyed are satisfied with the recycling facilities provided by NFDC
BV82a	24.44% of household waste was recycled
BV82b	There was no household waste composted during 2003/04
BV84	373g of household waste per head of population was collected during 2003/04
BV86	The net cost of refuse collection per household was £36.72
BV91	89% of our population is served by a kerbside collection of recyclables
LP13ab	117 waste collections were missed per 100,000 and of these 99.79% were put right by the next day
BV90a	88% of residents surveyed were satisfied with the household waste collection service

Working with others – the Local Strategic Partnership
Community Strategy Objective – Environmental Quality and Protection To minimise creation of waste and reuse and recycle a larger proportion of waste arising. Example actions include: <ul style="list-style-type: none"> ▪ To provide all suitable properties in the New Forest District with a separate collection of dry recyclables ▪ Extend the network of recycling bring sites. Carry out an analysis of sites and assess the implications of any proposed kerbside collections ▪ Refocus waste education and promotion ▪ Review the method and feasibility for collecting glass from kerbside ▪ Establish community engagement team to help promote waste minimisation

Other links to be provided on website	
Waste Management Plan	Consultation
Commercial Services Service Plan	
Environment Portfolio	
Community Strategy – Environmental Quality and Protection	

KEY TO PERFORMANCE MATTERS

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5.4 FLOODING

The severe weather conditions in recent winters have increased local concerns about flood risk. The Council will work with town and parish councils, Hampshire County Council and the Environment Agency to provide an emergency response and to help residents whose property is threatened or affected by floods. (Land Drainage Strategy and Operational Flood Plan)

Headlines (story)	

Key achievements 2003/04	Key targets for 2004/05
Expand flooding partnership (Env) ✓	<ul style="list-style-type: none"> ▪ Complete the Council's Land Drainage Capital Programme (Env)

Performance Matters (See below for key to shading)	

Working with others – the Local Strategic Partnership
<p>Community Strategy Objective – Environmental Quality and Protection – Coast protection and flooding To maintain the health of the physical environment through monitoring, regulation and intervention, balancing the needs of natural processes and economic activity with wider social objectives</p> <p>Example actions include:</p> <ul style="list-style-type: none"> ▪ Undertake drainage investigations and implement small scale improvements in partnership with others ▪ Continue to develop partnership working arrangements to improve identification and resolution of drainage/ flooding problems ▪ Review and update the Operational Flood Plan

Other links to be provided on website	
Technical Services Plan	Land Drainage Strategy
Commercial Services Service Plan	Operational Flood Plan
Environment Portfolio	Consultation
Community Strategy – Environmental Quality and Protection	

5.5 COAST

Parts of the District's coast are being badly eroded. Working within Government policy, the Council will carry out a comprehensive monitoring and maintenance programme of the District's coastline, and use its powers under the Coast Protection Act to protect the coastline from erosion where it is economically and environmentally justified. We will continue to play a lead role in regional coastal monitoring.

Headlines (story)	

Key achievements 2003/04	Key targets for 2004/05
Solent European Marine sites (Leisure) ✓	<ul style="list-style-type: none"> ▪ Complete and publish the Christchurch Bay Coastal Strategy (Env)

Performance Matters (See below for key to shading)	

Working with others – the Local Strategic Partnership
<p>Community Strategy Objective – Environmental Quality and Protection – coast protection and flooding To maintain the health of the physical environment through monitoring, regulation and intervention, balancing the needs of natural processes and economic activity with wider social objectives</p> <p>Example actions include:</p> <ul style="list-style-type: none"> ▪ Initiate a multi-agency coastal strategy study of Christchurch Bay ▪ Secure new funding to implement recommendations of the Coastal Management Plan and Coastal Strategy Studies

Other links to be provided on website	
Technical Services Plan	Coast Protection Strategy and
Commercial Services Service Plan	Coastal Management Plan
Environment Portfolio	Consultation
Leisure Portfolio	Community Strategy – Environmental Quality and Protection

5.6 ENVIRONMENT AND PLANNING

We support policies which aim to restrain development to meet wider regional needs. We want to protect our unique environment and meet local needs. We will continue to press for any National Park arrangements to be tailored to local needs and to provide clear accountability to local people. Through the Local Plan review we will try to channel development towards increased local employment and affordable housing for local people. We will also use our Planning powers to secure high standards. We will make sure that new development is sustainable and will resist inappropriate development. We are opposed to the Dibden Bay project but will mitigate the worst effects if the decision is in favour of ABP.

Headlines (story)	
Dibden Bay	

Key achievements 2003/04	Key targets for 2004/05
Progress Local Plan (E&P) ✓ Totton urban design ✓ Hythe promenade X National Park ✓ Review Devt Control objectives (E&P) X ✓ (part)	<ul style="list-style-type: none"> ■ Adopt the revised New Forest District Local Plan (E&P) ■ Prepare, consult on, agree and submit New Forest District Local Development Scheme to Government as required by new Planning Act. Commence preparation of Local Development Documents (E&P) ■ Complete environmental enhancement scheme at Hythe Promenade (E&P) ■ With partners, work up detailed planning development control delegation scheme for operation in the New Forest National Park (E&P) ■ Provide advice, information and support to at least three settlements in the District so they are able to complete the Countryside Agency's Market Towns Health Check and develop projects which can access funding from the South East Rural Towns programme and other sources (E&P) ■ Set up a protocol with planning for dealing with contaminated land matters to include examination of archived planning matters (H&SI)

Performance Matters <i>(click on a reference below for full data on each measure)</i>	
BV106	60% of new homes were built on previously developed land
LP10	1% of planning application granted departed from our statutory local plan
BV204	37% of appeals were successful
BV200ab	The local plan has now expired with a review currently underway. A new local plan will be adopted by December 2004

Working with others – the Local Strategic Partnership

Community Strategy Objective – Natural Environment

Conserve and enhance the special and distinctive landscapes and natural habitats of the New Forest District for the enjoyment of present and future generations, recognising the essential part played by sustainable land management in shaping and maintaining the natural environment.

Example actions include:

- Implement LIFE 3 programme and PROGRESS project
- Establish New Forest Countryside Stewardship Scheme, offering economic support to commoners in return for providing collective grazing which maintains the habitats and landscapes of the open forest.

Other links to be provided on website

Planning Service Plan	Consultation
Environment Portfolio	Community Strategy – Natural environment
Economy and Planning Portfolio	
District Local Plan	

KEY TO PERFORMANCE MATTERS

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5.7 Transport

We will work with our partners to improve transport because good access to schools, jobs and community facilities is vital for a healthy community and a successful local economy. With partners we will also develop traffic management measures that reduce the environmental impact on the district.

Headlines (story)	

Key achievements 2003/04	Key targets for 2004/05
Totton urban design (E&P) ✓ Traffic Management (E&P) ✓ Cycling Strategy (L) ✓	<ul style="list-style-type: none"> ▪ Agree a detailed funded project plan for the full implementation of Decriminalised On Street Parking Enforcement in 2005/06 (E&P)

Performance Measures <i>(click on a reference below for full data on each measure)</i>	
	Xx number of new traffic measures that were implemented across the district

Working with others – the Local Strategic Partnership
<p>Community Strategy Objective – Transport</p> <p>All partners to work together to enhance transport availability and choices because good access to schools, jobs and all community facilities is a key ingredient for a healthy community and a successful and sustainable local economy, This is to be achieved through:</p> <ul style="list-style-type: none"> ▪ Safety – reduce the number of road casualties in line with regional targets ▪ Demand management – reduce the rate of traffic growth in favour of other modes with out creating transport poverty ▪ Sustainable Transport – provide viable alternatives to the private car <p>Example actions:</p> <ul style="list-style-type: none"> - develop strategic cycle route strategy following analysis of consultation responses and provide secure cycle parking in town and village centres - give road safety considerations a high priority when considering development proposals

Other links to be provided on website	
Planning Service Plan	Technical Service Plan
Environment Portfolio	Consultation
Economy and Planning Portfolio	Community Strategy – Transport
District Local Plan	New Forest Transport Plan