

NOTICE OF MEETING

Meeting: CABINET

Date and Time: WEDNESDAY, 7 OCTOBER 2015, AT 10.00 AM*

Place: COUNCIL CHAMBER, APPLETREE COURT,
LYNDHURST

Telephone enquiries to: Lyndhurst (023) 8028 5000
023 8028 5588 - ask for Jan Debnam
Email: jan.debnam@nfdc.gov.uk

PUBLIC PARTICIPATION:

***Members of the public may speak in accordance with the Council's public participation scheme:**

- (a) immediately before the meeting starts, on items within the Cabinet's terms of reference which are not on the public agenda; and/or**
 - (b) on individual items on the public agenda, when the Chairman calls that item.**
- Speeches may not exceed three minutes. Anyone wishing to speak should contact the name and number shown above.**

Dave Yates
Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA
www.newforest.gov.uk

This Agenda is also available on audio tape, in Braille, large print and digital format

AGENDA

Apologies

1. MINUTES

To confirm the minutes of the meeting held on 2 September 2015 as a correct record.

2. DECLARATIONS OF INTEREST

To note any declarations of interest made by members in connection with an agenda item. The nature of the interest must also be specified.

Members are asked to discuss any possible interests with Democratic Services prior to the meeting.

3. PUBLIC PARTICIPATION

To note any issues raised during the public participation period.

4. BEACH HUTS AT MILFORD ON SEA (WESTOVER) (Pages 1 - 6)

To consider the options for the replacement beach huts on the promenade at Milford on Sea and to agree what will go forward to the detailed design stage.

5. MEDIUM TERM FINANCIAL PLAN - PRE SPENDING REVIEW UPDATE (Pages 7 - 26)

To be advised of the Council's financial performance in the year to date.

6. DATES OF MEETINGS

To agree the following dates for Cabinet meetings in 2016/17 (all Wednesdays at 10.00 a.m.).

1 June 2016	7 December 2016
6 July 2016	4 January 2017
3 August 2016	1 February 2017
7 September 2016	1 March 2017
5 October 2016	5 April 2017
2 November 2016	3 May 2017

To:

Councillors

Councillors

Mrs S V Beeton
J E Binns
Mrs J L Cleary

E J Heron (Vice-Chairman)
J D Heron
B Rickman (Chairman)

CABINET – 7 OCTOBER 2015

BEACH HUTS AT MILFORD ON SEA (WESTOVER)

1. INTRODUCTION

1.1 Following the report that was presented to Cabinet on 6 August 2014 and the decision to replace the beach huts significant progress has been made on the appointment of a design consultant and the development of options to be considered for public engagement. This report aims to present the options that were taken forward to the public meeting held on 14 August 2015 and to recommend the option to be taken forward to detailed design.

1.2 A procurement process was undertaken for the design and contract management for the replacement of 119 huts. This contract was awarded to Ramboll Uk, with Snug Architects as their partner, who have taken the lead in the development of this stage to take the project brief and work this into a number of options to be presented for consideration. The options have been developed in consideration of discussions and meetings undertaken with:-

- Project Working Group
- Project Board
- Beach Hut Owners Technical Group

1.3 It was identified within these discussions that, rather than developing three distinct options, there were four main design areas, each with different options, to take into account within the options development. These could be presented as a “pick and mix” to enable the best option for the project to be taken forward.

- Site layout – there were three different options to consider with regard to the linear layout of the beach hut terraces and their positioning along the lower promenade.
- Beach hut position – to consider the position of the huts in relation to the lower promenade and where they were previously located.
- Roof form – there were three different options to consider with regard to the form of the roof - tessellated, inhabited or mono pitch.
- Beach hut frontage – to consider possible options for the materials and colouring of the hut facades.

1.4 As well as the beach hut design issues identified above, consideration has also been given to the form of the access ramp at the western end of the promenade. There were three options on how this access point could best be developed to make more efficient use of the space, existing structures and viewing opportunities at this location.

2. PUBLIC ENGAGEMENT

2.1 Following the Project Board meeting of 14 July 2015 it was agreed that a public engagement event would be held on 14 August at the Milford - on - Sea Community Centre where the Project Team and design team would present the concept designs to be considered for the replacement of the beach huts. The aim of the meeting was for local residents, visitors and hut licence holders to have the opportunity to view the concept designs, through presentation boards, presentations made by the architect

and in discussion with the team. The event was aimed to receive feedback on the various designs and was not to be used as a mechanism to vote.

- 2.2 In advance of the event press releases were issued, with subsequent articles being published by the Lymington Times and the Southampton Evening Echo. Further advertising of the event was undertaken through social media and the NFDC website, along with local advertising with the assistance from the Parish Council. Wave 105 Radio also ran a story on their news programmes during the day on the 14 August.
- 2.3 To enable feedback from those viewing the concept designs a questionnaire was developed using the SNAP software, enabling responses to be entered either directly via the NFDC website or by transposing information provided on a hard copy of the questionnaire.
- 2.4 It was made clear at the event that the questionnaire was designed to obtain the views of the respondents to the design options and was not a ballot on the options to be taken forward to detailed design. The responses received were used by the Project Board to help guide the decision to be made on the options to be taken forward, in consideration of budget, engineering requirements and the project brief.
- 2.5 A number of the questions within the questionnaire enable respondents to provide “free-text” comments, of which a significant number were made. The themes that have been identified within these comments have been considered by the Project Board to inform the recommendation made on the options to be taken forward to detailed design and the planning application. These comments have also been passed through to the design team and will also be used to aid the final design.
- 2.6 An internet link was also provided at www.newforest.gov.uk/beachhuts to enable access to all of the public event material as well as to enable completion of on-line questionnaire. The meeting was scheduled to commence from 12 noon to 8pm to cater for those people who were working or unavailable during the day. Local Residents started arriving at 11.30 to view the proposals.
- 2.7 Those attending were Councillor Sophie Beeton, Colin Read and Steve Cook NFDC (Chris Elliot and Dave Yates for part) Paul Bulkeley from Snug Architects and Helen Baker from Ramboll and Colin Holdsworth from New Forest Beach Hut Owners Association (NFBHOA).
- 2.8 It was intended that Snug Architects would give formal presentations at 1pm, 3.30pm and 5.30pm. However, due to the number of people attending, the first presentation started at 12.10pm followed by another 5 presentations throughout the day, 3 more than expected. It is estimated that circa 600 people attended the event over an 8 hour period.
- 2.9 The design options under consideration can be viewed by following the above link.

3. EVALUATION OF OPTIONS

- 3.1 The closing date for questionnaire responses was Monday 24 August at midday. The total number of responses received was 355. Of these 6 were received at the event of the 14 August, 36 by post and 319 on line. Of the total responses 114 identified themselves as beach hut licence holders.

3.2 A summary of all of the responses received to the questions that required a choice selection is available at www.newforest.gov.uk/beachhuts.

3.2.1 In response to the question: What do you think are important considerations for the design? The majority of respondents said that they considered overall appearance to be most important.

3.3.2 With regard to the different site layout options, which were:

- Layout A – Similar to the previous layout
- Layout B - Improved views at key focal points on the promenade.
- Layout C – Removal of huts at the eastern end

The Beach Hut Board considered on balance that, although layout B was the preferred site layout, in discussion with the design team it was not the most appropriate. The Board considers that layout C should be recommended to be taken forward in the design option, based on the following reasons:

- Beach huts located at the eastern position are at greater risk of wave impact damage. This has further been confirmed through overtopping analysis undertaken for initial concept designs by CH2MHILL, where values of 38l/s/m have been calculated for the eastern end of the site and 10l/s/m for the western end. This is compared to a rate of 1l/s/m at which damage may start to occur.
- Construction costs will be reduced by locating all huts within the same promenade area.
- As identified within the presentation, layout C enables the eastern section of the promenade to provide enhanced views and increased public access to this area of the beach.

3.2.3 The question that asked the public to consider the options for the positioning of the beach huts and alterations to the promenade identified that almost 2/3 preferred the inhabited roof. Further consideration by the Project Board has decided that both of these options (inhabited roof and a wider lower promenade) should be taken forward to the preferred option.

3.2.4 The question relating to the roof form probably resulted in the greatest amount of discussion and debate at the public event and Project Board meeting. The majority of responses to this question identified that the inhabited roof was preferred as the roof form. The least favoured option was for the mono pitch roof form.

3.2.5 Further to the question on roof form, the authority has sought Counsel's advice with regard to the current licence conditions and the option of the inhabited roof for the upper promenade. This has been received as:

If the Council decided in favour of the design under which the public could walk on the roofs of beach huts there is no legal basis on which a site licence holder of a beach hut could seek an injunction to restrain the public from standing on the roof. No changes to the site licence conditions are required to permit this.

Licence holders who do not like the design need not take up their licences but since the huts are regarded as investments this seems an unlikely outcome.

The site licensee of a beach hut would be under no liability if some mishap befell a person standing on the roof of that hut (e.g. they fell off). The Council would need to ensure it had its own public liability insurance in place to cover such eventualities as the matter would be one for the Council.

- 3.2.6 After careful consideration, the Beach Hut Board recommends that the inhabited roof is taken forward as the preferred option.
- 3.3 The Beach Hut Board considered the different materials and finishes that could be applied to the frontages. The overwhelming response from the public was that concrete with coloured doors was preferred. The board therefore recommends that concrete frontages are taken forward as the preferred option.
- 3.4 Respondents were asked to consider the access ramp at the western end of the promenade and the possible improvements that could be made to this. The majority of responses identified that a curved ramp around the pill box structure was much preferred, this was supported by the Board as the preferred option.

4. FINANCIAL IMPLICATIONS

- 4.1 The approved budget for the beach hut replacement scheme was set at the Cabinet meeting of 6 August 2014 as £1,259,000.
- 4.2 Based on the recommended option to be taken forward the design team have provided a pre-tender estimate of the costs, this is put at £1,064,000 (an allowance of +20% to be allowed for contingency). At this preliminary stage of the project the estimated costs are:

Site clearance	£124,000	(actual)
Design services	£124,000	(tendered sum)
Site investigation	£20,000	(estimate)
Beach hut rebuild	£1,064,000	(pre-tender estimate, includes slab replacement and improved access ramp)
Total	<u>£1,332,000</u>	

- 4.3 The current estimated cost against the approved budget indicates a pre-tender estimate of £1,332,000 which is £73,000 higher than the original budget forecast.

5. ENVIRONMENTAL IMPLICATIONS

- 5.1 The need to withstand the coastal climate at this location is a key factor in the design process.
- 5.2 The Beach Hut Board considered the coastal conditions, including wave strengths, when considering and making the decision of site location as identified in section 3.

6. CRIME AND DISORDER IMPLICATIONS

None

7. EQUALITY AND DIVERSITY IMPLICATIONS

None

8. PORTFOLIO HOLDERS COMMENTS

I am pleased to recommend to Cabinet what I believe to be an innovative design that will enhance Milford seafront. We have worked very hard with the design team to come up with a viable solution which takes account of the challenging coastal environment and the preferences of local residents and the beach hut license holders.

9. CONCLUSION

9.1 The Beach Hut Board considered all the options presented to them, including all of the information received following the public meeting held on the 14 August. The options recommended to Cabinet to allow Ramboll and Snug to continue with the detailed design works are

- Inhabited roof enabling the lower promenade to be widened
- Concrete Frontages to all of the 119 huts
- Layout C, no huts situated at the eastern end of the lower promenade
- A curved access ramp at the western end of the promenade

10. RECOMMENDATION

It is recommended that Cabinet approve that the following options be taken forward as the preferred option for the design of the 119 replacement Beach Huts at Milford on Sea and that the design team progress this option through to detailed design, planning application submission and tender construction stage.

- Inhabited roof enabling the lower promenade to be widened
- Concrete Frontages to all of the huts
- Layout C no huts situated at the eastern end of the lower promenade
- A curved access ramp at the western end of the promenade

FURTHER INFORMATION:

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BACKGROUND PAPERS:

- a. Presentation Material
- b. Public Event Questionnaire
- c. Summary Report of all Responses Received

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MEDIUM TERM FINANCIAL PLAN 2015 ONWARDS PRE-NOVEMBER 2015 SPENDING REVIEW BUDGET POSITION

1. Purpose of Report

- 1.1 To consider the development of the Medium Term Financial Plan 2015 onwards and the factors that will influence its delivery and that of the annual budget strategy 2016/2017.

2. Background

- 2.1 Over the last six years the Council has taken actions to respond to reductions in grants of £3.4 million (28.3%) with an objective of protecting front line services whilst not increasing Council Tax. Council Tax has been kept at the same level for six years in a row, reducing the burden on householders at a time of austerity.
- 2.2 Since 2010 the Council has reduced General Fund budget spending by £2.9 million (12.6%) to bridge the funding shortfall, by applying measures such as:
- maximising the use of office space
 - reducing senior management and staff costs
 - streamlining many back office services
 - securing better value for money in purchasing goods and services and
 - generally improving housekeeping
- 2.3 The Government is currently undertaking a spending review of departmental spending and the outcome of this is expected on 25 November 2015. Pre-spending review indications are that the anticipated funding from Central Government is likely to reduce significantly further over the next 4 years.
- 2.4 Actions need to commence on the development of future years' budgets. To support this work it is necessary that an assessment is made of the likely financial scenario based upon available information. This future outlook is set out to help support the work of Portfolio Holders in developing future plans.

3. Draft Resource Plans

- 3.1 Each Portfolio holder has set out a draft Resource Plan which identifies the aims, performance levels and challenges which are likely to be faced in the future. These are attached as Appendices 1-6.
- 3.2 Cabinet will further review these plans to ensure a fit with the development of a new Corporate Plan which will be set out in draft in November 2015.

4. Funding Forecast

- # 4.1 An assessment based on pre-spending review information has been undertaken to identify the likely funds available to the Council in the medium term. This will be updated post spending review and further updated following the Local Government Finance Settlement, expected in December 2015. Details of this funding forecast are set out at Appendix 7. Early indications are that in the period to 2020 grant related funds are expected to reduce by £1.6 million (16.9%).
- 4.2 For information, Council Tax increases over this same period within the Government's assumed limit of 2%, would only bridge the reduction in grant funding by £900,000. This would still leave an overall reduction of possible funds of £700,000.

5. Additional Budget Requirements over the Medium Term

- # 5.1 Increases in costs and known new commitments (Appendix 8) are expected over the next 4 years, based on current activity, to increase the budget requirement by £2.9 million. The background to this anticipated requirement is set out as follows:

Pay and Price increases: The Consumer Prices Index (CPI) rose by 0.1% in the year to July 2015, up from 0% in June. This was slightly above market expectations, which had predicted inflation remaining at 0%. As set out in the Governor of the Bank of England's letter to the Chancellor, around three quarters of the weakness in headline inflation relative to the 2% target reflects unusually low contributions from energy, food and other imported goods' prices. The remaining part of the undershoot is judged to reflect relatively weak domestic cost growth, given a continuing, but declining, drag from spare capacity in the labour market. The Medium Term Financial Plan assumptions include:

- Annual Pay Award of 1% per annum for all staff
- Contractual Increments
- Pension Increase Cost in line with advice received from Hampshire County Council
- Inclusion of National Insurance rate changes from April 2016
- Implementation of the National Living Wage
- Fuel and Energy Costs increase to be 2% per annum
- All other costs will be required to be absorbed within existing overall Portfolio budgets, excepting where they are agreed policy or strategy developments

UK Monetary Policy: At its meeting ending on 5 August 2015, the Monetary Policy Committee (MPC) voted by a majority of 8-1 to maintain the Bank rate at 0.5%. This is the first meeting in a number of months that the vote to hold rates at 0.5% has not been unanimous, perhaps indicating that the first rise in interest rates is approaching. The MPC has previously emphasised that when the Bank Rate does begin to rise, it is expected to do so only gradually and to remain below average historical levels for some time to come. The Council's treasury management advisors now estimate that the first rise in interest rates will be in the second quarter of 2016, which is still later than many economic commentators. Their expectation is that the appropriate level of Bank Rate for the post-crisis UK economy will be lower than the previous norm, between 2.0% and 3.0%.

- 5.2 Actions to deliver savings of £1.0 million (Appendix 8) have already been identified to reduce the overall budget requirement. This includes:
- Town and parish grant payments are in accordance with the agreed strategy set out in February 2014.

- Fixed asset and equipment funding is in line with the strategy agreed in February 2015.

6. Medium Term Financial Overview

- 6.1 Prior to the Government's Spending Review in November and the detail that will follow in the Local Government Finance Settlement in December there remains great uncertainty over the actual scale of funding available. The financial outlook is clear that the Council needs to plan for service delivery with a smaller budget.
- 6.2 Early indications are that in the Medium Term to 2020 the Council will need to plan for a further £3.5 million shortfall in budget requirement (19.2% of the 2015/16 budget requirement).
- 6.3 This is a significant challenge and will require the Council to review areas of spend and service activity with a focus on identifying different ways of delivering services more efficiently and at a lower cost.

7. Options for delivering financial savings

- 7.1 As part of the development of both the 2016/17 budget and the medium term financial plan to 2020 the Cabinet will need to review and set out details including options for meeting the shortfall in funding over the next 4 years. These options will likely need to include:
- further reductions in senior management and staff costs
 - identifying different ways of delivering services and managing spend
 - more collaborative working with other public sector organisations in order to reduce costs
 - improving the business management of our back office functions and activities which are not core services
 - generating further value for money in the way we purchase goods and services
 - reviewing the approach to Council Tax and the use of reserves

8. Reporting Timeline

- 8.1 It is important that the Medium Term Financial Plan supports the ambition of the Council and remains driven by the objectives set out in the new Corporate Plan and the organisation supports both needs. A timeline is set out for Cabinet which supports both document developments.

	Cabinet Meeting	Report
1	October 2015	Medium Term Financial Plan to 2020 – scene setting and timeline
2	November 2015	1 st Draft Corporate Plan
3	December 2015	Government Spending Review Update/ Organisation Review
4	January 2016	Provisional Local Government Finance Settlement
5	February 2016	Budget 2016/17 final report Cabinet set out ideas and options to support MTFP
6	March 2016	Corporate Plan 2016 to 2020 sign off
7	2016 and beyond	Regular monitoring of plan progress

9. Portfolio Holder Comments

The outlook set out in this report is not unexpected. It is however challenging. We start from a good financial position and, together with my Cabinet colleagues, we will work with all Members and our community in an open way to manage the difficult choices that are clearly going to be ahead. This report is the first of many that will look to ensure our community continues to be provided with the services and standards they expect and our taxpayers are treated fairly.

10. Recommendations

Cabinet are asked to agree:

- a) The reporting timeline set out in para.8.
- b) To develop plans for options to support the Medium Term Financial Plan as set out in the timeline.

For further information contact:

Bob Jackson, Executive Director
Tel: 023 8028 5588
E-mail: bob.jackson@nfdc.gov.uk

Background Papers:

None

Leader's Portfolio Oct 2015

Current Aims of the Portfolio

- Engaging the public
- Delivering through people
- Supporting local businesses
- Dealing with local emergencies

Performance

In its response to continued reductions in grant funding the Council has taken action to protect frontline services and to keep Council Tax at the same level for six years, helping to reduce the burden on householders.

A further annual saving of £50,000 was made in Senior Management costs last year and vacancies continue to be reviewed and challenged as they arise. These reviews have resulted in the number of full time equivalent employees decreasing by a further 20 this year.

Achieving the best possible coverage of superfast broadband is essential if the vibrancy of the local economy is to be maintained. A working group is bringing together local information in order to guide future investment by all parties. In this way there can be coordinated, practical, local help in achieving the desired outcome.

Closer working relationships have been established with the Local Economic Partnerships that will enable local business to better connect to support that is available.

More locally, the New Forest Business Partnership continues to develop. One of its aims is to bring together the marine and allied industries to create a strong local sector.

Local issues have also been addressed within Emergency Planning following the flooding of 2014. A Multi-Agency Flood Plan has been produced for Lymington.

Challenges

Prior to the Spending Review announcement scheduled for 25th November 2015 there remains considerable uncertainty over the scale of funding reductions anticipated. Early indications are that in the period to 2020 the Council will see significant funding reductions. Currently estimates indicate that over the 4 years General Fund budget spend will exceed funds available by £3.5 million (19.2%).

Each portfolio holder will be undertaking a review of key areas of budget spend and activity with the emphasis on reducing budget expenditure (see summary of net portfolio spend). The focus will remain on ensuring key frontline services to the community are prioritised.

The Fit for the Future Programme with its focus on 'Customers' and 'People' will support the delivery of frontline services designed around the individuals that

use them and underpinned by a culture suited to a modern and ambitious local authority.

The development of devolution proposals for Hampshire and the Isle of Wight provide both an opportunity and a challenge for the council. The Council will engage with the development of these proposals and monitor the implications for the Council as they progress.

There is pressure on employment costs arising from an increase in National Insurance payments and national living wage implementation and recruitment and retention continues to be of concern across the business as market confidence grows.

The highest risk identified for the Portfolio is that economic conditions limit growth and employment in the district. Attempts will be made to mitigate against this risk by developing new and reinforcing existing links to Local Enterprise Partnerships to benefit the District.

Corporate Requirements

- Develop plans and options to meet the budget shortfall including an increased focus on collaborative working
- Review of Corporate Plan and Performance Management framework

Key Activities

- Seek savings in senior management and staff costs
- Review of pay systems, implementation of National Living Wage, equate to 2%. Pay award assumptions of 1% and increase cost of Pensions of 1%
- Ensure the best possible coverage is achieved in the continued implementation of the New Forest Broadband Campaign, including development of cold spot maps.
- Continue to support and develop links to Local Economic Partnerships to benefit the District, including putting forward appropriate economic development schemes for financial assistance.
- Continue the development of the Brand New Forest campaign with a loyalty scheme and greater integration with local producers
- A new internal Emergency Response plan, in line with legislative requirements will be published this autumn.

Supporting Information

In support of this plan the following documents are available:

- 1) [The Delivery Plan of Corporate Aims 2012-2016 for the Portfolio](#)
- 2) [The Portfolio's Performance Scorecard](#)
- 3) [Strategic Risk Register](#)
- 4) [Summary of Net Portfolio Spend](#)

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Resource Plan by Portfolio

Finance & Efficiency Oct 2015

Current Aims of the Portfolio

- Managing our finances
- Managing our physical assets
- Delivering customer benefits through technology
- Maintaining strong governance

Performance

Over the last 6 years the Council has successfully responded to reductions in grants of £3.4 million (28.3%). Since 2010 the budget has been reduced by £2.9 million (12.6%) to bridge the funding shortfall. This has all been done with no increase in Council Tax.

The Council is responsible for collecting over £100 million in Council Tax and £65 million in non-domestic rates. In year collection rates for council tax (98.9% at year-end) and non-domestic rates (98.8% at year-end) and administrative costs per dwelling rank amongst the best in the country against a continued Council Tax freeze.

The Single Fraud Investigation Service (SFIS) was successfully implemented with the transfer of Council employees (3) dealing with fraud to Department for Works & Pensions.

Following the withdrawal of funding by the County Council a review of the New Milton Town Hall has been undertaken and NFDC has continued to provide the service for the benefit residents, by making efficiencies and reducing opening hours slightly.

The Council continues to review its asset holdings and recently disposed of 2 properties at Dibden Golf Course realising a capital receipt of £680K. The former Cussens Day Centre site will also be sold at auction in the autumn.

Work is well advanced to bring the vacant site (Unit 8) at Hardley Industrial Estate back into occupation which will secure new employment opportunities for the area.

The May 2015 Parliamentary elections were successfully delivered in spite of the challenges and complexity of resourcing and coordinating a combined election with the quadrennial District and Parish Council elections.

The use of technology continues to be developed with the introduction of a book and pay mobile 'app', an upgraded website and call handling and the completed upgrade of MS exchange. A GIS partnership with NFNPA is also now in place providing collaborative benefits for both authorities.

Challenges

Prior to the Spending Review announcement scheduled for 25th November 2015 there remains considerable uncertainty over the scale of funding

reductions anticipated. Early indications are that in the period to 2020 the Council will see significant funding reductions. Currently estimates indicate that over the 4 years General Fund budget spend will exceed funds available by £3.5 million (19.2%).

Each portfolio holder will be undertaking a review of key areas of budget spend and activity with the emphasis on reducing budget expenditure (see summary of net portfolio spend). The focus will remain on ensuring key frontline services to the community are prioritised.

Other challenges include the management and delivery of several welfare reforms and monitoring the impact of business rates growth, where opportunities are particularly limited in the New Forest, and the future implications of incorporating Housing Benefit within Universal Credit and the corresponding grant reductions.

Corporate Requirements

- Develop plans and options to meet the budget shortfall including identifying service reviews.

Key Activities

- Improving business management of back office functions and activities
- Generating greater value for money in the way we purchase goods and services
- Consider the approach to setting council tax and the use of reserves.
- Improve services to the customer by reviewing processes
- Continue to prepare for the implementation of Universal Credit (first new claims due December 2015)
- Implement new document records management strategy
- Progress depot review project to address operational issues at Marsh Lane and Claymeadow depot sites.

Supporting Information

In support of this plan the following documents are available:

- 1) [The Delivery Plan of Corporate Aims 2012-2016 for the Portfolio](#)
- 2) [The Portfolio's Performance Scorecard](#)
- 3) [Strategic Risk Register](#)
- 4) [Summary of Net Portfolio Spend](#)

Further information is available on the council's website newforest.gov.uk/corporateplan

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Resource Plan by Portfolio

Environment Oct 2015

Current Aims of the Portfolio

- Ensuring streets and public spaces are clean
- Protecting the environment and promoting the wise use of natural resources
- Delivering the waste collection service people want
- Managing our coastline
- Protecting communities from health hazards

Performance

High standards continue to be maintained throughout the many frontline services within the Environment Portfolio.

Household waste tonnages declined in 2014/15 falling from 519kg to 515kg per household.

Recycling tonnages have also decreased, although the introduction of the glass collection service shows an increase of around 1,000 tonnes, a further 800 tonnes were anticipated. Plans to increase glass tonnages will be helped by the £298k grant from DCLG for a texting incentive scheme. Income per tonne for recyclables is declining with demand for paper decreasing and glass prices reducing from £38 to £10 per tonne.

The refurbishment of the Public Conveniences at Barton on Sea has been well received and the Member Task & Finish Group has provided a 3 year plan for the refurbishment of the Council's Public Conveniences across the District.

Work to replace the Beach Huts at Milford on Sea is ongoing with the full demolition having been undertaken and consultation on the reconstruction in progress.

Coastal maintenance works have continued alongside a restructure of the coastal team and ongoing funding concerns.

Environmental Protection dealt with some 4,500 requests for service in 2014/15.

99% of high risk food establishments were inspected during 2014/15 against a target of 96%. More than half of these have the highest rating of 5 and the number of generally satisfactory premises with a rating of 3 or above continues to rise.

Challenges

Prior to the Spending Review announcement scheduled for 25th November 2015 there remains considerable uncertainty over the scale of funding reductions anticipated. Early indications are that in the period to 2020 the Council will see significant funding reductions. Currently estimates indicate that over the 4 years General Fund budget spend will exceed funds available by £3.5 million (19.2%).

Each portfolio holder will be undertaking a review of key areas of budget spend and activity with the emphasis on reducing budget expenditure (see summary of net portfolio spend). The focus will remain on ensuring key frontline services to the community are prioritised.

The highest risk identified for the Portfolio is the continued protection of the coastline given the changes to the Government funding of coastal projects. The Task & Finish Group will reconvene in the autumn to continue looking at options for partnership funding to enable the delivery of the future maintenance programme.

Other Portfolio challenges include the completion of the Milford Beach Hut reconstruction, both in terms of financial delivery targets as well as balancing the views of hut owners with those of the general residents of Milford on Sea, and the acquisition and planning permission for additional cemeteries land.

Corporate Requirements

- Develop plans and options to meet the budget shortfall including identifying service reviews.

Key Activities

- Increase recycling rates through the introduction of the incentive scheme and the recycle right campaign.
- Completion of Milford on Sea Beach Hut reconstruction project.
- Obtain planning permission for land identified for additional cemetery space.
- Progress depot relocation project
- Develop a policy and action plans for dealing with sites identified as potentially contaminated needs to be developed now that DEFRA funding is no longer available.
- Review fly tipping and littering enforcement
- Review how nuisance and anti-social behavior complaints are handled in conjunction with the Communities Panel

Supporting Information

In support of this plan the following documents are available:

- 1) [The Delivery Plan of Corporate Aims 2012-2016 for the Portfolio](#)
- 2) [The Portfolio's Performance Scorecard](#)
- 3) [Strategic Risk Register](#)
- 4) [Summary of Net Portfolio Spend](#)

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Housing & Communities Oct 2015

Current Aims of the Portfolio

- Managing our housing
- Helping provide affordable housing for local people
- Working with partners to keep crime and anti-social behavior low

Performance

The implementation of our new Acquisition & Development Programme continues to progress with 38 properties purchased during 2014/15. In addition 4 new units were recently completed which were designed and managed solely using in house resources and developed on our own land. Right to buy sales were relatively high with sales of 29 during 2014/15.

Housing continues to work with our partner Housing Associations to provide additional affordable homes and 21 new homes were provided during 2014/15 (15 in 2013/14). The number of properties under the Private Sector Leasing Scheme increased from 113 to 128 during the year.

208 Grants/Loans were provided for disabled Households to remain independent within their own homes, this is an increase in 10 from last year.

The number of applicants on the Homesearch register continues to be reviewed and has reduced from 4649 to 4287 during the year. The number of households in temporary accommodation has increased to 380 at the end of the year which included 22 in Bed & Breakfast.

Introductory and fixed term tenancies continue to be used which should ensure greater flexibilities in managing our Tenancies and Housing Need.

98.7% of our Housing & Garage rents were collected during the year. This is an improvement from last year and has been achieved despite the ongoing changes to welfare reform.

Over 99% of our Council-owned Social Housing stock continues to meet the Decent Home Standard, which ensures our properties meet a statutory minimum standard of repair.

Incidents of crime continued to fall with the total for 2014/15 reported at 7,236, the lowest number for the past five years.

Continued work with the wider Supporting Families project is seeing good results and by August 2015 over 200 families had met the DCLG criteria for successful outcomes.

Challenges

Prior to the Spending Review announcement scheduled for 25th November 2015 there remains considerable uncertainty over the scale of funding

reductions anticipated. Early indications are that in the period to 2020 the Council will see significant funding reductions. Currently estimates indicate that over the 4 years General Fund budget spend will exceed funds available by £3.5 million (19.2%).

Each portfolio holder will be undertaking a review of key areas of budget spend and activity with the emphasis on reducing budget expenditure (see summary of net portfolio spend). The focus will remain on ensuring key frontline services to the community are prioritised.

Additionally striving to meet the demand for affordable housing, tackling homelessness and reducing the numbers of those in Bed & Breakfast, and their length of stay, continue to be significant challenges alongside the acquisition and development of new build council properties.

The consequences of potential changes and cut backs in funding for 'Supporting People' and 'Better Care' will be kept under review.

Responding to the 'community trigger' for nuisance complaints will require a review of current arrangements.

Corporate Requirements

- Develop plans and options to meet the budget shortfall including identifying service reviews.

Key Activities

- Implement self-service functionality for tenants within the Housing ICT systems
- Decommission former sheltered housing schemes to increase housing capacity and undertake ongoing refurbishments to the retained older persons' schemes
- Commence construction of 21 new homes on North Milton Estate and negotiate purchase of homes on new sites and developments on council land
- Review the private sector leasing scheme to increase housing capacity
- Complete environmental improvements on the Netley View Estate

Supporting Information

In support of this plan the following documents are available:

- 1) [The Delivery Plan of Corporate Aims 2012-2016 for the Portfolio](#)
- 2) [The Portfolio's Performance Scorecard](#)
- 3) [Strategic Risk Register](#)
- 4) [Summary of Net Portfolio Spend](#)

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Resource Plan by Portfolio

Health & Leisure Oct 2015

Current Aims of the Portfolio

- Encouraging active communities through leisure and culture
- Helping improve people's health
- Managing our leisure facilities well
- Promoting opportunities for children and young people
- Valuing and supporting older people (new responsibility)

Performance

The operational performance of the Health and Leisure Centres continues to improve. In terms of participation, visits to the Centres continue to increase and more widely, the District is consistently scoring highly in Sport England's Active People survey (41.7% of those 14 years and over participating at least once a week). It's encouraging that this is driven by numbers rising in the younger age groups.

In terms of buildings, a major refurbishment of Applemore Health and Leisure Centre has seen usage there rise. Customer reaction has been extremely positive (memberships up 10.4 % and casual swimming income up 7%).

Across the Health and Leisure Centres, great strides are being made in enabling customers to have better access to services. The introduction of an App for booking courses has been taken up with enthusiasm, with over 10,000 transactions taking place in the first month of it being available. Another example is where parents of the 4,700 children enrolled on the Swim Academies, can now have access to the "parent portal". This enables them to monitor their child's progress on line and move them up through the Academy as they progress to the next stage.

The Public Health Partnership has focused on the issues of dementia awareness, the increased melanomas in the District and has facilitated a forum to discuss challenges of children and young people's emotional wellbeing.

Challenges

Prior to the Spending Review announcement scheduled for 25th November 2015 there remains considerable uncertainty over the scale of funding reductions anticipated. Early indications are that in the period to 2020 the Council will see significant funding reductions. Currently estimates indicate that over the 4 years General Fund budget spend will exceed funds available by £3.5 million (19.2%).

Each portfolio holder will be undertaking a review of key areas of budget spend and activity with the emphasis on reducing budget expenditure (see summary of net portfolio spend). The focus will remain on ensuring key frontline services to the community are prioritised.

The highest risk identified for the Portfolio is in maintaining the performance of five quality Health & Leisure Centres. Business performance is monitored to support current spending and help to mitigate this risk and maintenance in fabric will continue based around business cases.

Factors such as relatively low household income and high indices of child poverty; high rates of dementia; an elderly population at risk of falls; high levels of skin cancer; a need to address overweight across the population all present challenges for the Portfolio in achieving its aims.

There is a need to develop the New Forest Health and Wellbeing Boards role in supporting and delivering on the local challenges in Public Health as outlined in the Joint Strategic Needs Assessment. This work is linked to the wider needs identified in the Director of Public Health's Plan.

Identifying extra support for older and vulnerable persons, particularly those who have no local support mechanisms is key with the ageing population and this part of the service.

Corporate Requirements

- Develop plans and options to meet the budget shortfall including identifying service reviews.

Key Activities

- Determine the best way in which leisure provision can be utilised to support local health objectives
- Implement the Eling Tide Mill and Learning Centre project on time and in budget to achieve the benefit to the locality and the improved outcomes required.

Supporting Information

In support of this plan the following documents are available:

- 1) [The Delivery Plan of Corporate Aims 2012-2016 for the Portfolio](#)
- 2) [The Portfolio's Performance Scorecard](#)
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Further information is available on the council's website newforest.gov.uk/corporateplan

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Resource Plan by Portfolio

Planning & Transportation Oct 2015

Current Aims of the Portfolio

- Enabling development which meets local aspirations
- Using planning to protect the environment and maintain local distinctiveness
- Securing appropriate sites for employment and housing in line with the core strategy
- Improving transport and traffic management

Performance

The development control function of dealing with planning applications and giving people advice on development matters has continued to achieve its main timescale and financial targets. There was a marginal increase in applications (1,265 2014/15), and fee income. The move towards charging for services, which were previously provided for free, has continued and the acceptance of this change has become more widespread.

The Transportation team continues to meet its targets for delivering small scale traffic management schemes, making various types of traffic order and deploying traffic speed warning devices.

The senior level management review in the Planning service was completed and implemented in 2014/15. As a result of this significant savings were achieved and the structure of the service was simplified.

Car parking income has continued to rise and changes to the way in which Parking Charge Notices are issued will reduce the number of challenges.

Challenges

Prior to the Spending Review announcement scheduled for 25th November 2015 there remains considerable uncertainty over the scale of funding reductions anticipated. Early indications are that in the period to 2020 the Council will see significant funding reductions. Current estimates indicate that over the 4 years General Fund budget spend will exceed funds available by £3.5 million (19.2%).

Each portfolio holder will be undertaking a review of key areas of budget spend and activity with the emphasis on reducing budget expenditure (see summary of net portfolio spend). The focus will remain on ensuring key frontline services to the community are prioritised.

The local plan review is underway. Our current plans do not reflect the Government's aims in the National Planning Policy Framework 2012 (NPPF) that there should be a significant increase in house building and economic development. This will be very challenging as the long established policies of development restraint will need to accommodate higher levels of

development much of which will need to be on green field sites. This is likely to be very controversial.

This new Plan will also have to deal with the changes to the planning system which has resulted in many types of development being taken out of planning controls. It will also consider how key decisions could be taken in neighbourhood plans if the local community wants to take more responsibility for the planning of their own areas.

A significant challenge to the service is the viability of the work of the transportation team which is largely dependent on ongoing funding from Hampshire County Council. There is a current threat that this funding will be removed or substantially reduced.

Additionally the ability to recruit and retain a sufficient number of suitably qualified and experienced staff to carry out a range of complex functions is becoming more difficult. This is best illustrated in Building Control where experienced surveyors are being lost to private companies who are in competition for the work.

Corporate Requirements

- Develop plans and options to meet the budget shortfall including identifying service reviews.

Key Activities

- Finalising the planning management review to best able to meet the key challenges set out above.
- Ensuring that the regulatory teams are adequately resourced to deal with increases in workload as the economy, and particularly the development industry, improves. The need to accommodate more development will increase these pressures.
- Responding to the challenges of private sector competition particularly in Building Control
- Responding to current threats to the income streams of various services including Building Control, Land Charges and Transportation.
- Replacement of parking meters with card payment facilities

Supporting Information

In support of this plan the following documents are available:

- 1) [The Delivery Plan of Corporate Aims 2012-2016 for the Portfolio](#)
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Resources

	2015/16 £000's	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's
Business Rates Baseline	3,628	3,700	3,800	3,900	4,000
Revenue Support Grant	2,964	1,986	1,176	750	350
Settlement Funding Assessment	6,592	5,686	4,976	4,650	4,350
New Homes Bonus	1,935	2,370	2,362	2,450	2,581
Other Grants exc Council Tax Freeze @1% post 2015/16	195	117	117	117	117
Total Grant	8,722	8,173	7,455	7,217	7,048
Business Rates Surplus	722	900	800	800	800
Total Resources	9,444	9,073	8,255	8,017	7,848
Cumulative Reduction		371	1,189	1,427	1,596
% Reduction		4.1%	13.1%	15.7%	16.9%

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Summary of Estimated Budget Movements

	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's
Grant Related Resources (Appendix 7)	371	1,189	1,427	1,596
Council Tax	41	9 -	24 -	57
Pay & Prices Increases	629	1,278	2,179	2,942
Ongoing Savings	- 410 -	954 -	954 -	954
Total Budget Shortfall	631	1,522	2,628	3,527
Budget Requirement 2015/16				18,327
Budget Shortfall %				19.2%

Council Tax Analysis

Collection Fund Surplus Reduction	85	-	-	-
Council Tax Base Increase	- 44 -	32 -	33 -	33
	41 -	32 -	33 -	33
Cumulative Council Tax	41	9 -	24 -	57

Pay & Prices Analysis

Pay Award 1%	240	245	245	250
Increments	172	174	176	178
Pension Contributions	102	110	110	110
NI/living wage/contingency (note 1)	-	-	250	100
Prices (fuel, energy & mtce)	115	120	120	125
	629	649	901	763

Cumulative Pay & Prices 629 1,278 2,179 2,942

Note 1

£450k included in base contingency figures for cost of NI/living wage arising in 2016/17

Ongoing Savings Analysis

Town & Parish Council Grant	- 100 -	100	-	-
Interest Earnings	- 110 -	200	-	-
Reduction in Asset & Equipment Resources	- 200 -	200	-	-
Beach Hut Income	- -	44	-	-
	- 410 -	544	-	-

Cumulative Savings - 410 - 954 - 954 - 954

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