

# NOTICE OF MEETING

**Meeting:** CABINET

**Date and Time:** WEDNESDAY, 4 NOVEMBER 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  
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## **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.

**Bob Jackson**  
Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA  
[www.newforest.gov.uk](http://www.newforest.gov.uk)

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

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# AGENDA

## **Apologies**

### **1. MINUTES**

To confirm the minutes of the meeting held on 7 October 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. ST JOHN'S STREET CAR PARK, HYTHE: REDEVELOPMENT OPPORTUNITY AND DISPOSAL (Pages 1 - 8)**

To consider whether to dispose of the St John's Street, Hythe car park.

**5. FINANCIAL MONITORING REPORT - FORECAST OUTTURN BASED ON PERFORMANCE TO OCTOBER 2015 (Pages 9 - 14)**

To consider the Council's performance to date and to agree budget variations.

**6. THE CORPORATE PLAN 2016-2020 - "OUR CORPORATE PLAN" (Pages 15 - 20)**

To consider the draft of the proposed new Corporate Plan and to approve it to form the basis of consultations.

To:

**Councillors**

Mrs S V Beeton  
J E Binns  
Mrs J L Cleary

**Councillors**

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

CABINET – 4 NOVEMBER 2015

PORTFOLIOS: LEADER/ FINANCE  
AND EFFICIENCY/ PLANNING  
AND TRANSPORTATION/

## ST JOHN'S STREET CAR PARK, HYTHE: REDEVELOPMENT OPPORTUNITY AND DISPOSAL

### 1. Introduction

- 1.1 This report highlights an opportunity to redevelop the Council's car park at St John's Street, Hythe for retail use and makes recommendations on the sale of the St John's Street Car Park, Hythe to a major supermarket operator.
- 1.2 The proposed supermarket development will combine the St John's Street Car Park with PC Builders' adjoining land (shaded grey on the attached plan) to provide a new 2000 sq.m supermarket with 100 car parking spaces which would be available for public use (see paragraph 3.3 below).

### 2. Background

- 2.1 The Vision set out in the Council's Corporate Plan 2012-2016 seeks to work closely with the community and in partnership with others to enhance the quality of life for present and future generations by helping to create and maintain a local economy that brings opportunities for jobs and economic benefit to the area. This is supported through current planning policy which seeks to maintain town and village centre viability by encouraging retail provision to be retained in town and village centres.
- 2.2 Locally there has been a long held aspiration to increase food retail provision within Hythe. A Retail Impact Assessment commissioned by NFDC in June 2015 concluded that additional discount food retail provision in the village *"will have a positive rather than negative impact on Hythe.....increase in convenience goods turnover should benefit the majority of retail and service businesses within the town centre, because the number of linked purpose shopping trips to the town centre should increase... discount food store will strengthen rather than harm the vitality and viability of Hythe town centre as a whole"*.
- 2.3 New Forest District Council was initially approached by a major supermarket operator and PC Builders (the owners of neighbouring land shown edged blue on plan in Appendix 1) who were interested in working in partnership with the District Council to bring a new supermarket to Hythe. Those discussions ultimately failed when the retailer experienced financial constraints and had to rethink their national expansion plans.
- 2.4 Following the original retailer's withdrawal from negotiations in 2014, an alternative retailer was sought by the Council. Direct approaches were made by NFDC Estates and Valuation officers in the summer of 2014 to the main national food retailers, to gauge interest in developing a supermarket in Hythe. The only parties to express an interest were Aldi and Lidl. Further work with the latter 2 retailers has resulted in offers being submitted by both parties, with the best offer being received from Lidl.

### **3. Proposed redevelopment**

- 3.1 The proposal is to redevelop St John's Street Car Park together with part of the adjoining PC Builders' land shown grey on the attached plan (The Combined site), to provide a new 2000 sq m. supermarket together with 100 car parking spaces which would be available for public use.
- 3.2 It should be noted that without the additional PC Builders' land, the Council's land on its own is not large enough to accommodate a new supermarket's requirements. It is therefore essential, for the retail scheme to go forward, that part of the PC Builders' site is utilised for the provision of the supermarket.
- 3.3 If the sale proceeds, the car park will be owned and controlled directly by the supermarket. It is understood at this time that the supermarket would provide free parking for up to 90 minutes; however it would be reasonable for them to put in place such parking strategies as they deem appropriate.
- 3.4 A basic analysis of parking utilisation within the village highlighted in 4.1 and 4.2 below indicates that there is sufficient capacity in the village to accommodate the small loss of parking spaces due to the construction of the new store. Based upon our understanding of Lidl's intentions, it can be reasonably anticipated that, overall, there should be no adverse impact on parking availability in the village.
- 3.5 Should parking demand in the village increase in the future, there is additional land available in the New Street car park which could accommodate some additional parking provision. In addition the Council will keep under review the parking strategy in the Village and will implement any changes required to best manage any fluctuations in demand for parking.
- 3.6 PC Builders have had a long held aspiration to relocate their business to more suitable premises. They have confirmed that part of the Council's vacant site at Unit 8 Hardley Industrial Estate would accommodate their relocation requirements and, after looking for a new site for some years, they are of the opinion that there are no other sites suitable in the locality. A separate report on the future plans for Unit 8 will be submitted to the Portfolio Holder for Finance and Efficiency for consideration.
- 3.7 In addition to the disposal of part of their site for a supermarket, PC Builders have opened a dialogue with a national builder of retirement homes, for the development of the remainder of their site as part of their relocation plans. An initial dialogue with NFDC's planning and urban design team concerning the design and density of the retirement homes, has confirmed that a scheme of 36 units could be favourably received, subject to detailed design.

### **4. Current parking and utilisation**

- 4.1 St John's Street car park (edged red on the plan) is the least used of the village's car parks. The existing parking capacity in St John's Street is 160 spaces. Generally, it can be observed that the car park operates at around 50% capacity. This was confirmed by a utilisation survey undertaken over a two week period from 29<sup>th</sup> July 2013 to 10<sup>th</sup> August 2013. The survey indicated that, on average, occupation over that period was around 60 spaces. On Tuesdays, around 50% of the car park is utilised for Hythe Market, reducing the capacity to around 80 spaces, without an adverse impact on parking provision in Hythe.

- 4.2 The current total public car park capacity in the village is 511 spaces. After the development of the new store, the total parking capacity in the village would be 451 spaces, (including the 100 spaces at the store). Spot checks on parking utilisation undertaken by the Parking services team in 2004 and 2010 showed that at the time the counts were undertaken, parking occupation for all car parks in the village was 410 and 318 respectively.
- 4.3 Hythe Tuesday Market has been struggling for some time and the District Council has received a request from Hythe and Dibden Parish Council to take over the running of the market. Work is already underway with the Parish to facilitate relocating the market to parts of The High Street, St John's Street and The Marsh. It is anticipated that the relocation will reinvigorate the market and therefore benefit the village centre generally. A provisional transfer date has been agreed for April 2016.

## **5. Financial Implications**

- 5.1 S.123 of the Local Government Act 1972 imposes a duty on Councils to achieve the best price reasonably obtainable for land disposals. What is a reasonable determination of "best consideration" depends entirely on the facts of each disposal and only "consideration" of commercial or monetary value to the Council should be taken into account. For example, the number of jobs or type of employment created as a consequence of the disposal cannot be taken into account. Provided the obligations under S.123 are met, there is no requirement to deal with a transaction by any particular method. It is nonetheless advisable to demonstrate that the best price reasonably obtainable is being achieved, by either marketing the land or obtaining an appropriate independent valuation or both. The Council has obtained two independent valuations for the combined site, one from the District Valuer in 2013 and the second from CBRE in February 2015. Both offers received exceed the values provided by the Council's consultants.
- 5.2 The Council undertook a focussed marketing approach for the combined site, due to the necessity to jointly market the land with PC Builders. For both staffing and customer retention issues, PC Builders were understandably reluctant to make their intentions of a possible move made public, so the option of advertising the land on the open market was not available to the Council. The complexity of developments that involve land assembly generally renders conventional marketing ineffective. The means by which this transaction has been arranged is the typical methodology in these circumstances.
- 5.3 The price being offered by Lidl is higher than the existing use value of the car park and the estimated value of the land if sold for a mixed use of residential and car parking. An alternative use for residential units on the whole of the land would not be acceptable to the Council in this location and therefore wider marketing to capture interest in this sector was not relevant nor carried out.
- 5.4 As noted above, the Council marketed the combined site by direct approaches to the major supermarket retailers in the summer of 2014, but only Aldi and Lidl expressed interest in the proposal and they were invited to submit offers. This resulted in two almost identical offers being received for the combined site on a 'subject to contract and planning' basis.

- 5.5 Subsequently, both parties were asked to refine their offers, provide draft heads of terms and identify any conditions the offers were subject to. The outcome of the process followed has resulted in revised offers being received from both Aldi and Lidl in excess of the level reported by the independent consultants, with Lidl exceeding the rival offer from Aldi. It is therefore proposed that Lidl are confirmed as the preferred supermarket partner for the scheme.
- 5.6 It is the view of the Council's Estates and Valuations Manager that the approach adopted can be demonstrated to meet the Council's S.123 obligations.
- 5.7 As stated above, the retail scheme requires a proportionally smaller part of the PC Builders' site to accommodate the new supermarket. It would be reasonable to share part of the uplift in value (marriage value) of the Council's interest with PC Builders', as the Council's land holding is not sufficient on its own to enable retail development and cannot proceed at all without PC Builders' land. This principle of shared value is confirmed in the valuation report prepared by CBRE in February 2015 referred to above.
- 5.8 General valuation principles for the allocation of a proportion of marriage value or uplift would suggest that a share of marriage value of up to 50% would be reasonable, depending on the negotiating positions of the parties. Through negotiation with PC Builders, a sum has been agreed with PC Builders for the release of their land required for the construction of the supermarket, which is within this range.
- 5.9 Following negotiations with Lidl and PC Builders, it is therefore proposed that after the apportionment of Marriage Value, the Council sells St John's Street car park to Lidl for the NET sum of **£1,947,500**.

## **6. Risk and Conditions**

- 6.1 Clearly, any disposal of this nature is subject to some risk by all parties. Lidl's offer is conditional upon the resolution of essential criteria, including, but not limited to, legal contracts, site survey, planning permission, vacation by PC Builders and NFDC. PC Builders' relocation is dependent upon concluding the sale of the remainder of their site and a satisfactory move to new premises. The parties will need to enter into conditional contracts to complete the sale and purchase of the land required for the supermarket following satisfaction of the agreed preconditions. All parties are 'at risk' on legal fees. Before investing the necessary time and resources to progress matters further, the parties will reasonably require confirmation that agreement has been reached in principle on a 'subject to contract' basis.
- 6.2 If unforeseen or excessive costs to the development arise, this could lead to price renegotiation or frustration of the project. The greater risks are taken by the potential purchaser(s) as they will bear the costs of specialist development reports, scheme design and working up their planning application.

## **7. Consultation**

- 7.1 A Members Steering Group has been formed to scrutinise both of the proposals relating to St John's Street, Hythe and Unit 8 Hardley industrial Estate. The Group consists of local ward Members, the Portfolio Holder for Finance and Efficiency and senior officers of the Council. The Members Steering Group endorses the recommendation set out below.

## 7.2 Portfolio Holder Comments

The Leader: I believe the sale of the St John's Street Car Park will strengthen the vitality of Hythe town centre and bring about a real benefit to the community.

The Portfolio Holder for Finance and Efficiency: In these times of financial constraints we need to look to maximise the return from our assets while supporting the aspirations of the community. I am delighted that this developing proposal looks to deliver on both these objectives.

The Portfolio Holder for Planning and Transportation: Whilst the loss of any Council owned car parking spaces is regrettable, this must be considered against the wider objective of ensuring the continued viability of main shopping areas within our Towns and Villages. The proposed sale of St John's Street carpark would see a loss of 60 spaces within the village from 511 to 451, of which 100 spaces would be owned by the store. Based on the survey undertaken in 2013 and spot checks carried out in 2004 and 2010, the small loss in spaces is acceptable when balanced against the social and economic benefit of an additional national supermarket being located within the Village.

- 7.3 Hythe and Dibden Parish Council have been consulted and, following a public meeting held on Monday 12<sup>th</sup> October to discuss the scheme, have provided the following comment;

"We believe that no decision should be taken by NFDC Cabinet at this time. We propose that a fully accessible consultation is undertaken with the community to seek their views on what is their preference for this site"

- 7.4 Since that parish council meeting, Hythe & Dibden Parish Council have undertaken a consultation exercise, seeking the communities' views on the proposal with a view to presenting the results to the NFDC cabinet meeting for consideration.

## 8. Environmental Implications

- 8.1 There are no direct Environmental Implications arising from this report. Increasing the retail offer in town and village centres, however, is important if local centres are to continue to be viable and have a sustainable future.

## 9. Crime and Disorder Implication

- 9.1 There are no Crime and Disorder Implications arising from this report

## 10. Equality and Diversity Implications

- 10.1 There are no direct Equality and Diversity implications arising from this report. Increasing the retail offer in the village centre will however, provide more choice to those local residents with reduced mobility, or those residents where access to private motor vehicles or public transport might be limited.

## 11. Conclusion

- 11.1 The sale of the St John's Street car park will achieve a long held desire to increase the retail offer in Hythe village centre and will achieve a significant capital receipt for the District Council.

## 12 RECOMMENDATION

12.1 It is recommended that:

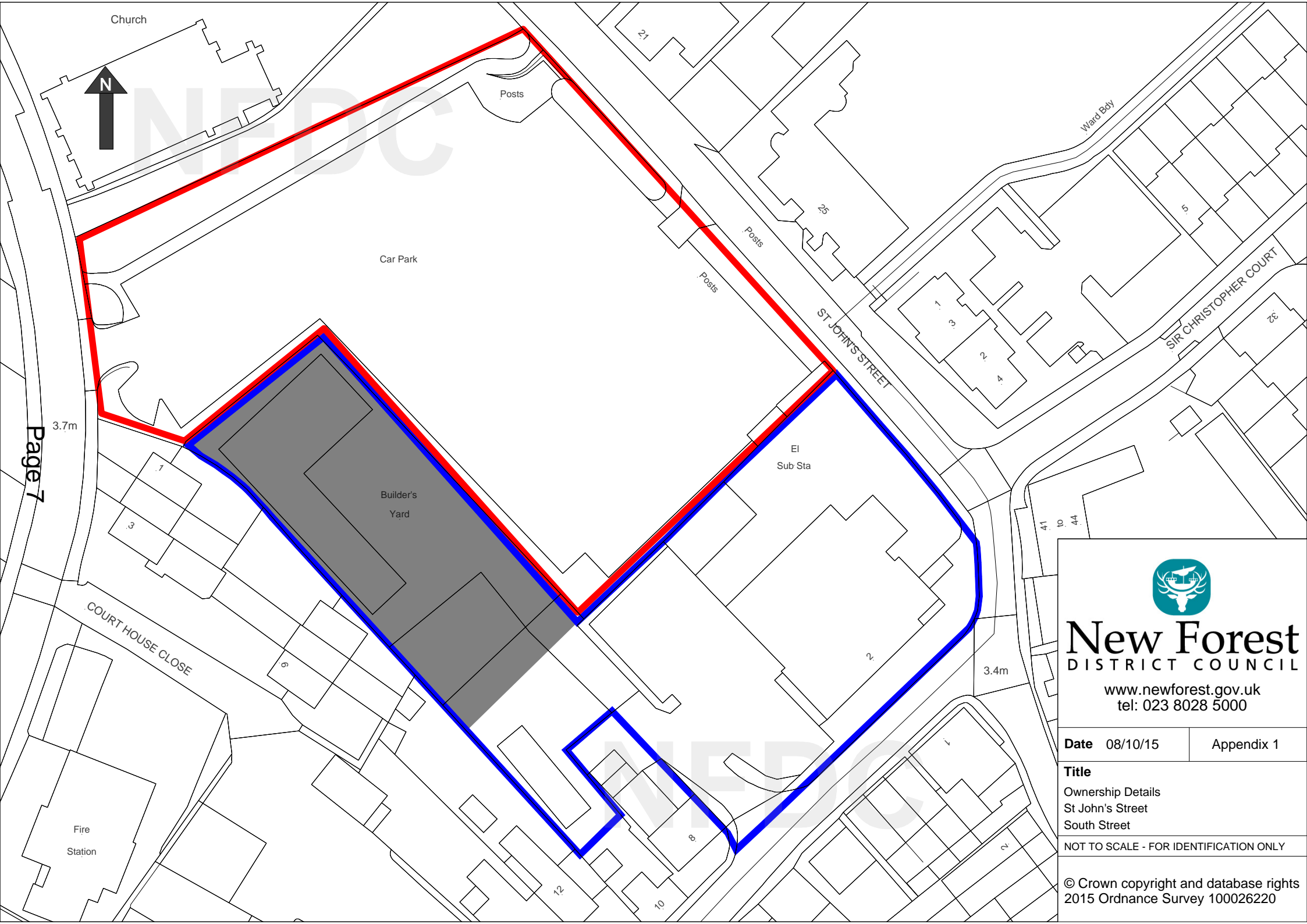
- 12.1.1 Cabinet declare St John's Street car park as being surplus to direct operational requirements; and
- 12.1.2 The Executive Director and/or Chief Executive in consultation with the Portfolio Holder for Finance & Efficiency and the Head of Legal & Democratic Services be authorised to finalise terms and to enter into all necessary contracts to complete the sale of the Council's land at St John's Street, Hythe to Lidl, on the principles set out in this report.

## Appendices

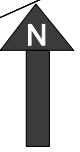
Appendix 1 – Plan 1 Land Ownership Plans St John's Street and South Street Hythe

<b>Further information</b>	<b>Background Papers</b>
<p data-bbox="193 1200 616 1234"><b>Estates and Valuation Issues</b></p> <p data-bbox="193 1234 638 1368">Andrew Groom Estates and Valuations Manager 02380 285588 <a href="mailto:andy.groom@nfdc.gov.uk">andy.groom@nfdc.gov.uk</a></p> <p data-bbox="193 1402 432 1435"><b>Planning Issues</b></p> <p data-bbox="193 1435 692 1570">Chris Elliott Head of Planning and Transportation 02380 285588 <a href="mailto:chris.elliott@nfdc.gov.uk">chris.elliott@nfdc.gov.uk</a></p>	<p data-bbox="815 1200 1358 1234">Valuation report by CBRE February 2015</p> <p data-bbox="815 1267 1206 1335">Retail Impact Assessment Nathaniel Lichfield June 2105</p>





Church



Posts

Car Park

Posts

Posts

ST JOHN'S STREET

Ward Boy

SIR CHRISTOPHER COURT

3.7m

Page 7

Builder's Yard

EI Sub Sta

3.4m

COURT HOUSE CLOSE

Fire Station



**New Forest**  
DISTRICT COUNCIL

www.newforest.gov.uk  
tel: 023 8028 5000

<b>Date</b> 08/10/15	Appendix 1
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**Title**  
Ownership Details  
St John's Street  
South Street

NOT TO SCALE - FOR IDENTIFICATION ONLY

© Crown copyright and database rights  
2015 Ordnance Survey 100026220

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## FINANCIAL MONITORING REPORT – FORECAST OUTTURN (BASED ON PERFORMANCE TO OCTOBER 2015)

### 1. INTRODUCTION

1.1 This report monitors financial performance for the first 7 months of 2015/16 and any potential outturn implications on a Portfolio and Committee basis.

### 2. BACKGROUND

2.1 The Council’s financial strategy of a continuous review of activities and services to identify opportunities for savings in expenditure alongside opportunities to generate income has been successful in addressing the significant reductions in government funding whilst at the same time maintaining key service levels. Budget monitoring reports form an important part of this process and the ongoing development of the Medium Term Financial Plan (MTFP).

### 3. GENERAL FUND OUTTURN PROJECTION

3.1 A General Fund budget of £18.327m for 2015/16 was agreed by Council in February 2015 and revised to an estimated outturn of **£19.595m** as part of the first financial monitoring report to Cabinet in August, an increase largely due to rephasings.

3.2 This report identifies total net positive Portfolio budget variations of £684k, resulting in a revised General Fund estimated outturn of **£18.911m**. The table below provides an overview of the variations and full details are provided in section 3.3.

<b>GENERAL FUND VARIATIONS</b>	
	<b>£000</b>
Portfolio budget variations (3.3)	
Environment Portfolio	74
Finance & Efficiency Portfolio	355
P&T Portfolio / PDC Committee	255
<b>TOTAL VARIATIONS</b>	<b>684</b>
Proposed new provisions (3.4)	
Local Plan Review	-326
Future Savings	-300
	<b>-626</b>
<b>ESTIMATED NET SAVING</b>	<b>58</b>

(+ = improvement in the budget position / - = deterioration in the budget position)

### 3.3 PORTFOLIO BUDGET MONITORING TO OCTOBER 2015

#### **Environment Portfolio - £74k**

##### Refuse / Recycling / Street Scene etc.– (£1k)

A number of largely offsetting variations resulting in a net negative variation of £1k are now expected. This includes a shortfall in recyclables income of £150k, due to reductions in amounts received per tonne and tonnes recycled. These estimated income shortfalls are offset by employee vacancy savings to September of £44k, additional garden waste and cemeteries income of £45k, fuel underspends to September of £40k and other savings totalling £20k.

##### Environmental Health / Pest Control – £55k

- Additional pest control income and reduced kennelling costs, together with minor savings across various supplies and services budgets are now expected to generate total positive variations of £25k this year.
- A vacant post within the Health Commercial business unit has resulted in a £30k underspend.

##### Land Drainage – £20k

Salary savings due to a reduction in hours of a member of staff (£14k) and additional income to date (£6k) are expected to result in a minimum positive variation of £20k.

#### **Finance & Efficiency Portfolio - £355k**

- £70k budget savings are now anticipated in Benefits administration due to staff turnover and difficulties and delays in filling vacant posts, alongside additional funding for New Burdens activities.
- Changes to the Council's investment strategy, resulting in investments for longer periods, with associated higher rates of interest, together with general improvements in the financial environment and increased balances available for investment are now expected to lead to additional investment income of £285k.

#### **Planning & Transportation / PDC - £255k**

##### Parking - £50k

- Parking income is currently heading for a £50k positive variation due principally to additional meter income. This estimate is of course subject to seasonal variations in the remainder of the year, alongside the budgetary impact of the winter months in other areas of the parking budget.
- It is taking longer than expected to resolve technical issues relating to the use of contactless cards. This, combined with a longer than expected procurement process, may mean that it is not possible to place an order for the equipment during this financial year. If the procurement gets delayed to next year then the budget available in this year for meter replacement will need to be rephased accordingly. Members will be updated on the position as part of the next financial monitoring report.

#### Planning / Planning Development Control - £175k

- The management restructuring of the service has now been virtually completed and costs for the second part of the year should therefore be largely in line with budgets. However due to the element of staff turnover and the recruitment process, which resulted in some posts remaining unfilled for some time, savings have accrued in the first half of this financial year of
  - £70k on employee costs.
  - £30k on supplies and services, transport and training costs.
- Budgets this year include provision of £75k for anticipated redundancy costs in respect of the management restructuring. In the event these costs were charged to last year's accounts due to the timing of the approval of the redundancies and the budgets in this year are therefore no longer required.
- Other Planning / PDC budgets are largely performing in line with target. This includes income generation which could however pose risks for deviation from targets in the second part of the year and will therefore be kept under close scrutiny.

#### Transportation Measures - £30k

A review of the expenditure on 'Transportation Measures' (this covers Community Transport, Minor Transport Enhancement Schemes and Green Transport) indicates a projected saving of £30k against budgets by the end of this financial year.

### 3.4 PROPOSED MEDIUM TERM FINANCIAL PROVISIONS – (£626k)

In line with the medium term financial strategy the Council continues to deliver savings against budget. So far this year savings of £684,000 have been identified. To ensure that the Council is able to continue to "live within its means" it is proposed that these savings be set aside in future plans to meet major commitments and support the ongoing delivery of savings:

- The Local Plan Review is estimated to cost £442k over the period 2015/16-2017/18. Existing budgets and Local Plan Reserve balances cover £116k of the cost and it is therefore proposed to now increase the reserve by £326k, utilising some of the identified budget savings in this report.
- In order to deliver future savings it is anticipated that some initial one off costs may be incurred to enable the transition to take place. The opportunity provided from the council delivering its financial strategy allows for a sum of approximately £300,000 to be set aside without impacting on reserves.

## 4. CAPITAL EXPENDITURE (General Fund and Housing Revenue Account)

- 4.1 The Capital Programme agreed in February amounted to £18.516m. It has since been increased to **£21.037m** following the first financial monitoring report to Cabinet in August to reflect rephasings from 2014/15. A detailed review of the work programme of developer contribution schemes has been undertaken in the last 2 months and, as a result, £2.362m of the available budgets can be carried forward into future years. Other net rephasings amount to a total of £2.937m and additional Housing expenditure of £2.492m is proposed (see 4.2 for full details). As a result of these variations, the total capital programme will reduce to **£18.230m** in 2015/16.

4.2 The detailed reasons for the variations are:

### **Rephasings – £5.299m**

#### **Developer Contributions - £2.362m**

The total current budgetary provision for Developer Contribution schemes stands at **£3.578m (Open Space £1.805m; Transportation £1.773m)** based on allocations made by the Cabinet and Portfolio Holder to a number of planned projects. However, the implementation of the projects is dependent on a number of factors and projects can only start and be entered on the work programme when all the required elements are in place. A review of the work programmes indicates that projects likely to be undertaken in this financial year amount to an expected budget requirement of:

- **£345k Transportation Projects**
- **£871k Open Space Projects**

The remainder of the budget allocations will only be required as projects can be included in the work programme in future years and it is therefore appropriate to remove the budgetary provision not required now (£2.362m) and to allocate the remainder in accordance with the inclusion of projects in the work programme in future years. This will provide a much more accurate picture of the annual budget programme and allow better forecasting of resource needs and cash flows within the year.

#### **Health & Leisure Portfolio - £500k**

Delays in procurement relating to the Eling Tide Mill project (following the introduction of new regulations earlier on in the year) will result in the need to rephase £500k of expenditure to future years.

#### **Vehicles and Plant – (£40k)**

- The purchase of a refuse tipper vehicle which was originally planned for 2016/17 had to be brought forward to this financial year. This will reduce the budgetary requirement in 2016/17 but add £45k to this year's capital costs.
- A number of variations have been necessary to the programme, resulting in the delay of refuse vehicle purchases, partly offset by bringing forward the purchase of building works vans. This results in a net reduction in the programme of £5k.

#### **Housing - £2.477m**

- Due to delays arising from the new procurement process and staff vacancies, £800,000 of the Housing Major Repairs programme will be rephased into future years.
- Delays in the signing of the contract for the North Milton Estate project mean that £1.677m will be rephased into future years.

### **Additional Expenditure – (£2.492m)**

The Affordable Housing Project Board has recommended that the Housing Acquisitions and Development budget be increased by £2.492m to £6.3m. This will enable the purchase of 30 dwellings and preliminary works at Compton/Sarum House. Financing of the overall Housing Capital Programme will be considered at the year end, to optimise resources, but this additional expenditure is likely to be financed from capital receipts and revenue resources from the Housing rephasings above.

## **5. HOUSING REVENUE ACCOUNT**

- 5.1 An HRA budget was agreed in February with a forecast net operating surplus of £1.461m. This has since been amended to **£1.394m** to reflect variations reported as part of the first financial monitoring report to Cabinet in August. No new revenue variations are identified in this report but the level of revenue contribution to fund the capital programme will vary to reflect the optimum use of resources as detailed earlier in this report.

## **6. CRIME AND DISORDER / EQUALITY AND DIVERSITY/ENVIRONMENTAL IMPLICATIONS**

- 6.1 There are no Crime & Disorder, Equality & Diversity or Environmental implications arising directly from this report.

## **7. PORTFOLIO HOLDER COMMENTS**

- 7.1 I am pleased to see that we are continuing to deliver on the budget and identifying additional savings.

## **8. RECOMMENDATIONS**

- 8.1 It is recommended that Cabinet
- Notes the revised outturn forecasts of the General Fund (para 3.2), Capital (para 4.1) and HRA (para 5.1).
  - Recommends that Council approve additional expenditure of £2.492m on Housing Acquisitions and Developments.
  - Provides within the Medium Term Financial Plan provision for the transfer of £326,000 into the Local Plan Reserve and £300,000 to be set aside for any one off costs required to support the delivery of future ongoing savings.

### **For Further Information Please Contact:**

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Executive Director  
Telephone: (023) 8028 5263  
E-mail: [bob.jackson@nfdc.gov.uk](mailto:bob.jackson@nfdc.gov.uk)

### **Background Papers:**

None

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## THE CORPORATE PLAN 2016-2020 – ‘OUR CORPORATE PLAN’

### 1. INTRODUCTION & PURPOSE

- 1.1 Following the May 2015 elections the Cabinet has considered its strategic plan for the period of the administration, resulting in the production of a draft Corporate Plan for 2016 to 2020 simply entitled ‘Our corporate plan’ (Appendix).
- 1.2 The Corporate Plan is the single most important strategy that shapes the way the Council works and defines its ambitions. In doing so it brings together strategic and service objectives, helping Members and Officers to work towards the same vision, values and priorities.
- 1.3 In keeping with the existing plan ‘Delivering for our communities’, ‘Our corporate plan’ is deliberately short, with the aim of setting a clear statement of intent that is both direct and easy to understand. It will be underpinned by a suitable and proportionate performance management framework that will detail the plan aims and monitor its delivery.
- 1.4 To ensure full consultation and engagement in the plan it will be considered by the Overview and Scrutiny Panels and by the Industrial Relations Committee, to represent views of employees, particularly on the proposed values. The intention is to agree the new Plan before 1 April 2016.

### 2. THE NEW FOREST DISTRICT – A UNIQUE AND SPECIAL PLACE

- 2.1 Covering 290 square miles, the New Forest District area is a very unique and special place. Two thirds of the area is located within the environmentally sensitive National Park. To the east and west are the two economically active conurbations of Southampton and Christchurch/Bournemouth/Poole in Dorset. It contains one of the largest areas of unenclosed forest, with substantial areas of the District being covered by national and international nature conservation designations, together with 40 miles of coastline.

The population of approximately 180,000 ranks the District as one of the most populated in the country. 70% of the population lives in the urban outskirts of the Forest and 25% are aged over 65. House prices are above average and average earnings are relatively low; there are significant pressures on housing and growth. Generally employment rates are good, with higher than average self-employment and active businesses within the District.

- 2.2 This is just an indication of what makes **our place** unique and special and helps us to understand the challenges of providing public services to a geographically and demographically dispersed population with differing needs and expectations providing the setting to the corporate plan development.

### **3. FINANCIAL OUTLOOK**

- 3.1 Over the past four years the Council has delivered significant savings and the Corporate Plan is set against a background of continued funding reductions. In response to this funding gap the term of the plan will see options being explored to further reduce spending. These options will likely need to include identifying ways of delivering services differently; improving the business management of our back office functions and activities which are not core services; and increasing collaborative working with other public sector organisations; whilst maintaining a focus on visible frontline services and ensuring financial stability through delivery models suited to community needs and expectations.
- 3.2 'Our corporate plan' sits alongside the Council's financial plans to ensure the resources are available and appropriately directed to deliver the corporate plan.

### **4. PRIORITIES**

- 4.1 Recognising both the special and unique place and the current financial imperative, the priorities of the plan are to secure a better future for the New Forest by:

- Delivering visible service outcomes which are valued by the community
- Supporting local businesses to prosper for the benefit of the community
- Enhancing outcomes through collaboration with other local organisations

Underpinned by effective and efficient management of resources and helping to deliver the following outcomes:

- Helping local business grow
- More homes for local people
- Protecting the local character of our place
- Working with others to achieve more
- Living within our means

- 4.2 The plan contains a clear statement of intent, highlighting the underlying values of ambition, financial responsibility, innovation, collaboration, pride and openness. These principles will be instilled within the organisation to help support delivery of the plan.

### **5. DELIVERING THE PLAN**

- 5.1 The Corporate Plan sets out the overall strategic direction for the Council in the period 2016-2020. It will be supported by a range of strategic and operational plans, including portfolio delivery plans which set out in more detail how the aims and priorities will be delivered. These plans contain more specific activities and targets, progress against which will be regularly monitored and reported. These plans will be compiled over the next few months to support the commencement of the finalised Corporate Plan.
- 5.2 Primarily the Plan will be communicated and reported upon electronically, as has been the case with the current plan. This will help keep cost to a minimum as well as making the Plan and its delivery more accessible to those interested in specific aims and activities.

## **6. FINANCIAL IMPLICATIONS**

6.1 A clear focus of the Plan is continued financial responsibility. Direct costs arising from the production and publicity of the Plan will be kept to a minimum.

## **7. PORTFOLIO HOLDER COMMENTS**

7.1 I applaud this graphic approach to presenting the complex challenges we face in a clear and understandable format to take the preparation of the Corporate Plan forwards.

## **8. RECOMMENDATIONS**

8.1 That Cabinet approves the first draft of the new Corporate Plan as a basis for further consideration by Overview and Scrutiny Panels and the Industrial Relations Committee.

### **For Further Information Please Contact:**

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### **Background Papers**

The Corporate Plan 2012/16 – Delivering For  
Our Communities

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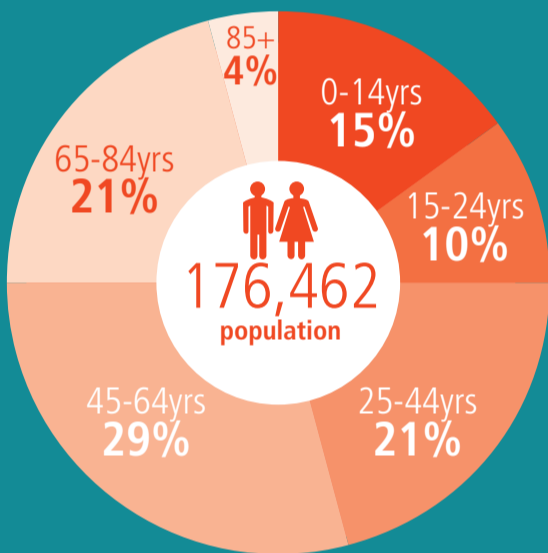
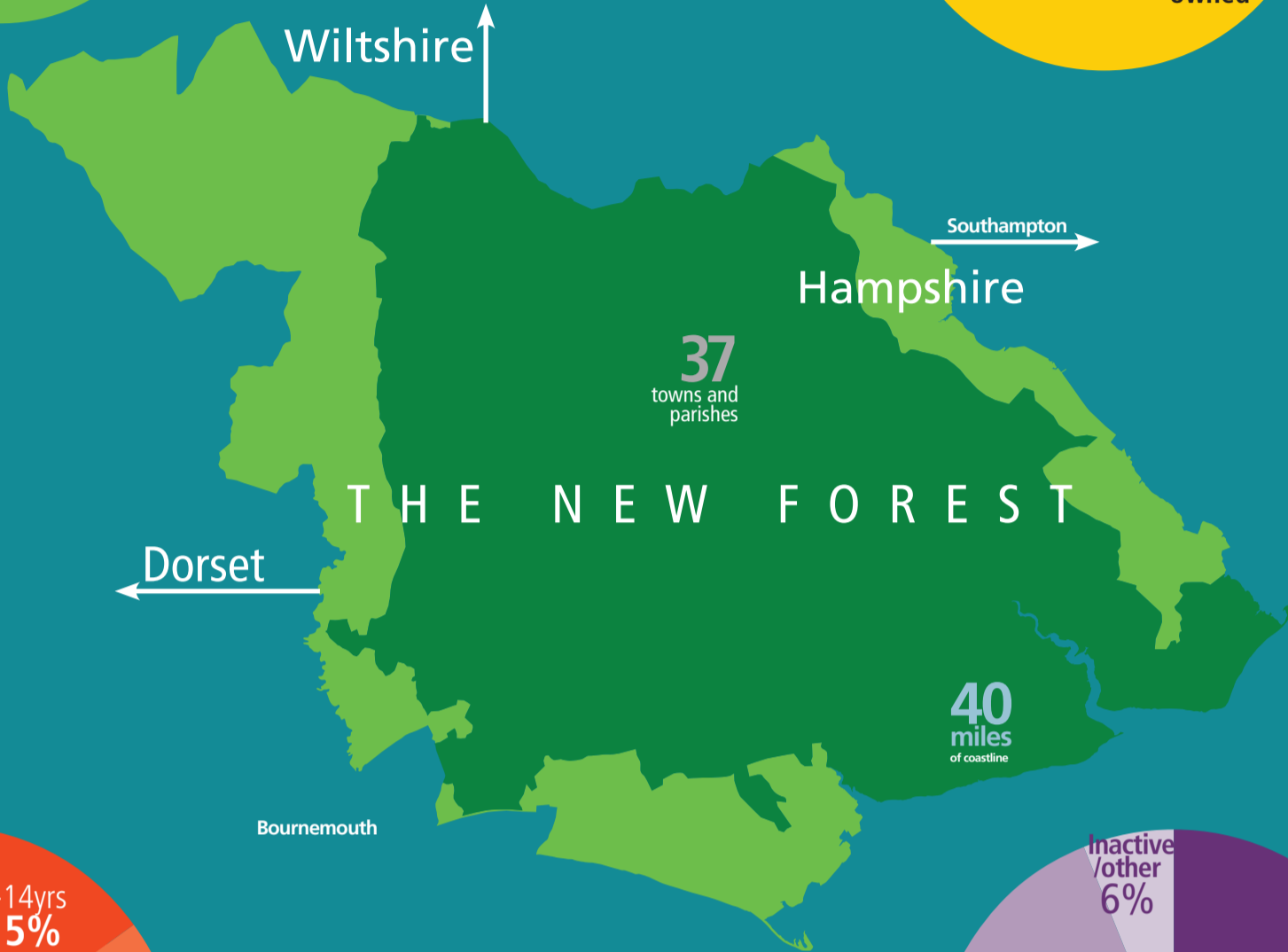
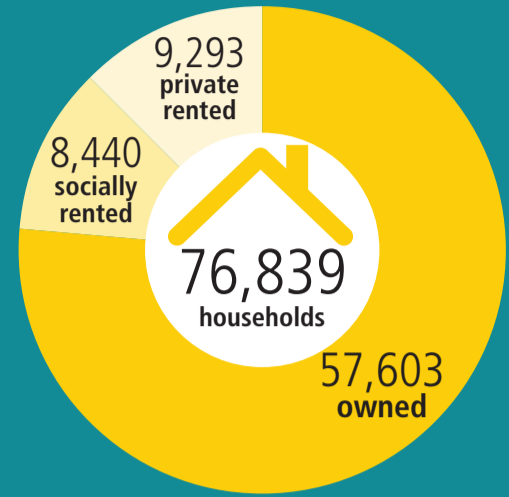
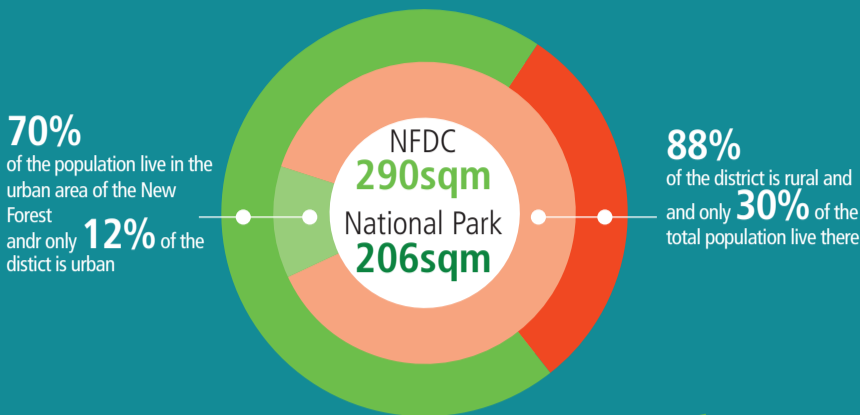
# Our corporate plan

2016 - 2020

New Forest District is a unique and special place, to live, work, visit, and enjoy

**DRAFT**

## OUR PLACE



## OUR PRIORITIES

### To secure a better future for the New Forest:

Delivering visible service outcomes valued by the community



Supporting local businesses to prosper for the benefit of the community



Enhancing outcomes through collaboration with other local organisations



Underpinned by effective and efficient management of our resources



## OUR VALUES

We will be **ambitious** in our desire to work for and with our local communities. We are **financially responsible** with the public funds made available to us and we will be **innovative** in how we improve outcomes for our community. We will be **collaborative** in our working, and are **proud** to work for and with others to represent the best interests of our unique and special place. We will be **open** in our approach and with our plans to deliver our aims and priorities.

You can read how we are delivering these aims in the Portfolio Delivery Plans [newforest.gov.uk](http://newforest.gov.uk)

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