

NOTICE OF MEETING

Meeting: CABINET

Date and Time: WEDNESDAY, 5 OCTOBER 2016, 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

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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 3 August 2016 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. MEDIUM TERM FINANCIAL PLAN 2016 ONWARDS (Pages 1 - 20)

To consider the development of the Medium Term Financial Plan for 2016 onwards and to consider the factors that will influence its delivery and that of the annual budget strategy 2017/18.

5. ASSESSMENT OF BRING BANKS IN THE DISTRICT (Pages 21 - 28)

To assess the distribution of bring banks for recycled materials across the District in the light of the increased availability of the kerbside collection of materials.

6. DELEGATION OF POWERS TO OFFICERS (Pages 29 - 30)

Following the recent significant changes to the Council's staffing structure, to update the Scheme of Delegation of Powers to Officers.

7. DATES OF MEETINGS

To agree the following dates for Cabinet meetings in 2017/18 (all Wednesdays at 10.00 a.m.).

7 June 2017

5 July 2017

2 August 2017

6 September 2017

4 October 2017

1 November 2016

6 December 2017

3 January 2018

7 February 2018

7 March 2018

4 April 2018

2 May 2018

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)

MEDIUM TERM FINANCIAL PLAN 2016 ONWARDS

1. PURPOSE OF REPORT

- 1.1 To consider the development of the Medium Term Financial Plan for 2016 onwards and to consider the factors that will influence its delivery and that of the annual budget strategy 2017/18.

2. BACKGROUND

- 2.1 Central Government's offer of guaranteed minimum funding levels has been accepted by the Council, giving increased certainty to the forecast budget position to the year 2019/20. The Council's efficiency plan will be published on the website before the deadline of 14 October.
- 2.2 The MTFP update brought to July Cabinet provided an initial forecast on the financial position of the Council to the year 2019/20. This updated paper now provides a more up-to-date view on that forecast.
- 2.3 In late November, the new Chancellor of the Exchequer will present the Autumn statement, his first, and the first since Brexit in June. Whilst he has abandoned his predecessors pledge to balance the books by the end of this parliament, no further details are available at this stage on what he is likely to announce.
- 2.4 By the end of this parliament, local government will be 100% funded by Business Rates, rather than the current 50% retention scheme and various grants. The intention is that the change will be fiscally neutral over the medium term period. The framework legislation will be released early 2017, with 'pilot' schemes taking place in the north of the country from April 2017. The main incentive under the scheme is that all growth is to be retained locally (at least until a reset takes place), rather than subjected to a levy. At present NFDC retains a relatively small proportion of the total collected, and so the key factor for NFDC will be how the redistribution formula is constructed.

3. LOCAL GOVERNMENT FINANCE SETTLEMENT

- 3.1 The bullet points below summarise the most relevant features of the 2017/18 Local Government Finance Settlement Technical Consultation Paper, issued by the DCLG in September 2016:
 - Broad confirmation of the policy on council tax increases, with 2% increase for Band D generally, a further 2% for social care precept, and 2% or £5, whichever is higher, for districts (like NFDC) and police and crime commissioners.
 - Potential to extend the referendum thresholds to the larger town and parish councils. Whilst this has been threatened in previous years, this time it looks like it is a genuine proposal.

- Confirmation that the change in yield caused by the 2017 revaluation will be financially neutral for individual local authorities. Any change in Non-Domestic Rating Income caused by revaluation will be offset by changes in top-ups and tariffs. It appears that there will be no further adjustment to the baseline to reflect the appeals on the 2017 rating list.
- The offer of the four-year settlement is reiterated, with the deadline of 14 October 2016. There are still unspecified threats to authorities who do not sign up (largely that there will be an annual settlement). The Government is expecting most authorities to sign up, and might add further grants to the four-year offer at the next settlement (although of course at that point it will be a three-year offer).

4. FUNDING ASSUMPTIONS OVER THE MEDIUM TERM

- 4.1 The anticipated reduction in grant funding over the next 3 year period amounts to £3.051m (37% reduction from 2016/17).
- 4.2 There is still a level of uncertainty around these funding assumptions, as we bear in mind that the Country has a new Prime Minister and a new Cabinet since our last detailed finance settlement was released.
- 4.3 If Council tax increases over the period are assumed at £5 per band D property, this decreases the reduction in the Council's overall funding to £1.898m (10% overall reduction in the Council's funding). **Appendix 1** provides the breakdown of these funding assumptions.

5. BUDGET ASSUMPTIONS OVER THE MEDIUM TERM

- 5.1 Increases in costs due to Pay & Price increases over the period are estimated to amount to £2.438m. The assumptions include:
- 1% Pay award for all employees
 - Contractual increments
 - Pension increase cost in line with advice received from HCC
 - Implementation of the National Living Wage
 - Apprentice Levy from April 2017
 - Fuel and energy cost increases
- 5.2 The Budget Stabilisation Strategy issued each of the 17 Service Managers with a 3 year savings target equivalent to their proportion of the £2.438m increase in costs. Other savings are also expected to materialise over the period, resulting in total forecast savings of £3.635m. The assumptions making up this total include:
- Budget Stabilisation Strategy
 - Service Management Led Reviews
 - Town and Parish grant payment reduction
 - A reduction in Asset Maintenance / Equipment Resources
 - Reinstatement of Beach Hut Income
 - Additional Senior Management Review Savings (as reported in 16/17)

- Ongoing Savings from Previous Years (as reported in 16/17)

- 5.3 New Budget Requirements for 2017/18 include a reduction in licencing income due to the nature of the income collection (5 yearly licence), and an initial forecast reduction in interest earnings, as a direct result of the reduction in base rate to 0.25% in August 2016 (had been 0.5% since March 2009). A reduction in earnings of £200k has been allowed for in 2017/18, with an improvement of £50k built in to each of the following 2 financial years.
- 5.4 As shown by **Appendix 2**, the summary position, taking into account all funding and budget assumptions as highlighted in this report, result in a balanced budget for 2017/18, a deficit for 2018/19 of £622k, increasing by £225k to a cumulative £847k deficit in 2019/20.

6. OPTIONS FOR DELIVERING FINANCIAL SAVINGS

- 6.1 There are currently a number of service reviews underway, outside of the scope of the Budget Stabilisation Strategy, with the intention that the outcomes will close the remaining budget deficit over the 3 year period. The reviews currently underway include:
- Building Control
 - Tourism Service
 - Waste & Recycling
 - Health & Leisure Centres
 - Enforcement Activity
 - Building Works
 - Transportation
 - Accommodation

7. DRAFT RESOURCE PLANS

- 7.1 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 3-8**.
- 7.2 The Budget Task & Finish Group will review these plans and feedback their comments and observations to Cabinet.

8. ASSET MAINTENANCE AND REPLACEMENT

- 8.1 The 2016/17 budget for Asset Maintenance and Replacement includes £2.5m within the revenue funded budgets, and a contribution of £392k from reserves. The proposed make-up of the balanced 2017/18 budget includes £2.8m for the Asset Maintenance and Replacement Programme from revenue, reducing to £2.3m in 2018/19. It is unlikely therefore that reserves will be needed in 2017/18, but are likely to be called upon in 2018/19 in order to fund specific projects.

8.2 Officers are currently putting together a programme within the parameters as set out above, to be agreed by Executive Management Team. A summary of the programme will be included in the next MTFP, with the intention of gaining approval for works to start on specifications and tendering. This will improve the likelihood of the programme being delivered in the correct financial year enabling the Council to plan its funding requirements and delivery programme more accurately.

9. CRIME AND DISORDER / EQUALITY AND DIVERSITY / ENVIRONMENTAL IMPLICATIONS

9.1 There are no direct implications as a result of this report.

10. PORTFOLIO HOLDER COMMENTS

10.1 Whilst we continue to look to identify future efficiencies this Council remains in a strong economic position.

11. RECOMMENDED

11.1 The Cabinet are asked to recommend to the Council that the actions and development of plans for options to support the Medium Term Financial Plan, as set out in the report, be supported.

For Further Information Please Contact:

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E-mail: Alan.Bethune@nfdc.gov.uk

Background Papers:

None

MEDIUM TERM FINANCIAL PLAN OCTOBER 16

FUNDING

	2016/17 £'000's	2017/18 £'000's	2018/19 £'000's	2019/20 £'000's
Business Rates Beseline	3,658	3,730	3,840	3,963
Business Rates Tariff Adjustment				-612
Revenue Support Grant	1,765	724	92	
Settlement Funding Assessment	5,423	4,454	3,932	3,351
New Homes Bonus	2,204	2,216	1,393	1,336
Transition Grant	111	111		
Total Grant	7,738	6,781	5,325	4,687
Business Rates Surplus	600	600	600	600
Total Resources	8,338	7,381	5,925	5,287
Cumulative Reduction %age reduction		957 11%	2,413 29%	3,051 37%
Council Tax Starting Point	11,168	11,168	11,550	11,935
Base Line Adjustment		33	33	33
£5 per annum increase		349	351	353
	11,168	11,550	11,935	12,321
Total Funding Available	19,506	18,931	17,860	17,608
Cumulative Reduction %age reduction		575 3%	1,646 8%	1,898 10%

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MEDIUM TERM FINANCIAL PLAN OCTOBER 16

SUMMARY OF ESTIMATED BUDGET MOVEMENTS

	2017/18 £'000's	2018/19 £'000's	2019/20 £'000's
Budget Requirement 2016/17	19,506	19,506	19,506
Pay & Price Increases			
Pay Award (1%)	245	245	250
Increments	174	176	178
Pension Contributions	110	110	110
National Living Wage		250	100
Apprentice Levy	125		
Prices (Utilities, Fuel & Maint.)	120	120	125
	774	901	763
Cumulative Pay & Price Increases	774	1,675	2,438
Ongoing Savings Analysis			
Budget Stabilisation Strategy	-1,373	-600	-540
Service Management Reviews		-200	-200
Town & Parish Council Grant	-100		
Asset / Equipment Resources	300	-500	
Beach Hut Income	-44		
Senior Management Review	-78		
Ongoing Savings from previous years	-300		
	-1,595	-1,300	-740
Cumulative Savings	-1,595	-2,895	-3,635
New Budget Requirements			
Cyclical Licencing Income	46		
Interest Earnings Reduction (base rate decrease)	200	-50	-50
	246	-50	-50
Cumulative Requirements	246	196	146
Budget Requirement	18,931	18,482	18,455
Total Funding Available (Appendix 1)	18,931	17,860	17,608
Estimated Cumulative Surplus / Shortfall (-)	0	-622	-847
Reserves Supporting the MTFP			
General Fund Balance	3,000	3,000	3,000

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Leader's Portfolio Oct 2016

Priorities of the Portfolio

- Helping local business grow
- Service outcomes for the community
- Living within our means
- Working with others to achieve more

Performance

'Our corporate plan' has been introduced setting out a clear statement of intent that is both direct and easy to understand. It is supported by a delivery plan which sets out in more detail the context of the main issues the plan aims to address and key delivery actions for 2016/17 which will contribute to the delivery of the plan.

Changes to senior management have contributed to an additional annual saving of £400k and resulted in the reduction in the total number of full time equivalents by a further 25 this year. The Chief Executive is supported by a new streamlined management structure of Executive Heads and Service Managers.

Devolution discussions have been ongoing throughout the year. The Council in responding to the three consultations from Solent, Heart of Hampshire and Dorset, is looking to ensure the wider interests of the New Forest Community are at the forefront of any decision.

Working with the New Forest Business Partnership the business expo was even more successful with 80 local companies showcasing their products and services and 24 businesses celebrated their success at the tenth brilliance in business awards.

A new internal Emergency Response plan, in line with legislative requirements has been published.

Challenges

In 2016 the Council's overall budget spending will have reduced by 15.8% since 2010 due to central government austerity measures. Over the next four years the government has indicated a level of central funding that will require a further 11.7% reduction in the budget from that in 2016. Any future plan must address this major challenge.

The delivery plan has identified a number of service reviews that each portfolio holder will be reviewing in key areas of budget spend and activity with the emphasis on reducing budget expenditure. The focus will remain on ensuring key frontline services to the community are prioritised (living within our means and working with others to achieve more).

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 and the area of the New Forest.

The highest risk identified for the Portfolio is that economic conditions limit growth and employment in the district and local businesses fail to prosper. Attempts will be made to mitigate against this risk by reviewing the best way to support local businesses in the future and continuing to work with relevant Local Enterprise Partnerships (LEPs) to the benefit of businesses in the District.

A review is also underway as to how the Council can best support the tourism sector taking account of changes to the way that visitors obtain information, the ways in which the destination can be best promoted and future funding restrictions on the role the Council should play. This will involve close liaison with the tourism sector to determine how best the service can be delivered.

The new apprenticeship levy will be introduced in May 2017 which will provide an opportunity to increase the number of apprentices across the council and apprenticeship places across the district.

There is continuing pressure on employment costs arising from an increase in National Insurance payments and national living wage implementation.

Corporate Requirements

- Undertake reviews and key activities as identified in the corporate plan (delivery plan) to improve services for our customers and meet the budget shortfall, including an increased focus on collaborative working.

Key Activities

- Review with partners, including the New Forest Business Partnership, the best way to support local businesses in the future together with pursuing its engagement with LEPs
- Review with partners, the support which the Council can give to the promotion of tourism in the area
- Review of pay and reward to determine a fit for purpose pay & reward strategy related to performance and productivity
- Support enhanced Broadband coverage in the New Forest

Supporting Information

In support of this plan the following documents are available:

- 1) The Portfolio's Performance Scorecard
- 2) Summary of Net Portfolio Spend

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Finance & Efficiency Oct 2016

Priorities of the Portfolio

- Service outcomes for the community
- Living within our means
- Working with others to achieve more

Performance

The council continues to respond to reductions in grant funding. In 2016 the Council's overall budget spending will have reduced by 15.8% since 2010 due to central government austerity measures. Over the next four years the government has indicated a level of central funding that will require a further 11.7% reduction in the budget from that in 2016.

The budget stabilisation strategy and service reviews identified are aimed at closing the remaining budget deficit over the 3 year period and form part of the council's efficiency plan required by government.

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 (98.79% at year-end) and non-domestic rates (99.26% at year-end). The council also administers Housing Benefit of over £40 million and processes new claims (14 days) and changes in circumstances (4 days) above the county and national average.

The Council continues to review its asset holdings. The former Cussens Day Centre site was sold at auction for £330,000 and 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. Part of the site has been sold subject to contract and the remainder is being actively marketed.

A review of the delivery model for procurement was undertaken during the year resulting in fundamental changes to the service and the implementation of a new procurement model for the Council which will result in additional savings.

The use of technology continues to be developed with the introduction of phase 1 of the contractor system going live in February 2016 enabling a more responsive approach to tenant repair requests and attendance. 83% of all requests have been dealt with within their priority at an average repair cost of £106.83 and a customer satisfaction rating of 97.9%. The new centre point software was also implemented to support more flexible working.

Challenges

Any future plan must address the major funding challenge.

The delivery plan has identified a number of service reviews that each portfolio holder will be reviewing in key areas of budget spend and activity with the emphasis on reducing budget expenditure. The focus

will remain on ensuring key frontline services to the community are prioritised (living within our means and working with others to achieve more).

Other challenges include the management and delivery of several welfare reforms and the impact on collection and administration. This includes Universal Credit, the Benefits Cap, and our Council Tax Reduction Scheme. Maintaining current service delivery with reduced funding and resources will be a challenge. Monitoring the impact of business rates growth, where opportunities are particularly limited in the New Forest, will need to be monitored.

Corporate Requirements

- Undertake reviews and key activities as identified in the corporate plan (delivery plan) to improve services for our customers and meet the budget shortfall, including an increased focus on collaborative working.

Key Activities

- Delivery of required savings to meet funding shortfall through the council's efficiency plan and medium term financial plan
- Customer services review in response to customer increasing expectations for digital delivery and to reduce demand and enhance the customer experience through process redesign
- Digital services review to ensure the right technology is available to support corporate and service objectives underpinned by a new ICT strategy
- Building works review to ensure the existing model of delivery maximises outcomes for the council and customers, including optimising revenue potential and ensuring efficiency and effectiveness of the service
- Continue to prepare for the implementation of Universal Credit and deliver the Benefits Cap and related welfare reforms to Housing Benefit, including working with those affected and partner organisations
- Delivery of the 2017 Business Rate revaluation and transitional relief scheme and extension of the local rate retention scheme
- Automate direct debit collection for Sundry Debtors and implement E-billing for Business Rate customers
- Fully implement new procurement model

Supporting Information

In support of this plan the following documents are available:

- 1) The Portfolio's Performance Scorecard
- 2) Summary of Net Portfolio Spend

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Housing & Communities Oct 2016

Priorities of the Portfolio

- More homes for local people
- Service outcomes for the community
- Living within our means
- Working with others to achieve more

Performance

The implementation of our new acquisition & development programme continues to progress with 32 properties purchased during 2015/16, bringing the total to 135 over the last 4 years. The development of 21 new homes on the North Milton estate has also started and is due for completion in 2017. Right to buy sales continue to be high, with sales of 26 during 2015/16.

Housing continues to work with our partner housing associations to provide additional affordable homes and 31 new homes were provided during 2015/16 which is an increase from last year. The number of properties under the private sector leasing scheme continues to be above the 100 target.

208 grants/loans were provided for disabled households to remain independent within their own homes, this is above the original target set.

The number of applicants on the Homesearch register continues to be reviewed and has reduced from 4287 to 3883 during the year. The number of households in temporary accommodation has increased to 395 at the end of the year but the households in bed & breakfast has reduced from 22 to 17 during the year.

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 has been achieved despite the ongoing changes to welfare reform.

Close to 99% of our council-owned housing stock continues to meet the decent home standard, which ensures our properties meet a statutory minimum standard of repair.

Appletree Careline has successfully achieved accreditation with the industry regulator (TSA) demonstrating high performance on call response times, alarm equipment repairs and user satisfaction. Development of the service has also seen the introduction of a new Careline wristband that provides added safety outside of the home and increased promotion of the service to grow the customer base. Additionally the functionality of the community alarms system is being explored to enhance the safety arrangements for employees and negate the need for a specialist lone working system.

Between April and July 2016 355 crime related incidents were recorded by the CCTV team, 23 of which led to directed arrests on camera. The Police continue to view this service as a valuable deterrent for preventing crime and a very useful tool for assisting officers in tackling live incidents.

Incidents of anti-social behaviour have reduced by 2.9% across the New Forest, year on year. The Safer New Forest Partnership continues to address this, working together to maintain the reduction. The council is also taking the lead on raising awareness of domestic abuse; launching a media campaign, aimed at male and female victims, to include framed posters in 186 public conveniences, banners on refuse lorries and banner information on the Partnership website signposting available support.

Additionally we are now in phase 2 of the supporting families programme and on target to work with 111 families in the New Forest area.

Challenges

In 2016 the council's overall budget spending will have reduced by 15.8% since 2010 due to central government austerity measures. Over the next four years the government has indicated a level of central funding that will require a further 11.7% reduction in the budget from that in 2016. Any future plan must address this major challenge.

The delivery plan has identified a number of service reviews that each portfolio holder will be reviewing in key areas of budget spend and activity with the emphasis on reducing budget expenditure. The focus will remain on ensuring key frontline services to the community are prioritised (living within our means and working with others to achieve more).

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 and maintaining a private sector leasing portfolio with the continuous change in the local housing market and benefit levels.

Other challenges include the implementation of new housing legislation e.g. pay to stay and sales of high value assets, especially with legislation yet to be communicated, and reductions in rents (1% each year until 19/20), as well as welfare reforms which impact on rent collection. Funding for our own council housing stock as well as grant reduction impacting across the service will require managing.

Welfare issues of 'supporting people' and 'better care' will need to be kept under review as will the need to responding to the 'community trigger' for nuisance complaints and the effect this will have on the service.

Corporate Requirements

- Undertake reviews and key activities as identified in the corporate plan (delivery plan) to improve services for our customers and meet the budget shortfall, including an increased focus on collaborative working.

Key Activities

- Seek to maximise opportunities for the delivery of affordable housing for local people through the planning process, with inclusion of appropriate policies in the local plan review 2016-2036
- Implement self-service functionality for tenants within the housing ICT systems
- Start the re-modelling of former sheltered housing schemes to increase housing capacity and undertake on-going refurbishments to the retained older persons' schemes
- Completion of 21 new homes on North Milton estate and provide a strategy for the future development and acquisition of new council housing stock.
- Maintain a supply of private sector leasing properties and bring in line with the management of our own housing stock.
- Complete major works programme to ensure decent home levels are maintained within our council housing stock.
- Delivery of pay to stay and the associated impact, including reviewing the allocations policy
- Review of service charges to reflect changes to provision and investment.
- Review the process for dealing with rent arrears and the proactive approach to arrears prevention in light of welfare reforms
- Consideration of new legislative tools for tenancy management and full review of the process and procedures for fixed term tenancies
- Undertake a review of our garage tenancy process and procedures
- Increase engagement and participation with tenants and stakeholders, including consultation for variation on tenancy conditions

Supporting Information

In support of this plan the following documents are available:

- 1) [The Portfolio's Performance Scorecard](#)
- 2) [Summary of Net Portfolio Spend](#)

Health & Leisure Oct 2016

Priorities of the Portfolio

- Service outcomes for the community
- Living within our means
- Working with others to achieve more

Performance

The Health & Leisure centres continue to perform well. In terms of participation, visits to the Centres continue to increase with approximately 1.65 million each year. The district also performs well in the Sport England Active people survey (36.2% of 14 years plus participating once a week) and in 12 months to September 2016 there has been a 5.3% increase in memberships taken out by young people (8-17)

The Council has continued to invest in improvements to the centres and over the last 3 years has seen new gym equipment and gym refurbishments at 4 centres, new free weights areas at 2 centres, enhanced car parking, and improvements to changing rooms and reception areas. In the same period this has resulted in a 9.2 % increase in demand for memberships, and a 7.8 % increase in children learning to swim.

Across the portfolio great strides are being made to improve customer service and access to information and services. The introduction of a bookings app in 2015 saw 10,000 bookings in the first month, and parents of children on the swim academy can now access a parent portal for progress updates, and self-serve when children are ready to progress to the next stage. Very recently membership and swim academy inquiries have been centralised to improve access to knowledgeable staff, and the service now offers 'webchat' and on line inquiry and cancellation forms.

The Public Health Partnership is strong in the district and the Portfolio plays a pivotal role in promoting physical activity, and also supports the broader work of Public health partners in areas like dementia awareness and mental health in young people.

Challenges

In 2016 the Council's overall budget spending will have reduced by 15.8% since 2010 due to central government austerity measures. Over the next four years the government has indicated a level of central funding that will require a further 11.7% reduction in the budget from that in 2016. Any future plan must address this major challenge.

The delivery plan has identified a number of service reviews that each portfolio holder will be reviewing in key areas of budget spend and activity with the emphasis on reducing budget expenditure. The focus

will remain on ensuring key frontline services to the community are prioritised (living within our means and working with others to achieve more).

The highest risk identified for the portfolio is in meeting the health and wellbeing needs of our communities, in a way that is financially responsible and sustainable and the fundamental review will help identify the best delivery model to mitigate this for the future.

There is likely to be increased demand for leisure facilities over the next decade and investment, building capacity and business development will be a challenge given funding reductions.

An increasingly elderly population at risk of falls and social isolation, a need to tackle physical inactivity and areas of low household income and child poverty all present challenges for the portfolio in achieving its aims.

There are also challenges around implementation of the national living wage which will financially impact this portfolio more than most.

Corporate Requirements

- Undertake reviews and key activities as identified in the corporate plan (delivery plan) to improve services for our customers and meet the budget shortfall, including an increased focus on collaborative working.

Key Activities

- Fundamentally review and challenge of existing health & leisure arrangements to maximise outcomes for the council and the customer in the longer term
- Implement the Eling Tide Mill and Learning Centre project 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 Portfolio's Performance Scorecard
- 2) Summary of Net Portfolio Spend

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Resource Plan by Portfolio

Environment Oct 2016

Priorities of the Portfolio

- Service outcomes for the community
- Protecting the local character of the place
- Living within our means
- Working with others to achieve more

Performance

Performance of the service continues to be good and a MORI poll conducted in May 2016 has shown that NFDC has the highest satisfaction with the overall refuse and collection service throughout Hampshire.

Recycling tonnages has increased slightly to 30.5% (from 29.77% in 2014/15). It is likely that the continued waste reduction and recycling promotions has had a positive effect in this regard with over 70 events and the recycle right campaign encouraging households to reduce, reuse and recycle.

The participation in the kerbside glass collection is also slowly increasing with the quantity of glass collected from the kerbside now at 3,247 tonnes versus 1,642 tonnes at bring sites. It is expected that this amount will increase further with the implementation of the text messaging service from January 2017. The income per tonne for dry mixed recyclables and glass has also increased to £42 and £12 respectively.

Household waste tonnages have shown a slight increase, up from 512kg per household in 2014/15 to 516kg in 2015/16 per household. This small increase is due to a variety of external factors including an increasing population as well as confidence in the growing economy.

Delivery of the Milford on Sea beach hut replacement project is on track and building will commence in the Autumn 2016. Furthermore the Council was awarded a further 5 years DEFRA funding for the National Network of Regional Monitoring Programmes for England to 2021, achieved on the back of continued high level of service delivery by the Coastal team

The cemetery's service is on target to break even for the first time and planning permission is being sought for a new cemetery to help meet local demand.

The refurbishment programme of public conveniences is continuing with those at New Milton and Bath Road in Lymington being operational by April 2017.

All high risk food businesses have been inspected with 94% achieving a rating of 3 or above, 5 being the highest and the Totton air quality management area (AQMA) was revoked in July 2016 when the objective was successfully met.

Challenges

In 2016 the Council's overall budget spending will have reduced by 15.8% since 2010 due to central government austerity measures. Over the next four

years the government has indicated a level of central funding that will require a further 11.7% reduction in the budget from that in 2016. Any future plan must address this major challenge.

The delivery plan has identified a number of service reviews that each portfolio holder will be reviewing in key areas of budget spend and activity with the emphasis on reducing budget expenditure. The focus will remain on ensuring key frontline services to the community are prioritised (living within our means and working with others to achieve more).

The highest risk identified for the Portfolio is the continued protection of the natural beauty of the coastline and safeguarding local residents. There is a need to establish a partnership funding model that enables the future delivery of major coast protection capital schemes.

Other Portfolio challenges include the completion of the Milford Beach Hut reconstruction and the acquisition and planning permission for additional cemeteries land in order to satisfy the mandatory requirement to provide burial space. The outcome of the Food Standard Agency review on food safety delivery will also need to be kept under review.

Recruitment and retention of frontline staff, for both waste and transport is an ongoing concern. With the introduction of the Certificate in Professional Competence (CPC) for LGV drivers and a shortage of these particular drivers in the UK there is significant pressure to recruit and retain drivers.

Corporate Requirements

- Undertake reviews and key activities as identified in the corporate plan (delivery plan) to improve services for our customers and meet the budget shortfall, including an increased focus on collaborative working.

Key Activities

- Increase recycling rates through the introduction of text messaging service and through incentive schemes and recycling campaigns
- Delivery of the Milford beach hut replacement contract
- Review of waste and transportation service in response to the findings from the countywide review and explore opportunities for in cab technology
- To review all aspects of the delivery of Environmental Health functions (to include Environmental Protection and Commercial)
- Procurement of new ICT system for Keyhaven River, beach huts administration and coastal asset management

- Review of garden waste scheme to increase uptake and improve processes to deliver operational savings
- Identify land and obtain planning permission for additional cemetery space in the district
- Implement software to help manage open spaces

Supporting Information

In support of this plan the following documents are available:

- 1) [The Portfolio's Performance Scorecard](#)
- 2) [Summary of Net Portfolio Spend](#)

Planning & Transportation Oct 2016

Priorities of the Portfolio

- Protecting the local character of the place
- Living within our means
- Working with others to achieve more

Performance

Progress on Local Plan preparation achieved in line with the timetable set in the Local Development Scheme with public consultation on a draft plan taking place between July and September 2016.

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, the percentage of appeals allowed is low and income targets are currently being exceeded. There was a marginal increase in applications up from 592 in the first eight months of 2015 to 623 for the same period this year.

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.

Car parking income has continued to rise. The procurement of 73 new pay and display has taken place and it is anticipated that all machines will be installed by end of Dec 2016. The intention is that solar powered machines will be installed wherever possible reducing the use of mains electricity and the machines will be remotely monitored to provide better maintenance, better data for ticket sales and the management of cash collections. Initially thirteen of the seventy three machines will be able to accept card payments either through chip and pin or contactless.

Challenges

In 2016 the Council's overall budget spending will have reduced by 15.8% since 2010 due to central government austerity measures. Over the next four years the government has indicated a level of central funding that will require a further 11.7% reduction in the budget from that in 2016. Any future plan must address this major challenge.

The delivery plan has identified a number of service reviews that each portfolio holder will be reviewing in key areas of budget spend and activity with the emphasis on reducing budget expenditure. The focus will remain on ensuring key frontline services to the community are prioritised (living within our means and working with others to achieve more).

National Planning Policy Framework 2012 (NPPF) and its requirement for 'objectively assessed needs' to be addressed will require a significant increase in house building in the District. Meeting these housing needs in an area with significant environmental constraints and Green Belt is particularly challenging.

Continuing changes to national planning policy and to the planning system introduced by the government,

many of which have resource implications for Local Planning Authorities, make it difficult to plan resource needs effectively.

There will be a need to respond in the future to increasing demands to support the Neighbourhood Development Plan process. There are currently five designated Neighbourhood Plan Areas in the District.

In general the workload of the planning service will increase significantly in connection with the need to deliver much higher levels of growth within the area and in particular major growth areas. The Planning Service is currently resourced to deal with much smaller levels of development and there will be additional demand for pre-application work, applications and appeals.

The ability to recruit and retain a sufficient number of suitably qualified and experienced staff to carry out a range of complex functions remains a serious concern.

There is a significant challenge to the viability of the Traffic Management Agency provided on behalf of Hampshire County Council. HCC have decided to significantly reduce future funding and the scope of the service to be provided through the Agency from 2017 onwards.

Corporate Requirements

- Undertake reviews and key activities as identified in the corporate plan (delivery plan) to improve services for our customers and meet the budget shortfall, including an increased focus on collaborative working.

Key Activities

- Submission of the Local Plan (Part 1- Planning Strategy) for public examination by end 2017
- Review of whether NFDC wish to continue to provide a Traffic Management Agency on behalf of HCC with its significantly reduced funding levels.
- Service delivery review of the Building Control service to consider the sustainability of the existing arrangements and assess alternatives such as multi-authority joint service provision or a joint (arm's length) local authority trading company
- Review development control operations and implement actions identified to streamline processes
- Continue to achieve development control timescale and financial targets.
- Responding to changes in provision of land charges and the associated transfer of land charges data to land registry
- Installation of replacement parking machines.

Supporting Information

In support of this plan the following documents are available:

- 1) The Portfolio's Performance Scorecard
- 2) Summary of Net Portfolio Spend

ASSESSMENT OF BRING BANKS IN THE DISTRICT

1. PURPOSE OF REPORT

- 1.1 To assess the coverage of recycling bring banks in the District in response to the full roll-out of the kerbside glass collection scheme.

2. BACKGROUND

- 2.1 There are currently 106 public bring sites across the New Forest which collect the same Dry Mixed Recyclable (DMR) materials (paper, card, plastic bottles, metal tins/cans and glass bottles/jars) as the kerbside service. These banks have historically been used by residents to recycle additional materials at peak times i.e. Christmas or where the material was not collected from the kerbside in the past i.e. glass bottles and jars. The plan of existing sites can be located in **Appendix 1**.
- 2.2 Historically, the bring sites were located across the District as some of these materials i.e. glass bottles and jars, were not accepted for collection at the kerbside. The bring sites were mainly sited in laybys; car parks; supermarkets and a number are situated in local businesses where the public have access.
- 2.3 As part of the ongoing recycling service improvements, a bid was submitted to the Government in 2012 to fund the district-wide kerbside collection of glass bottles and jars. This was successful and this service was rolled out in July 2013. As a result of this, there is now 100% coverage of all glass and DMR collections from all properties in the District.
- 2.4 Comprehensive analysis of the current glass recycling habits has been undertaken to inform this work. This shows that the bring bank sites account for approximately 35% (1,810 tonnes) of the collected glass tonnage, with the remaining 65% (3,550 tonnes) being collected by the dedicated kerbside collection vehicles.
- 2.5 Furthermore, the assessment has shown that two of the existing kerbside glass and DMR collection vehicles have spare capacity and this needs to be balanced to improve the efficiencies of these vehicles.
- 2.6 In terms of the analysis of the DMR element, it is well known that, globally, paper usage is in decline and this is primarily due to the use of smart technology which has replaced paper based media such as newspapers and magazines. Unfortunately this global decrease has resulted in the closure of two UK based paper re-processors this year.
- 2.7 It is evident, through the analysis undertaken, that the collected paper tonnage in the District is reducing. For instance in 2011/12 nearly 792 tonnes of paper was collected for recycling whereas in 2015/16 nearly 514 tonnes of paper was collected which equates to a 35% decrease.

YEAR	TONNAGE COLLECTED FROM PAPER BANKS
2011/12	791.5
2012/13	766.64
2013/14	687.01
2014/15	667.54
2015/16	513.5

- 2.8 Currently there are two full-time bring bank vehicles and crews which are dedicated to the collection of individual material streams (one vehicle for the collection of bring bank glass and one vehicle for the collection of bring bank paper, cans and plastic bottles).
- 2.9 As part of the bid to introduce the kerbside glass collection scheme, savings of approximately £140k were identified through the removal of the majority of recycling banks.

3. PROPOSED ARRANGEMENTS

- 3.1 Due to the fact the majority of DMR and glass is being collected at the kerbside and there is capacity to accommodate the majority of the remaining tonnage on existing vehicles, the number of public bring sites needs to be reviewed. Through the assessment, it has been determined that these sites could be reduced through a phased approach from 106 to 20 so that the implemented changes are introduced effectively while still providing an outlet for additional recycling for residents. The proposed plan of reduced sites is located in **Appendix 2**. These 20 sites have been selected in areas of high demand, which includes seasonal events such as the Christmas period.

It is anticipated the following plan is implemented in order to achieve this outcome:

Month	Action
October 2016	Undertake publicity campaign to notify residents of the intention of removing the identified sites. This will be in situ for approximately 16 weeks
February/March 2017	Commence removal of approximately 86 sites

- 3.2 As noted in paragraph 2.2, there are a number of bring bank sites which are located on business premises where the public have access. If the business wanted this service to remain then this would be accommodated via the existing trade waste and recycling collection service.
- 3.3 It is intended that the paper and cardboard banks at the remaining bring sites are rebranded to accept the same materials as the clear sacks (paper, cardboard, tins, cans, aerosols and plastic bottles) and this will ensure continuity with the kerbside service.
- 3.4 As shredded paper cannot be accepted through the MRF, it is a requirement of this proposal that the guidance to residents will change to reflect the need to put shredded paper into the black sack for energy recovery or to compost it at home. The website

will be heavily used to communicate the changes and to encourage residents to recycle more.

- 3.5 The remaining banks will be serviced by a combination of existing kerbside recycling teams and one dedicated bring bank vehicle. The collected material will be delivered to a Hampshire Material Recovery Facility (MRF).
- 3.6 The existing kerbside glass teams will take on more of the public bring bank and any trade sites. However due to the volumes of glass, some public bring bank and trade glass banks will still need to be collected by a dedicated bring bank vehicle and crew as there is not enough capacity on the existing kerbside teams to collect all of the material.
- 3.7 It is expected that a driver and loader with a dedicated vehicle will spend two days per week collecting from glass bring banks and three days per week collecting from the mixed recycling bring banks to resource the proposed changes.
- 3.8 It is envisaged that the bring bank team will use the spare glass vehicle to undertake the glass collections and a separate compaction vehicle to undertake the mixed recycling collections to avoid contamination.
- 3.9 Separately, options should be considered with regards to the potential for the siting of Waste Electrical and Electronic Equipment (WEEE) banks for small appliances at some bring sites. This will assist residents to recycle these items rather than them going for disposal. Furthermore, it is suggested that a working group should be constituted to review future options with respect to the privately operated textile bank collection bins on these sites.

4. CONCLUSIONS

- 4.1 The running of two services (bring banks and kerbside) which collect the same materials but with different infrastructure is simply inefficient both operationally and financially. It has been calculated through this work that one vehicle and associated crew of 2 could be saved by the removal of the majority of the bring bank sites. With regards to the reduction of these two positions, the driver of one bring bank vehicle will be retiring in October 2016 and there is a vacancy on the existing workforce which has been set aside for the loader. Therefore redundancies are not envisaged.
- 4.2 Furthermore, the introduction of kerbside glass collections has reduced the demand for public bring sites and the productivity of collecting in this manner has reduced since July 2013.
- 4.3 There is now a need to review the bring bank service by reallocating the remaining sites to existing kerbside collection vehicles. This will remove one vehicle and crew, however there is still a requirement for one dedicated bring bank team to remain. This approach would improve efficiencies and realise savings while still providing the collection of recyclables to all residents in the District.

5. FINANCIAL IMPLICATIONS

- 5.1 As detailed above, there is a requirement to realise savings as part of the original kerbside glass implementation bid and this is to be primarily achieved through the removal of one vehicle and the associated crew.

- 5.2 The proposed changes would result in the reduction of one driver and one loader post which would save in the region of £42k.
- 5.3 In addition, there would be a vehicle and fuel savings with the changes due to the reduction of two vehicle's work to one and this is expected to be in the region of £48k.
- 5.4 The changeover of sites from public to trade-only is likely to result in an increased trade waste income of approximately £25k.
- 5.5 There would be a loss of income (£26k) from the current reprocessing of the dedicated paper banks but this will be offset through the anticipated increased sale of recyclables (£20k) and fuel savings of approximately £4k. Furthermore a saving of £27k can be realised from the annual bring bank refurbishment budget.

Item	Saving
One collection vehicle (Maintenance, insurance, tyres, write down etc)	£35,000
Fuel usage whilst collecting material	£13,000
Fuel travelling to Poole	£4,000
Driver	£22,500
Driver (Retirement in October 2016– this post will not be replaced)	£19,500
Annual recycling bank refurbishment	£27,000
Total	£121,000
	Income
Sale of additional recycling material	£20,000
Additional trade waste income	£25,000
Sale of 300 x 1100-litre containers at £10 per bin (estimated)	£3,000
Total	£48,000
Loss of sale of paper at Poole	-£26,000
Estimated Grand total	£143,000

- 5.6 If it was determined at a later date that the recycling banks were to be reinstated for any reason then this would have to be done at significant cost, in the region of £382k and this is detailed as below:

Item	Revenue required
Maintenance, insurance, tyres etc	£35,000
Fuel usage	£13,000
Driver	£22,500
Loader	£19,500
Annual recycling bank refurbishment	£27,000
Sub Total	£117,000
	Capital Required
One collection vehicle	£160,000
Purchase of 1100 litre bins (300 bins at £350 per bin)	£105,000
Sub Total	£265,000
Total	£382,000

6. ENVIRONMENTAL IMPLICATIONS

- 6.1 As noted above, in order to implement this scheme, shredded paper will need to be diverted from recycling to either the black bin sack (energy from waste) or home composting. It is unknown how much shredded paper is put in the bring banks but the advance notices and publicity (including through social media and the website) will strongly encourage users to compost their shredded paper at home.
- 6.2 It is likely that air quality would benefit very slightly due to the reduction of one collection vehicle in the District.

7. CRIME & DISORDER IMPLICATIONS

- 7.1 Although the changes will be well publicised for a prolonged period of time, there may be an initial increase in fly-tipping resulting from the removal of public bring sites. However this will be regularly monitored and any dumped material will be removed. It is expected, in time, that the dumping of material will cease which is evident from other Local Authority experiences of implementing similar changes.

8. EQUALITY & DIVERSITY IMPLICATIONS

- 8.1 All residents in the District have access to kerbside refuse and recycling collections. The same materials collected at the Bring Banks are collected at the kerbside. Furthermore, approximately 20 public sites will remain to accommodate additional recycling if required.

9. ENVIRONMENT OVERVIEW AND SCRUTINY PANEL'S COMMENTS

- 9.1 The Panel will be discussing this issue at their meeting on 29 September and their views will be reported verbally at the meeting.

10. PORTFOLIO HOLDER'S COMMENTS

10.1 The Portfolio Holder's comments will be reported verbally at the meeting following the Environment Overview & Scrutiny Panel meeting held on 29 September.

11. RECOMMENDATIONS

- 11.1 That the number of public bring sites be reduced from over 100 to approximately 20 with glass, mixed recycling and textile banks available;
- 11.2 That the paper banks be refurbished and changed into mixed recycling banks that can accept the same materials as the clear sacks;
- 11.3 That a working group be established to look at the options for textile banks; and
- 11.4 That a trial collection of WEEE material from specific bring sites be undertaken

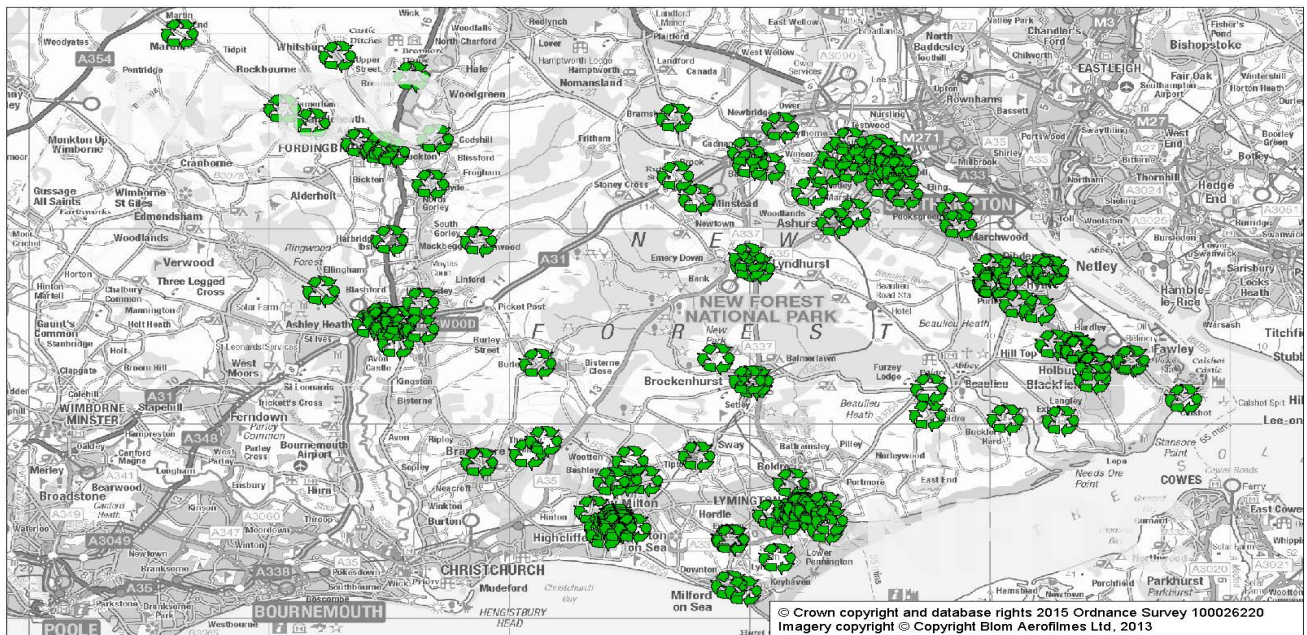
For further information contact:

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Background Papers:

None

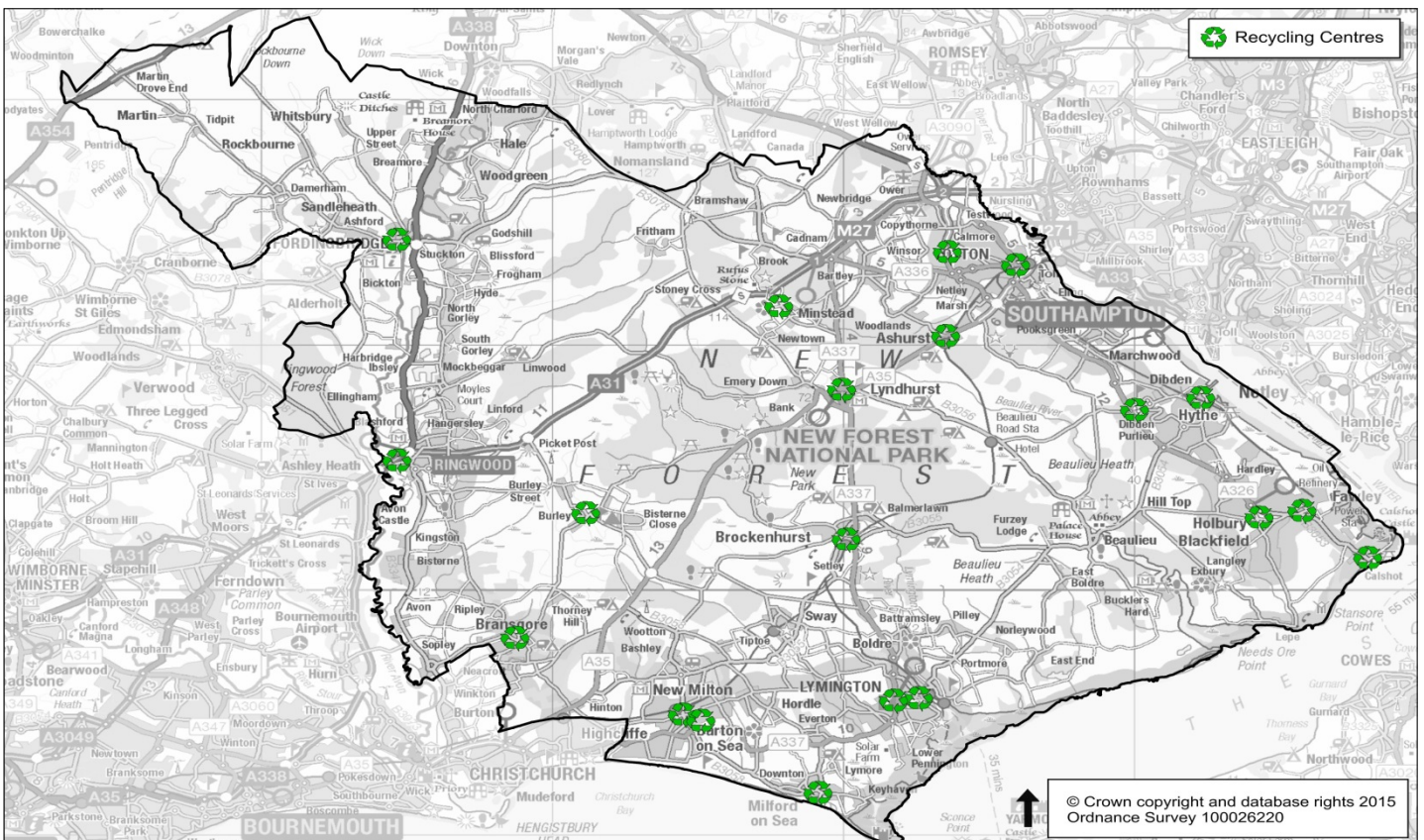
Appendix 1: Existing Bring Bank Locations:



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Imagery copyright © Copyright Blom Aerofilms Ltd, 2013

 New Forest DISTRICT COUNCIL	Title Current public recycling centres	Date 02/12/15	Scale 1:200000
	Tel: (023) 8028 5000 Fax: (023) 8028 5555 www.newforest.gov.uk		

Appendix 2: Proposed Bring Bank Locations:



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CABINET – 5 OCTOBER 2016
COUNCIL – 17 OCTOBER 2016

PORTFOLIO: ALL

DELEGATION OF POWERS TO OFFICERS

1. INTRODUCTION

1.1 The Council operates an extensive scheme of delegation of powers to officers to allow routine business to be completed in a timely and efficient manner. Following the recent changes to the management structure of the Council, in some cases involving the transfer of functions between service areas, it would be timely to reconfirm the current scheme, reflecting as many of the changes that have already taken place as possible.

1.2 In addition, to keep the published scheme as resilient as possible to changes of personnel, the opportunity has been taken, wherever possible, to appoint by post rather than by name; or to use another mechanism, such as delegating authority to Officers to appoint persons to act. This is particularly relevant where the appointee is drawn from an external organisation.

1.3 The review that has been undertaken highlighted that there had been one change in legislation that means a replacement delegation has to be put in place for Council P17. This is a “proper officer” appointment that must be made by the Council, and is set out in recommendation 4.2 below.

1.4 As the changes to the Scheme of Delegation of Powers are, with the exception of the proper officer appointment set out in the recommendations below, administrative in nature, merely updating the existing scheme, the entire document has not been appended to this report. It is quite a lengthy document. The document may be viewed by following the link below:

http://forestnet/media/4210/Delegations---Proposed/pdf/Delegations_Complete.pdf

1.5 The present updating of the scheme of delegation of powers does not affect any other authorisations, particularly in respect of individual projects, that are not specifically listed in the published scheme.

2. CRIME AND DISORDER, EQUALITY AND FINANCIAL IMPLICATIONS

2.1 The updating of the scheme of delegation of powers will maintain clarity in demonstrating that the Council’s Officers have authority to act and consequently the efficient delivery of all the Council’s services. There are no other implications arising directly from this report.

3. RECOMMENDED TO CABINET

3.1 That the updated scheme of delegation of powers to the officers that are the responsibility of the Cabinet, as set out, be agreed.

4. RECOMMENDED TO COUNCIL

4.1 That the updated scheme of delegation of powers to the officers, that are not the responsibility of the Cabinet, as set out, be agreed; and

4.2 That the following additional Proper Officer appointment be made:

Public Health (Control of Disease) Act 1984, S48 as amended by Health and Social Care Act 2008

To seek and Order from a Justice of the Peace for removal of a body to a mortuary and burial within a prescribed time or immediately

A Consultant in Communicable Disease Control or Health Protection employed by Public Health England South East

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Background Papers:

Published documents