

# NOTICE OF MEETING

**Meeting:** CABINET

**Date and Time:** WEDNESDAY, 5 SEPTEMBER 2018, AT 10.00 AM\*

**Place:** COUNCIL CHAMBER, APPLETREE COURT,  
LYNDHURST

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

**PUBLIC PARTICIPATION:**

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

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

**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 1 August 2018 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. FINANCIAL MONITORING REPORT (BASED ON PERFORMANCE APRIL TO JULY 2018 INCLUSIVE) (Pages 1 - 6)**

To receive an update on the 2018/19 General Fund, Capital and Housing Revenue Account budgets, adjusting for any initial budget changes required, including the addition of the rephased budgets from 2017/18.

**5. THE FUTURE MANAGEMENT OF THE PLANNING SERVICE (Pages 7 - 10)**

To consider the appointment of a Chief Planning Officer.

**6. OUTSIDE BODY APPOINTMENT**

To appoint Cllr Sevier as one of this Council's representatives on the New Forest National Park Authority, in the place of former Cllr Jackman.

To:

**Councillors**

Mrs D E Andrews  
J E Binns  
Mrs J L Cleary  
M R Harris

**Councillors**

E J Heron (Vice-Chairman)  
J D Heron  
Mrs A J Hoare  
B Rickman (Chairman)

CABINET– 5 SEPTEMBER 2018

PORTFOLIO: FINANCE, CORPORATE  
SERVICES & IMPROVEMENT / ALL

## FINANCIAL MONITORING REPORT (based on Performance April to July 2018 inclusive)

### 1. INTRODUCTION

- 1.1 This report provides an update on the 2018/19 General Fund, Capital and Housing Revenue Account budgets, adjusting for any initial budget changes required, including the addition of the rephased budgets from 2017/18.

### 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 support the ongoing development of the Medium Term Financial Plan (MTFP).

### 3. GENERAL FUND REVISED PROJECTION

- 3.1 A General Fund budget of **£17.243m** for 2018/19 was agreed by Council in February 2018.
- 3.2 Savings and additional income identified at this early stage total **£577k**, offset by new requirements of **£102k**. Rephasings into 2018/19 from 2017/18 total **£606k**, funded by earmarked reserves set up in 2017/18. These changes result in an updated General Fund budget of **£16.768m**. The table below provides an overview of the variations and full details are provided in sections 3.5 to 3.7.

Table 1	Para.	Savings £'000	New Req. £'000	Rephasing £'000	Total £'000
<b>Original Budget April 2018/19</b>					<b>17,243</b>
Portfolio Items	3.5	-550	102	140	-308
AMG / Asset Replacement	3.6	-27	0	359	332
Business Development / Third Party	3.7	0	0	107	107
		<b>-577</b>	<b>102</b>	<b>606</b>	<b>17,374</b>
Transfer from Reserves				-606	-606
<b>Updated Budget July 2018</b>					<b>16,768</b>

- 3.3 A net £448k (£550k - £102k) savings within the Portfolios may appear a large figure at such an early point in the financial year, however in considering the latest MTFP

budget forecast as presented to Cabinet in August, an allowance of £750k on-going savings from the 2017/18 outturn position has been assumed in order to assist the balancing of the 2019/20 budget. It is therefore reasonable that the majority of these on-going savings will also materialise in 2018/19.

- 3.4 Car Parking income is currently ahead of the year to date profile. Latest projections on the level of maintenance spend and equipment investment required in the year show that expenditure will exceed budget by around £80,000. The Cabinet is asked to approve that an additional £80,000 be made available for Car Park Maintenance and Equipment during 2018/19, but recognises that the forecast impact on the parking account as a whole is a net nil, as it is projected that additional income generated through clock sales and through meter income will offset this additional expenditure requirement.

### 3.5 PORTFOLIO ITEMS

#### **Savings; £550k**

- £130k – Vacancies within the Benefits team are not currently being filled as a result of the imminent roll out of Universal Credit. The on-going staffing requirement will be reviewed once the residual on-going workload is known (F,CS&I)
- £125k – Continuation of income performance and expenditure budget underspends from 2017/18 across the 5 Health & Leisure centres (L&W)
- £60k – Savings within the Streetscene budget, predominantly on staffing (ENV&REG)
- £60k – New burdens funding has been received from the DWP during the year in relation to benefits administration. It is envisaged that the majority of the increased requirements will be absorbed within the existing staffing establishment (F,CS&I)
- £40k – The original budget allows for costs to be incurred as a result of commercial property acquisitions. Any costs incurred during the year would be offset by the generation of new income, and so the expenditure budget is being reduced (LE,P&I)
- £30k – Reduced expenditure is anticipated on the locking up and maintenance of the Council's Public Conveniences (ENV&REG)
- £30k – Garden Waste Scheme income is expected to exceed the budget by £30k in 2018/19 (ENV&REG)
- £25k – it is anticipated that general savings across Development Control will amount to £25k (P&I)
- £50k – Other savings across the Portfolios total £50k (£19k F,CS&I, £16k LE,P&I £10k L&W and £5k ENV&REG)

#### **New Requirements; £102k**

- £67k – Additional costs of £17k are expected within the Land Charges budget as a result of revised charges from HCC, and income is anticipated to be lower than the annual budget by £50k based on the continuation of performance from 2017/18 and using Q1 as a forecast (P&I)
- £35k – It is anticipated that additional Open Space establishment posts, as previously approved by Cabinet, will cost £35k in 2018/19 (ENV&REG)

#### **Rephasings; £140k**

- £140k – Budget was rephased from 2017/18 to enable the annual top up of shingle on MoS beach to take place during April 2018 (ENV&REG)

### 3.6 ASSET MAINTENANCE & REPLACEMENT

#### **Savings; £27k**

- £27k – Expenditure required on the installation of Air Conditioning at Ringwood Gateway was less than originally estimated (F,CS&I)

#### **Rephasings; £359k**

Budgets rephased from 2017/18 and to be met from earmarked reserves are as follows:

	£
Coastal Steps Replacement	25,000
Ringwood Gateway Air con	58,000
HLC's all fire dampers checked	16,000
Ringwood HLC Various Works	81,000
ICT Protect and Maintain Frontline Services	100,000
ICT Wireless Connectivity	50,000
Minor V&P	29,400
	<b>359,400</b>

### 3.7 BUSINESS DEVELOPMENT/THIRD PARTY GRANTS

#### **Rephasings; £107k**

Budgets rephased from 2017/18 and to be met from earmarked reserves are as follows:

- £63k - Community Grants (L&W)
- £44k – New Milton Health & Leisure Centre Squash Court Conversion (L&W)

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

- 4.1 The Capital Programme agreed in February amounted to **£26.225m**. This is now increased to a revised capital budget of **£27.985m** to reflect rephasings of schemes from 2017/18 (**£1.760m**).

<b>Table 2</b>	<b>Savings £'000</b>	<b>New Req. £'000</b>	<b>Rephasing £'000 Para 4.2</b>	<b>Total £'000</b>
<b>Original Budget April 2018/19</b>				<b>26,225</b>
Public Sector Housing (HRA)			1,564	1,564
Other Services (General Fund)			196	196
<b>Updated Budget July 2018</b>	<b>0</b>	<b>0</b>	<b>1,760</b>	<b>27,985</b>

#### 4.2 Rephasings; £1.760m

Net capital schemes rephased from 2017/18 to 2018/19 totalled £1.760 million (detailed below).

	<b>£'000</b>	<b>£'000</b>
<b>Public Sector Housing:</b>		
· Compton & Sarum New Build	221	
· Stocklands New Build	34	
· Section 106 Acquisitions	1,309	
		<u>1,564</u>
<b>Environment:</b>		
· Procurement of Cemeteries Land	24	
· Beach Hut & Environmental Enhancements	20	
· Coast Protection Schemes	43	
· Hurst Spit	246	
		<u>333</u>
<b>Finance &amp; Efficiency:</b>		
· Vehicle & Plant Acquisitions		231
<b>Health &amp; Leisure:</b>		
· Eling Experience		-374
<b>Planning &amp; Transportation:</b>		
· Open Space Works	14	
· Transportation Works	-8	
		<u>6</u>
<b>TOTAL REPHASINGS BETWEEN 2017/18 AND 2018/19</b>		<u><u>1,760</u></u>

## 5. HOUSING REVENUE ACCOUNT

- 5.1 A break-even HRA budget for 2018/19 was agreed in February 2018. A variation of £250k is now being reported, as shown within table 3 and explained within the narrative at 5.2.

Table 3	Original Budget	New Variations (Para. 5.2)
	£'000	£'000
Income	27,667	
Revenue Maintenance	4,144	-250
Supervision & Management	5,391	
Rents, Rates, Taxes & Other Charges	38	
Provision for Bad Debt	150	
Capital Financing Costs	8,528	
Contribution to Capital	9,416	
	<b>27,667</b>	<b>-250</b>

- 5.2 Phase 2 of the Uniclass Contractor repairs system has changed the way the Council delivers cyclical maintenance works, and in particular gas repairs and inspections and electrical inspections. The anticipated scale of efficiencies that will be delivered in 2018/19 are in the region of £150k. In addition, £100k of cyclical decorating re-phasing has taken place on dwellings that remain in very good condition.

## 6. SMARTER WORKING

- 6.1 To fulfil the objectives and realise the benefits of Smarter Working, upfront investment is required. The approved Capital programme for 2018/19 set aside a sum to enable the Council to invest in design and feasibility, and included a caveat on the overall project funding that any expenditure beyond design and feasibility would first require Cabinet sign off.
- 6.2 The case for change will be presented to the Corporate Overview and Scrutiny Panel in September, and then onto Cabinet in October. The associated financial implications will be included on the relevant Financial Monitoring Report later on in the year and reflected through the developing MTFP.

## 7. CRIME AND DISORDER / EQUALITY AND DIVERSITY/ENVIRONMENTAL IMPLICATIONS

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

## **8. PORTFOLIO HOLDER COMMENTS**

- 8.1 This is an encouraging outturn at the end of our first quarter, however we should not underestimate the challenges facing this Council, as outlined in the Medium Term Financial Plan.

## **9. RECOMMENDATIONS**

- 9.1 It is recommended that Cabinet notes the latest budget forecasts of the General Fund (para 3.2), Capital (para 4.1) and HRA (para 5.1) and recommends Cabinet approve the new budget requirement at paragraph 3.4.

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

Alan Bethune  
Head of Finance (S151 Officer)  
Telephone: (023) 8028 5588  
E-mail: [alan.bethune@nfdc.gov.uk](mailto:alan.bethune@nfdc.gov.uk)

### **Background Papers:**

None



CABINET – 5 SEPTEMBER 2018

PORTFOLIO:  
PLANNING AND TRANSPORTATION

## THE FUTURE MANAGEMENT OF THE PLANNING SERVICE

### 1. INTRODUCTION

- 1.1 Following the departure of the Executive Head of Planning and Housing, the Executive Head of Governance and Regulation has undertaken an interim 'caretaker role' in terms of the management of the Planning Service for the last 9 months. It is now considered an opportune time to consider the future management arrangements of the Service.
- 1.2 Earlier this year, the Council proposed a jointly managed Planning Service with the National Park Authority (NPA). Having considered the matter, the NPA declined this approach.
- 1.3 This report recommends a way forward which is to recruit a Chief Planning Officer, with the necessary experience across both planning policy and development management, to lead and manage the Council's Planning Service.

### 2. BACKGROUND

- 2.1 The Council's Planning Service is an extremely important service. The newly approved Draft Local Plan proposes almost a three-fold increase in house delivery in our planning area (outside the NPA) over the next 20 years. Delivering such a large increase in housing will be a significant challenge in light of the considerable environmental constraints that exist in our District. There is a clear expectation that such development will enhance communities, with particular emphasis on good design and improved delivery of affordable housing.
- 2.2 The delivery of the Council's Planning Service cuts across all aspects of the Corporate Plan. It is crucial that the Council invests in its Planning Service to ensure that the challenges of the future are positively embraced. The Council needs a Planning Service that delivers high quality, sustainable and vibrant communities. Affordable Housing is a particular priority for our area. This requires a clear 'Plan-led' approach as well as ensuring that the leadership of the Planning Service has the necessary drive and robustness to deliver the Council's aspirations.
- 2.3 The Royal Town Planning Institute has long advocated that a Council's most senior planning officer should be in a senior position within an organisation with direct reporting lines to the Chief Executive. In a recent study, the Royal Town Planning Institute found that only 17% of Councils in the UK had a head of planning that was a member of the top management team. The Royal Town Planning Institute has warned against '*diluting the importance of this strategic corporate function that helps Councils tackle social, economic and environmental challenges*'. They consider that '*Planners should be at the heart of the corporate decision making*'. The Royal Town Planning Institute's Chief Executive says:-

*“Planning is a powerful lever to deliver almost all areas of focus within an authority’s corporate strategy. We urge more council chief executives and portfolio holders to recognise this and put in the right structure so that leaders can make major decisions – be they about education, health or social care - with full view and proper debate of their spatial dimensions, such as housing, transport, green spaces, energy and waste infrastructure.*

*“Amid the challenges of Brexit and tight resources, it is all the more important that councils ensure planners are at the heart of corporate decision-making so that their effectiveness to join the dots across complex spending decisions can be maximised.*

*“Our members tell us that councillors are more likely to respect planning advice from a senior officer from a chief executive’s team. All too often we see a lack of joined-thinking, with investment decisions being made without a holistic perspective that could give good growth outcomes.”*

### **3. PROPOSAL**

- 3.1 It is proposed that the Council recruits a Chief Planning Officer at a senior level comparable with the existing Executive Head posts. The new postholder will report directly to the Chief Executive and will manage the complete Planning Service - both planning policy and development management. The postholder will be expected to carry out a review of the whole planning service to ensure a fit for purpose Planning Service for the future. The postholder will operate at both a strategic and senior operational level and will get involved in all aspects of the day to day delivery of the planning service. In addition to working with Portfolio Holders and leading Councillors, the postholder will be required to play an active role in the management of the organisation and work closely with the Chief Executive and Executive Heads.

### **4. RECRUITMENT PROCESS**

- 4.1 In order to recruit a high calibre postholder, the recruitment process will be important. It is proposed that an external recruitment agency is used to bring forward suitable candidates. The Human Resources team will work closely with the Chief Executive to devise a recruitment process in order to select the best applicant.
- 4.2 It is proposed that recruitment starts in early September with an expectation that the role will be filled by January 2019.

### **5. FINANCIAL IMPLICATIONS**

- 5.1 The proposed salary band for the new Chief Planning Officer is between £74,725 and £79,157.
- 5.2 Following the departure of the previous Executive Head for Housing and Planning, a restructure took place within Housing, which utilised around 50% of the Executive Head resource budget. A sum of around £50,000 is therefore now required as a temporary increase in staffing budget. The new post holder will be given a clear objective of offsetting this additional cost through a management-led review to be conducted within the planning service.

## **6. PORTFOLIO HOLDERS' COMMENTS**

- 6.1 Planning and Transportation Portfolio Holder - While I remain disappointed that the New Forest National Park Authority did not see the potential benefits that would have arisen from a jointly managed Planning Service, bringing together a joint team with a shared ethos for the protection of this unique place against increasing development pressures, this opportunity is now lost for the foreseeable future. Over the last 9 months the Executive Head of Governance and Regulation, supported by the Service Managers and their exceptional teams, has ensured that the Draft Local Plan remains on course for submission for Examination and that the Development Management team begins the restructuring process required for it to manage the predicted significant increase in both volume and complexity of planning applications over the coming years. However, the challenge of meeting the housing and other development needs of the District with the imperative of protecting this unique place, and the benefit highlighted by the RTP1 of having a spatial planner both leading the service and providing strategic advice to the Executive Leadership team, make this an appropriate time to seek to appoint a new Chief Planning Officer. I support the recommendation set out within this report.
- 6.2 Leader of the Council – The Council is recognising the importance of having a robust and pro-active the planning service to meet the needs of the local community. Having carefully examined a range of options to meet the Council's objectives, we are now actively pursuing the recruitment of a dedicated Chief Planning Officer to move us forward as we meet the challenges posed by the developing Local Plan.

## **7. RECOMMENDATIONS**

- 7.1 That a Chief Planning Officer, as outlined above, is recruited to lead the Council's Planning Service.

### **For further information contact:**

Bob Jackson  
Chief Executive

Tel: 023 8028 5588

Email: [bob.jackson@nfdc.gov.uk](mailto:bob.jackson@nfdc.gov.uk)

### **Background Papers:**

None

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