

## NOTICE OF MEETING

**Meeting:** CABINET

**Date and Time:** WEDNESDAY, 6 NOVEMBER 2019, AT 10.00 AM\*

**Place:** COUNCIL CHAMBER - APPLETREE COURT, BEAULIEU ROAD, LYNDHURST, SO43 7PA

**Telephone enquiries to:** Lyndhurst (023) 8028 5000  
023 8028 5588 - ask for Matt Wisdom  
Email: [democratic@nfdc.gov.uk](mailto:democratic@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 2 October 2019 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. THE CORPORATE PLAN 2020-2024 - 'COMMUNITY MATTERS' (CONSULTATION DRAFT) (Pages 1 - 28)**

To consider the draft Corporate Plan 2020-2024 for consultation.

**5. MEDIUM TERM FINANCIAL PLAN 2019 ONWARDS (Pages 29 - 34)**

To consider the development of the Medium Term Financial Plan 2019 onwards and the factors that will influence its delivery and that of the annual budget strategy 2020/21.

**6. COMPULSORY PURCHASE AND OVERRIDING EASEMENTS POLICY (Pages 35 - 42)**

To consider the responses received on the consultation undertaken and to recommend to Full Council the adoption of the Policy.

To:

**Councillors**

Diane Andrews  
Jill Cleary  
Michael Harris  
Edward Heron (Vice-  
Chairman)

**Councillors**

Jeremy Heron  
Alison Hoare  
Barry Rickman (Chairman)  
Mark Steele

CABINET – 6 NOVEMBER 2019

PORTFOLIO: LEADER &  
CORPORATE AFFAIRS/ALL

## **THE CORPORATE PLAN 2020-2024 – ‘COMMUNITY MATTERS’ (CONSULTATION DRAFT)**

### **1. RECOMMENDATIONS**

- 1.1 That Cabinet approves the draft corporate plan 2020-2024, ‘Community Matters’ for consultation.

### **2. INTRODUCTION & PURPOSE**

- 2.1 Following the May 2019 elections, the Cabinet has now considered its strategic plan for the period of the administration, resulting in the production of a draft Corporate Plan for 2020 to 2024 entitled ‘Community Matters’ (Appendix).
- 2.2 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 the organisation to work towards the same vision, values and priorities.
- 2.3 It will be underpinned by a suitable and proportionate performance management framework that will detail the plans priorities and monitor its delivery.
- 2.4 This report proposes a draft plan for consultation before final approval of the plan by Cabinet in February 2020.

### **3. COMMUNITY MATTERS**

- 3.1 ‘Community Matters’ focuses on the challenges faced and it is these that have shaped the commitments and priorities within the plan. The plan is committed to tackling the accelerating impact of Climate Change, new approaches to providing more homes for local people, maintaining the unique and special qualities of the environment, improving health and wellbeing, and economic prosperity.
- 3.2 The vision of the plan is to secure a vibrant and prosperous New Forest, guided by the people we serve and working in partnership with others to enhance the quality of lives for all by:
- Understanding local needs and creating a balanced, healthy community who feel safe, supported and have access to services;
  - Protecting the special character of the New Forest and responding proactively to environmental challenges; and
  - Working with others to maintain a vibrant local economy that brings opportunities to the area.

- 3.3 The plan contains a clear statement of intent highlighting the underlying values of community, teamwork, integrity, services and ambition. These principles will be instilled within the organisation to support the plans objectives.
- 3.4 Alongside the commitments each Portfolio Holder has set out their priorities for the next four years underpinned by an action plan and achievement measures that will be monitored and refreshed annually to ensure delivery of the plan.

#### **4. CONSULTATION**

- 4.1 Subject to Cabinet approval the draft plan will go out for public consultation. This will involve publishing the plan on the council's website and inviting feedback, holding employee and member sessions on the plan, and consideration in January by the Overview and Scrutiny panels. Town & Parish councils will also be consulted on the plan.
- 4.2 Due consideration will be given to consultation feedback to ensure that the priorities and intended activities are right given the context of the challenges, before final approval by Cabinet in February 2020.

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

- 5.1 The corporate plan sits alongside the council's financial plans to ensure the resources are available and appropriately directed to deliver the plan. Its delivery will be supported by a proportionate performance management framework that will ensure priorities and necessary actions filter through to portfolio resource planning and service plans.
- 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 priorities and activities. Dedicated webpages will be developed to support this.

#### **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 am pleased with the way the Corporate Plan for 2020-2024 is developing, setting high ambitions for New Forest District Council. Our aim is to raise the bar in each Portfolio to prove that community really matters.

**For Further Information Please Contact:**

Bob Jackson  
Chief Executive  
Tel: 023 8028 5588  
E Mail: [bob.jackson@nfdc.gov.uk](mailto:bob.jackson@nfdc.gov.uk)

Rebecca Drummond  
Service Manager – Elections & Business  
Improvement  
Tel: 023 8028 5588  
E Mail: [rebecca.drummond@nfdc.gov.uk](mailto:rebecca.drummond@nfdc.gov.uk)

**Background Papers**

The Corporate Plan 2016-2020 – Our  
Corporate Plan

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# Community Matters Corporate Plan 2020-2024

Delivering a prosperous  
New Forest and putting  
the community first





## Introduction

**Our corporate plan plays an important role in making sure the Council's objectives are met for the people and communities in the New Forest district area. It sets out the overarching commitments and vision for the Council over the next four years, the priorities of each Portfolio, and the values that underpin the delivery of the plan.**

The plan focuses on the challenges we face, and all that we can do as an organisation to address them. It recognises the financial constraints in which we operate, builds on the strong financial position we have created and the services our community wants. We remain ambitious in setting priorities that matter to the people of the New Forest and we put our community first.

Our commitments include tackling the accelerating impact of climate change, new approaches to providing more homes for local people, responding to the specific needs of our communities, maintaining the unique and special qualities of the environment, improving health and wellbeing and economic prosperity for the area both now and for the future.

The plan builds on the foundations already laid out, maintaining our commitment to excellence in service delivery.

### Vision

To secure a vibrant and prosperous New Forest, guided by the people we serve and working in partnership with others to enhance the quality of lives for all by:

- Understanding local needs and creating a balanced, healthy community who feel safe, supported and have access to services;
- Protecting the special character of the New Forest and responding pro-actively to environmental challenges; and
- Working with others to maintain a vibrant local economy that brings opportunities to the area.

### Values

**Our values underpin the council's vision and priorities by shaping the way we work.**

#### Community

- We understand that our residents and customers are at the centre of what we do.

#### Teamwork

- We respect the contribution of others, and value those who work for the benefit of our community.

#### Integrity

- We act fairly, openly and with financial responsibility in all that we do.

#### Services

- We use our energy, skills, curiosity and resources to deliver the best sustainable outcomes.

#### Ambition

- We are passionate about leaving things better than we found them

# Leader and Corporate Affairs

PORTFOLIO

*'Delivering a  
prosperous New  
Forest and putting our  
community first'*

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## Portfolio holder introduction

**There is continued commitment to delivering modernised and innovative services, putting our community first. This will be done alongside an electoral review to ensure effective democratic representation for all our residents.**



Partnership working remains a key priority to achieve more together. This includes working with the Local Enterprise Partnerships to co-ordinate and actively encourage businesses and appropriate infrastructure connectivity opportunities; delivering a prosperous New Forest.

Recognising the importance of our people in delivering high quality services we will strive to be an employer of choice, providing flexible and modern workspaces and technology through the smarter working initiative.

### **Cllr Barry Rickman**

Leader and Corporate Affairs

## Priorities

- Excellence in services to our residents and continuing to maintain front line services.
- Being an employer of choice.
- Working with regional partners to ensure the prosperity of the New Forest area.
- Ensuring effective democratic engagement and representation.

## Key activities

- Deliver the Organisational Strategy and continued roll out of the smarter working initiative.
- Respond to the outcomes of the staff survey and deliver the HR Strategy to support recruitment and retention.
- Annual review of the economic investment in the New Forest.
- Work with the Local Government Boundary Commission to deliver the Electoral Review in support of electoral equality and effective local government for the New Forest area.

# Planning and Infrastructure PORTFOLIO

*‘Encouraging  
development that  
meets local needs  
and enhances the  
special qualities of the  
environment’*





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## Portfolio holder introduction

**Delivering the vision of the local plan and ensuring a mix of homes to meet the needs of residents is core to this portfolio. The approach to development must be proactive and enabling, encouraging development that meets local needs whilst delivering positive economic, social and environmental outcomes for the district.**



Aligned to this is the delivery of a range of green infrastructure projects, funded through developer contributions that enhance the special qualities of the environment. We will also work with partners across south Hampshire to develop a joint spacial strategy which will provide part of the robust evidence base for the next local plan. Greater emphasis will be placed on the early engagement with building control to add value to development proposals and ensure that buildings are safe. Modernisation of car parking will ensure up to date facilities and contribute towards air quality and support the local economy.

**Cllr Edward Heron**  
Planning and Infrastructure

## Priorities

- Delivering the vision of the local plan and encouraging development that meets local needs and delivers positive, economic, social and environmental outcomes.
- Working with partners, applicants and developers to ensure a positive, timely and enabling attitude to development.
- Using contributions to deliver projects that mitigate the impact of development on the natural environment.
- Ensuring building control are engaged at the earliest stage to make future in development projects safe.

## Key activities

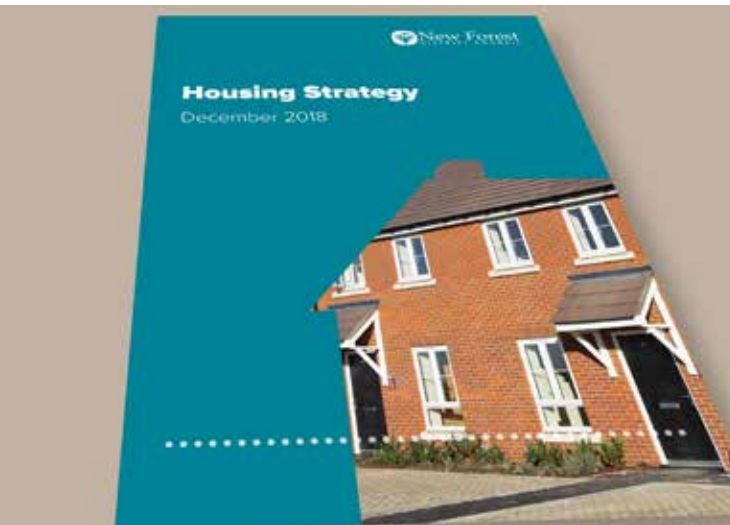
- Enable the delivery of development set out in the Local Plan supported by appropriate infrastructure.
- Ensure that all development within the district is resilient to climate change and creates healthy environments for our residents to live in.
- Deliver additional open space, play equipment, sports provision, cycling and walking opportunities and habitat creation areas.
- Increase the number of developments that use NFDC Building Control Service.
- Progress work on the Joint Strategy for South Hampshire.
- Review car parking infrastructure and technology.

# Housing Services PORTFOLIO

*'Creating balanced  
communities and  
housing options that  
are affordable and  
sustainable'*

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## Portfolio holder introduction

**Providing more homes for local people continues to be a key issue and much of the focus is on delivering the Housing Strategy to ensure we meet the wider housing needs of the district; creating balanced communities and housing options that are affordable and sustainable.**



The Council is committed to providing more council houses, eradicating the use of Bed & Breakfast accommodation and reducing homelessness. Building effective relationships with private rented sector landlords and agents through a Landlord's forum will help improve standards, maintain confidence in the sector and improve access to our clients. This position is reflected in the priorities.

**Cllr Jill Cleary**  
Housing Services

## Priorities

- Meeting local housing needs and promoting sustainable growth.
- Increasing the supply of high quality affordable homes.
- Improving the housing circumstances of those most in need.
- Enabling the best use of housing to meet the needs of local people, including support for a strong high quality private rented sector.

## Key activities

- Deliver the key priorities identified within the Housing Strategy 2018.
- Provide 600 new council homes by 2026 across social rent, affordable rent and shared ownership tenures.
- Reduce homelessness through the provision of multi-agency support to sustain homes and tenancies and through the increase in access to private sector rented homes.
- Protect the health and safety of tenants in private rented properties.
- Minimise the use of emergency Bed & Breakfast accommodation for homeless households.
- Design, deliver and enhance a multi-agency approach and housing pathway to achieve long term accommodation solutions to end rough sleeping in the district.
- Implement a new strategy to tackle empty properties and bring them back in to use.

# Community Affairs PORTFOLIO

*'Keeping our  
communities safe and  
listening to their needs'*







## Portfolio holder introduction

**The work to modernise service delivery in response to our customers changing needs and digital demands remains a key focus. The move towards 24 hour access to Council services, using technology to enhance our service delivery will be an important element of this.**



It is recognised that the fear of crime is an important issue and we will engage with the community to manage this fear, whilst keeping our communities safe through the delivery of the Safer New Forest priorities.

We are committed to meaningful engagement with town and parish councils to ensure we are listening to the needs of our local communities.

### **Cllr Diane Andrews**

Community Affairs



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## Priorities

- Putting customers at the centre of what we do and how we do it.
- Modernising customer services and responding to changing needs.
- Engaging with partners and the community to inform and contribute towards wider service outcomes.
- Ensuring the New Forest remains a safe place to live, work and visit.

## Key activities

- Implement the new NFDC digital platform and corporate website with enhanced functionality designed around the customer.
- Understand and respond to residents expectations in the delivery of customer services.
- Provide grant funding to community groups and charitable organisations who help deliver the council's objectives in the community.
- Engagement with town and parish councils through the information bulletin and a review of our Statement of Partnership.
- Deliver the Safer New Forest Partnership Plan.

# Finance, Investment and Corporate Services PORTFOLIO

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*'Enabling service provision and ensuring value for money for the council tax payer'*





## Portfolio holder introduction

**Financial constraints and the funding for local authorities will remain a challenge and there is an ongoing need to respond to this to ensure the continued provision of frontline services which are underpinned by efficient and effective support services. Investment in ICT will be instrumental in delivering flexibility and efficiencies.**



The acquisition and managing of quality assets to ensure new income generations, and a return on investment, will help support the council's financial resilience and ensure value for money for the council tax payer.

We will continue to invest in our assets to ensure fit for purpose facilities and those in our community impacted by welfare reform will be supported with the migration to universal credit.

### **Cllr Jeremy Heron**

Finance, Investment and Corporate Services

## Priorities

- Protecting front line services through sound financial planning, including the collection of taxation with appropriate support for individuals and businesses.
- Modernisation and innovative use of ICT to enhance operational efficiencies across all services.
- Using investments to support financial resilience and the local economy.
- Supporting the migration to universal credit.

## Key activities

- Deliver the Council's Medium Term Financial Plan.
- Modernise our corporate and line of business ICT applications.
- Identify sites and opportunities in line with the Commercial Property Investment Strategy.
- Commence trading and acquire properties through the Council's Residential Property Company.
- Deliver improved infrastructure to support operational services.
- Continue to manage the impact of Universal Credit and related welfare reforms and the migration from Housing Benefit.

**HR  
HUB**

# Leisure and Wellbeing

## PORTFOLIO

*'Improving the health and wellbeing of our community'*





## Portfolio holder introduction

**Improving the health and wellbeing of our community and sustaining a healthy lifestyle legacy for future generations is the key focus of the Portfolio; collaborating with partner agencies through the Health and Wellbeing Boards to ensure that wider health outcomes are achieved.**



We will work to join up activity to enable these outcomes and embed key health prevention principles in our core services to support both physical and mental health.

The continued provision of affordable and accessible leisure facilities is an important aspect of creating and sustaining active communities to prevent ill health and improve opportunities.

### **Cllr Mark Steele**

Leisure and Wellbeing

## Priorities

- Working with partners to improve the health and wellbeing of our residents.
- Ensuring that public health prevention principles are embedded within core services of the council.
- Increase the levels of physical activity within the district.
- Providing affordable and accessible leisure facilities.

## Key activities

- Provide strategic leadership across the district through the New Forest Health and Wellbeing Board to improve the lives of local residents.
- Develop and deliver a Health and Wellbeing Strategy focusing on:
  - Physical Health
  - Mental Health
  - Tackling Health Inequalities
  - Creating Healthier Communities
- Create a Leisure Facilities Strategy to ensure the infrastructure exists to enable increased levels of physical activity.
- Deliver the strategic objectives set out in the review of NFDC leisure centres.

# Environment and Regulatory Services PORTFOLIO

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*'Working to tackle  
climate change and  
enhancing our special  
environment'*





## Portfolio holder introduction

**We recognise public concern over the accelerating impact of Climate Change, the damage to nature with habitat erosion and the disappearance of cherished wildlife. We share this challenge and we will work with others to take actions to protect and improve our environment which will be at the heart of all our decisions.**



Environmental risks to health will also be prioritised to reduce carbon emissions and improve air quality. Managing our coastline remains a priority to protect communities from the impacts of erosion with partnership working being instrumental to this.

Our regulatory services will also continue to help protect our residents from risks to health by working with businesses and improving the knowledge and choice for local residents and visitors by publishing inspection ratings.

### **Cllr Alison Hoare**

Environment and Regulatory Services

## Priorities

- Taking actions that address the impact of climate change locally.
- Working with others to protect and enhance our natural environment.
- Reducing waste and increasing recycling.
- Ensuring regulatory services are delivered for the benefit of our residents, businesses and visitors.

## Key activities

- Develop and deliver an overarching Environment Strategy which will set out our actions to protect the local environment and reduce our impact on climate change.
- Develop a new Waste Strategy for the Council.
- Develop investment plans to enable identification of partnership funding options and delivery of flood & coastal erosion projects.
- Respond to future challenges through the development of a new Tree Strategy.
- Work with partners on initiatives to reduce the levels of littering and fly tipping.
- Improve the air quality of the area.
- Maintain a safe environment for our residents and local businesses, by carrying out statutory inspections and following up on complaints.
- Deliver the licensing policy responding to legislation and addressing the challenges faced.
- Continue to provide more land to meet the demand for burial space.

# Economic Development PORTFOLIO

*'Helping local  
businesses to grow and  
prosper'*







## Portfolio holder introduction

**Economic wellbeing is central to a thriving community and within this portfolio there is a continued focus on helping local businesses to grow and prosper. Increased broadband and mobile connectivity remains a key objective to achieving this. We will engage with the wider business community and promote skills development through the increased take up of apprenticeships and upskilling of the economically active population of the New Forest.**



There is an increasing need to respond to the social, environmental and technological challenges to businesses through supporting our high streets to thrive and diversify, and by providing support for specific industries including forestry and agriculture.

Building on the success of Film New Forest in supporting the local economy, there is an opportunity to extend the promotion of the New Forest as a destination for the wider digital creative industries.

**Cllr Michael Harris**  
Economic Development

## Priorities

- Continuing to work with partners and businesses to grow the New Forest economy.
- Supporting improvements in broadband and mobile connectivity.
- Helping businesses, industries and High Streets respond to social, environmental and technological changes and innovation.
- Continuing to promote the New Forest as a filming destination.

## Key activities

- Identify all businesses within the district and target engagement.
- Work with partners and other council services to improve broadband and mobile connectivity.
- Work in partnership to increase the uptake of apprenticeships and upskilling opportunities.
- Encourage inward investment for the New Forest.
- Establish one online point of entry to the council for businesses.

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**B** New Forest  
**Brilliance  
in Business**

Awards



**film**newforest



# Action plan and achievement measures

The following pages contain the plan of specific actions that will directly contribute towards the delivery of the priorities within each portfolio. These actions will be refreshed annually to keep them up to date.

Achievement indicators for each portfolio have been identified to help monitor progress against the delivery of the priorities and provide tangible measures of success.



Leader's and Corporate Affairs	Planning and Infrastructure	Housing	Community Affairs
<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>• Annual review of the economic investment in the New Forest</li> <li>• In partnership with the LEP support funding bids to government to enable improvements in infrastructure</li> <li>• Council submission to the Boundary Commission on ward boundary proposals to support electoral equality by February 2020 and implement ward boundary changes for 2023 quadrennial District elections</li> <li>• Implement actions to make the council an employer of choice</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>• Deliver actions in Housing Delivery Action Plan and monitor through an annual report to Cabinet</li> <li>• Introduce a new pre-application advice service for 2020 to provide support for applicants</li> <li>• Develop and deliver an annual programme of recreational mitigation projects</li> <li>• Review all Supplementary Planning Documents and the Community Infrastructure Levy Process</li> <li>• Design and deliver new ICT system to modernise delivery of the service by 2021</li> <li>• Increase the market share for Building Control to ensure the safety of development</li> <li>• Actions and recommendations from car parking review to be reported Environment Overview &amp; Scrutiny Panel by March 2021</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>• Provide 600 new council homes by 2026</li> <li>• Prevent the homelessness of at least 60% of clients deemed to be threatened with homelessness</li> <li>• Monitor and review the delivery of the Allocation Policy 2019 for annual consideration by the Housing Overview &amp; Scrutiny Panel</li> <li>• Work with the Task &amp; Finish Group to develop and deliver the new Private Sector Housing Strategy by 2020/21</li> <li>• Deliver at least 40 units of council owned emergency accommodation</li> <li>• Design, deliver and enhance a multi-agency approach and Housing pathway through twice yearly multi-agency forums and meetings with operational partners.</li> <li>• Improve standards by setting up a Landlord's forum to meet six monthly by 2020</li> <li>• Implement a new strategy to tackle empty properties by the end of 2020</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>• Implement a modern customer led Website during 2020/21 in response to changing customer's needs, working with Customer Task &amp; Finish Group and monitored by the Community Overview and Scrutiny Panel</li> <li>• Greater engagement with Town &amp; Parish Councils following the Task &amp; Finish Group review of the Statement of Partnership</li> <li>• Undertake community safety engagement workshops and deliver the Community Safety conference bi-annually</li> <li>• Report on the delivery of Safer New Forest Partnership Plan to the Community Overview &amp; Scrutiny Panel</li> </ul>
<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>• Proportion of service performance indicators above or on target (%)</li> <li>• Increase in vacancies filled first time (%)</li> <li>• Increase in infrastructure investment in the New Forest</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>• Increase in the number of houses completed each year (As set out in the Annual Authority Monitoring Report) (Number)</li> <li>• Increase in the number of mitigation projects delivered each year (Number)</li> <li>• Total amount of Community Infrastructure Levy (CIL) spent (£)</li> <li>• Increase in the total amount of open space play and sports provision and cycling and walking infrastructure delivered each year (hectares)</li> <li>• Increase in NFDC Building Control Market Share (%)</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>• Number of additional council homes delivered (Number)</li> <li>• Increase in prevention Duty cases successfully prevented (%)</li> <li>• Net increase in the number of private sector lease properties (%)</li> <li>• Reduction in private sector property inspections resulting in Category 1 hazards (%)</li> <li>• Increase in rough sleepers entering accommodation pathway (%)</li> <li>• Reduction in the number of Households in external emergency B&amp;B accommodation at year end (Number)</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>• Increase in services available online (Number)</li> <li>• Increase in unique user visits to the website (Number)</li> <li>• Increase in customer ease of use score (%)</li> <li>• Increase in number of engagement activities (Number)</li> <li>• Increase in the number of people who feel safe from the fear of crime (%)</li> </ul>

Finance, Investment and Corporate	Health and Wellbeing	Environment and Regulatory	Economic Development
<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Balanced budget agreed annually in February</li> <li>Deliver the ICT strategy to modernise applications and infrastructure with an annual update to Corporate Overview and Scrutiny Panel</li> <li>Identify opportunities and progress the Commercial Property Investment and the Residential Property Investment Strategies for monitoring by Corporate Overview and Scrutiny Panel</li> <li>Continue to work closely with the Department for Work and Pensions, New Forest Citizens Advice and stakeholders on supporting residents through the migration to Universal Credit reporting to Corporate Overview and Scrutiny Panel</li> <li>Deliver new depot facilities to support operational services during 2021</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Development and delivery of the New Forest Health &amp; Wellbeing strategy during 2020/21 for consideration by Community Overview and Scrutiny panel</li> <li>Quarterly meetings of the New Forest Health &amp; Wellbeing Board</li> <li>Development of Health &amp; Wellbeing Board strategic priorities</li> <li>Facilities Strategy adopted as part of the Local Plan</li> <li>Deliver the outcomes from the Health &amp; Leisure Review and monitor the achievement of the wider objectives through the Community Overview &amp; Scrutiny Panel</li> <li>Monitor delivery of Mytime Active contract for Dibden Golf Centre to improve participation in golf and associated activities reporting to Community Overview and Scrutiny Panel</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Develop an Environmental Strategy which will identify local actions to address the impact of climate change</li> <li>Cabinet approval of Waste Strategy by December 2021</li> <li>Delivery of Tree Strategy, in response to future challenges, reporting to Environment Overview and Scrutiny Panel</li> <li>Develop of business case for future flood and erosion risk management projects at Barton-on-Sea and Milford-on-Sea</li> <li>Work with the Environment Agency to develop the business case for the Hurst Spit to Lymington Flood &amp; Coastal Erosion Project</li> <li>Development of a Clean Air Strategy to identify actions which will improve air quality across the district</li> <li>Work with partners on initiatives such as 'Operation Wolf' as part of fly tipping enforcement and continue to promote behavioural change on littering reporting back to Environment Overview and Scrutiny Panel</li> </ul>	<p><b>Specific actions</b></p> <ul style="list-style-type: none"> <li>Using County Intelligence Unit identify all businesses within the District and prioritise engagement activity</li> <li>Create an 'Invest in the New Forest' Website during 2020/21 to support inward investment to the area</li> <li>Establish an online single point of entry to the council for businesses by 2020</li> <li>Identify options for improved connectivity in the District and develop an Action Plan</li> <li>Work in partnership to increase the uptake of apprenticeships and upskilling opportunities, including Solent Apprenticeship Hub and New Forest Training Academy</li> <li>Continue to actively promote the New Forest as a filming destination for the wider creative digital industries</li> <li>Work with Development Management to roll out Employment and Skills Plans on all major development</li> </ul>
<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Maintain high level of Council Tax collected (%)</li> <li>NNDR collected (%)</li> <li>Achieve a balanced budget with reasonable Council Tax increases (%)</li> <li>Increase the value of commercial investment (%)</li> <li>Increase the value residential investment (%)</li> <li>Reduction in ICT downtime as a result of the ICT Strategy (Number)</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Increase in physical activity in adults (%)</li> <li>Increase in physical activity in children (%)</li> <li>Reduction in inactivity levels (%)</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Reduced carbon footprint for the New Forest area and District Council</li> <li>Increase in Household waste sent for reuse, recycling and composting (%)</li> <li>Reduction in the number of flytipping incidents (Number)</li> <li>Increase in food establishments which have a satisfactory or good food hygiene rating (%)</li> <li>Increase in coastal funding to achieve the specific actions (%)</li> </ul>	<p><b>Achievement indicators</b></p> <ul style="list-style-type: none"> <li>Increase in S106 agreements containing employment and skills plan (Number)</li> <li>Increase in apprenticeships within the District (Number)</li> <li>Increase in Businesses engaged in economic development programme (Number)</li> <li>Increased uptake in investment platform (%)</li> <li>Increase in broadband connectivity (%)</li> <li>Increase in subscribers to 'Helping local businesses grow' e-news (Number)</li> </ul>



## MEDIUM TERM FINANCIAL PLAN 2019 ONWARDS

### 1. RECOMMENDATIONS

1.1 Cabinet are asked to approve

- a) the emerging draft Medium Term Financial Plan to 2023/24 as set out within this report and that this forms the basis of the Council's 2020/21 budget that will be reported in February 2020;
- b) A strategy of contributing savings arising from the favourable 2019 valuation to the Budget Equalisation Reserve for the next three years;
- c) That subject to Corporate Overview & Scrutiny Panel support for the Asset Maintenance and Replacement Programme for 2019/20, initial preparatory works can commence.

1.2 Cabinet are asked to recommend to Council;

- d) That delegated authority is given to the S151 Officer in consultation with the Portfolio Holder for Finance, Investment and Corporate Services, to make pre-payments of employer contributions to the Pension Fund (including any residual deficit) if it is considered financially favourable to do so.

### 2. PURPOSE OF REPORT

2.1 To consider the development of the Medium Term Financial Plan 2019 onwards and consider the factors that will influence its delivery and that of the annual budget strategy 2020/21.

### 3. BACKGROUND

3.1 The August MTFP report set out an initial forecast outlook to the period to 2024 and set out some areas of significance whereby clarity on the financial implications to this Council was awaited. This included;

- The Fair Funding Review
- The 2019 Pension Valuation

Latest information on these fundamental areas is now contained within the body of this report, as is any other areas of information relevant to the financial planning of the Council.

### 4. UPDATES SINCE AUGUST MTFP

#### Fair Funding Review

4.1 On 4 September 2019 a 1 year spending round was announced by the government for 2020/21. The information within the spending round was largely positive for local government with additional resources being allocated (targeted predominately to Social

Care).

- 4.2 The announcement also confirmed that business rate baselines will be increased in line with inflation. This by default confirms there will be no baseline reset in 2020/21, meaning the Council will retain its above baseline growth for at least a further 12 months. In accordance with the Council's budget strategy, any surplus that results after setting a balanced budget will be placed into the Business Rate Equalisation reserve and will be available over the medium term to support the delivery of a balanced budget, when required. The new needs based distribution formula that is fundamental to the fair funding review will determine the new tariffs and top-ups each authority is subject to, which will determine the revised business rate retention values. At this point in time, it is unknown how much of the business rate growth that NFDC currently has will be retained by the Council from 2021/22 under the new formulae.
- 4.3 A one-year spending round still does very little to provide any financial assurance to Local Government beyond 2020/21. The government has clarified its intention to introduce a 75% retention scheme and the Fair Funding review in April 2021; the impact on this Council will be assessed at that point.

### **2019 Pension Valuation**

- 4.4 The initial results of the triennial valuation of the Pension Fund were released to the Council in October.
- 4.5 In 2016 the fund was around 80% funded, meaning that each employer had to make deficit contributions over an extended period. The initial high level results for the 2019 valuation indicate that the pension could be between 97% and 100% funded following the improvement in investment returns over the period 2016-2019. Adjustments are still to be finalised to take account of the McCloud judgement and the cost cap, but the overall position is still favourable.
- 4.6 In terms of the financial impact of this valuation, the future service rate (Primary Rate) estimated for this Council is between 1.2% - 1.5% higher than the figure as included in previous medium financial planning for 2020/21, but what the higher funding level does provide is the opportunity to reduce the past deficit payments that we are currently making. Allowing for the changes that are still being worked through, predictions are that there could be a potential saving to the General Fund in the order of £1.2M - £1.5M per annum from 2020/21. Whilst this is very positive, it must be set against the potential risk that with the uncertainty of Brexit and the wider impact on the national economic climate, the fund could fall back to previous levels by the next triennial valuation in 2022. If the Council were to take this revenue saving fully into its baseline funding now, and the Fund were to decline over the period it would mean finding extra recurring revenue money at that stage (on top of any other savings required) to plug a potential deficit position.
- 4.7 It is proposed that savings arising from the favourable 2019 Pension Fund valuation largely be used to top up the Budget Equalisation Reserve in the intervening period, or support one-off expenditure. If by the 2022 valuation the returns have been maintained and stabilised (by which time we should also have more certainty about the financial outlook for the Council) the revenue savings can be factored into the MTFP at that point in time.
- 4.8 With the new de-pooling arrangements, whereby this Council now has its own



individual standing within the Fund, and subsequently its own contribution rate according to its membership profile, there is also the potential to make pre-payments of its employer contributions to the Pension Fund.

### **Hampshire County Council Budget Announcements**

- 4.9 The Council has received correspondence from the County Council which will have a significant effect of the finances within the Environment and Regulation Portfolio, specific to long-standing arrangements on the treatment of recyclable waste.
- 4.10 As the collection authority, it is this Council's responsibility to collect waste and recycling from the dwellings within the district. This is then 'delivered to the County', who act as the disposal authority. Recyclable materials have a value on the open market, and as such, previous arrangements resulted in the district council receiving an income from the sale of these materials. The value of this income to the Council is around £680,000 per annum. The intention of the County is to retain this income, rather than pass onto the District.
- 4.11 Non-recyclable waste does find its way into the recycling; this results in the recycling becoming 'contaminated'. There is a cost attached in dealing with separating and then disposing of the non-recyclable waste which has been incorrectly mixed with waste that can be recycled. It is the County Council's intention to pass the cost of dealing with 'Contaminated Waste' onto the collection authorities. Estimates suggest this new charge could be in the region of £120,000 per annum.
- 4.12 These adverse financial implications will be fully considered by the Environment Scrutiny and Overview Panel and Task and Finish group established to work on the Council's updated Waste Strategy. It is unlikely however that these additional revenue pressures will be absorbed by the Portfolio, and so it has been assumed that a refreshed programme of efficiencies (savings and new income) will be required across the Council to offset these cost pressures. The changes are proposed take effect from April 2021 (subject to further confirmation), and so the intention is to allow for savings equivalent to £200,000 per annum each year for four years thereafter to re-address the requirement for a balanced budget.

### **Pay & Reward Reviews**

- 4.13 The Council's employee side liaison panel (ESLP) is a consultative panel including NFDC cabinet members and union representatives, supported by senior officers. The panel reports to the HR Committee. The ESLP work programme for 2019/20 includes several strands of pay reviews, including the potential to move the NFDC pay spine to the National Joint Council (NJC) pay spine and a senior management pay review.
- 4.14 At the time of writing, the 2019/20 pay reviews have not yet progressed to a point whereby specific financial implications over the medium term can be estimated. The existing MTFP set aside £90k in 2020/21 on the anticipation of additional costs associated with the reviews. This figure will be reviewed in future MTFP's as the pay reviews move forward.

## **5. REFLECTION ON 2019/20 FINANCIAL MONITORING AND IMPACT OVER THE MEDIUM TERM**

- 5.1 At its meeting in September, the Cabinet reviewed the financial position of the Council for the 2019/20 financial year. The report included an updated General Fund, Capital Programme and Housing Revenue Account positions.
- 5.2 The report highlighted a few areas of income that were currently behind the targeted position for the year. The Health & Leisure income position was reported as a shortfall of £90k. It is not looking likely that this position will reverse over the latter part of 2019/20, and so it ought to be assumed that this income reduction should be factored into the 2020/21 budget planning.
- 5.3 The Corporate Overview and Scrutiny panel will receive an update report on the delivery of the ICT Strategy 18-22 at its meeting in November. This will include a revised delivery timetable and associated financial implications. These matters will be picked up in the next MTFP, with the funding of the 2020/21 share of costs coming directly from the revenue budget.

**6. ASSET MAINTENANCE AND REPLACEMENT PROGRAMME AND CAPITAL PROGRAMME**

- 6.1 Service Managers are currently working with their Portfolio Holders in submitting their project requirements for 2020/21. The revenue funded Asset Maintenance and Replacement programme projects are being devised in accordance with the funding available within the general fund budget. At headline level, the budgets set aside to support the delivery of this programme are;

	2020/21 £'000
Offices, Depots and Outlying Buildings	150
Health & Leisure	500
ICT	150
Vehicles & Plant (revenue cost)	1,150
Non-Core Project Fund (for services to bid against)	50
<b>TOTAL</b>	<b>2,000</b>

- 6.2 The proposed Capital Programme covering 2020/21 – 2022/23 is also currently being developed. A project of note as included within the February 2019 budget setting paper to Cabinet was the proposal for a new Depot on the Hardley Industrial Estate. To date during 2019/20, design and feasibility works have progressed, with the Cabinet set to receive the required business plan during 2019/20 for final approval, before the project be progressed through to procurement.
- 6.3 The Corporate Overview and Scrutiny panel will have the opportunity to review the high-level projects as submitted under these programmes. In order to progress projects with the level of immediacy required in order to deliver them in the financial year to which they relate, initial preparatory works will commence shortly thereafter.

## **7. ALIGNMENT OF MEDIUM TERM FINANCIAL PLAN TO DEVELOPING CORPORATE PLAN**

7.1 Members of the Cabinet have been developing the Corporate Plan 2020-2024. This will identify the key areas of priorities and actions for each Portfolio during the period covered by the plan. The Council's financial strategy will need to align to the Corporate Plan priorities, and so future MTFP's will address and identify necessary changes in financial resources accordingly. Some key themes are emerging, including the Council's intention to establish an Environmental Action Plan, an updated Waste Strategy and continue with the investment in new housing and temporary accommodation.

## **8. GENERAL FUND RESERVES**

8.1 The Council holds various reserves to underpin its financial stability, support future aspirations in terms of capital and one-off revenue programmes and to offer security against funding and budgeting shortfalls that may arise over a period of a medium term financial plan.

8.2 The Council's MTFP strategy includes the continued use of the budget equalisation reserve over the period; contributing to or utilising accrued reserves, when necessary. None of the actions as included in this latest reported MTFP position suggest a deviation from this planned position.

## **9. CRIME AND DISORDER / EQUALITY AND DIVERSITY / ENVIRONMENT IMPLICATIONS**

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

## **10. PORTFOLIO HOLDER COMMENTS**

10.1 This report provides some clarity in respect of the previously reported known unknowns but still, in light of the information provided by central government, cannot offer certainty, within its financial forecasting, beyond the one year funding review.

10.2 In a post-Brexit world, it would not be prudent to rely on the investment returns, seen within the pension fund over the period 2016-2019, to be repeated in the period 2019-2022. In order to protect the Council's long term financial position this report does not, at this time, propose to alter its underlying strategy on Council Tax.

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

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

### **Background Papers:**

Feb 19: Medium Term Financial Plan and Annual Budget 2019/20  
Sept 19: Financial Monitoring Report

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CABINET 6 NOVEMBER 2019

PORTFOLIO: PLANNING AND  
INFRASTRUCTURE

## COMPULSORY PURCHASE AND OVERRIDING EASEMENTS POLICY

### 1. RECOMMENDATION

- 1.1 That Cabinet recommend to Full Council that the draft Compulsory Purchase and Overriding Easements Policy is adopted subject to a minor amendment to the bullet points in paragraph 6.1, as set out in Annex A.

### 2. THE PURPOSE OF THE REPORT

- 2.1. The purpose of this report is to report on the responses received on the consultation undertaken between 26 July and 23 August 2019 and to adopt the Policy, subject to an amendment following these comments.

### 3. SUMMARY OF CONSULTATION

- 3.1. The consultation was advertised on the Council's website and specific letters were sent to those on the Local Plan database which consists of those people who have requested to be kept informed on such consultations. Regular agents who correspond with the Council were also consulted. In total, 30 responses were received to the consultation, of which 23 were from residents, 3 from statutory bodies, 1 from a neighbouring Council and 3 from developers.
- 3.2. A summary of the key issues raised in the responses is set out below:

Key Points raised	Number of times raised
General support for the principals of the policy	14
Concerns over the amount of profit this may give to both the developers and the Council	4
Question over how this policy fits with the planning system in general to promote development	3
Unsure how the policy will help assist young people with finding housing	1
General objection to the principal of the policy	5
Concerns over the level of housing figures proposed for the area and the ability to deliver	9
Neither supportive or objecting, but believe that more Affordable Housing is required in District	3
Further details and clarifications on the policy are required.	3
No Comment to make	4
Lacks detail on how it will be funded	1
Needs to be a robust reason to use powers	3

#### **4. RESPONSE TO CONSULTATION**

- 4.1. Overall, the response to the consultation was positive, with some of the main objections relating to the proposed levels of housing in the Local Plan, which is not a matter that is being considered by the Policy.
- 4.2. To address the concerns regarding the profit to both the Council and future developers, it is proposed to amend the bullet points in paragraph 6.1 to clarify that any disposal of land, must comply with the Local Government Act 1972 Regulation 123 which requires Local Authorities to dispose of land for the 'best consideration reasonably obtainable'. The revised wording is set out in paragraph 6.1 of Annex A.

#### **5. FINANCIAL IMPLICATIONS**

- 5.1. There are no financial implications from consulting on the adoption of this Policy.

#### **6. CRIME & DISORDER, ENVIRONMENTAL, DATA PROTECTION IMPLICATIONS**

- 6.1. There are none.

#### **7. EQUALITY & DIVERSITY IMPLICATIONS**

- 7.1. A full assessment of equality and diversity implications would need to be carried out on a case by case basis.

#### **8. PORTFOLIO HOLDER COMMENTS**

- 8.1. The Portfolio Holder supports the amendments and adoption of the policy.

**For further information contact:**

Claire Upton-Brown  
Chief Planning Officer  
023 8028 5588  
[claire.upton-brown@nfdc.gov.uk](mailto:claire.upton-brown@nfdc.gov.uk)

# **NEW FOREST DISTRICT COUNCIL**

## **COMPULSORY PURCHASE AND OVERRIDING EASEMENTS POLICY**

# NEW FOREST DISTRICT COUNCIL

## COMPULSORY PURCHASE AND Section 203 POLICY

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## **1. PURPOSE**

- 1.1. This Policy sets out the approach that New Forest District Council will take when it considers that land within its area should be acquired for facilitating development, redevelopment or improvement on or in relation to land, for the proper planning of its area.
- 1.2. New Forest District Council will only seek to acquire land compulsorily, in accordance with legislation and guidance set out in the Ministry of Housing Communities & Local Government Guidance on Compulsory Purchase Process and the Crichel Down Rule 2018. This will include the development, re-development or improvement of the area promotes the economic, social or environmental well-being of its area or is in the interests of the proper planning of the area. The Council will also consider this policy when using other specific compulsory purchase powers. The local planning authority will first pursue an Acquisition Strategy however, if progress is not being made the authority will not wait for negotiations to break down before starting the compulsory purchase process. In such cases, a compulsory purchase timetable will be agreed and authority will be sought from Cabinet for a Compulsory Purchase Order.
- 1.3. This Policy aims to provide information on the Council's approach to compulsory purchase and the practical guidance that the Council can provide to those affected.

## **2. SCOPE**

- 2.1. The Policy applies to all freeholders, leaseholders and any tenants of the freeholder or leaseholder whose land the Council requires to purchase to facilitate development, for the proper planning of its area or other statutory purposes.

## **3. LEGISLATIVE CONTENT AND OTHER RELEVANT DOCUMENTS**

- 3.1. The following legislation and policy documents will be relevant when considering whether to exercise compulsory purchase powers.
  - Town and Country Planning Act 1990 (as amended by the Planning and Compulsory Purchase Act 2004)
  - Planning and Compulsory Purchase Act 2004
  - Housing Act 1985
  - Housing and Planning Act 2016
  - Compulsory Purchase Act 1965
  - Land Compensation Act 1973
  - Acquisition of Land Act 1981
  - Local Government Act 1972
  - DCLG Guidance on compulsory purchase process and the Crichel Down Rules for the disposal of surplus land acquired by, or under the threat of, compulsion.  
[Government Guidance on the Compulsory Purchase Process and Crichel Down Rules](#)
  - New Forest District Council – Local Plan Policies
  - National Planning Policy Framework 2019
- 3.2. The following provisions of the Town and Country Planning Act 1990 will be of particular reference:-

S. 226 of the TCPA 1990 provides:

- (1) A local authority to whom this section applies shall, on being authorised to do so by the Secretary of State, have power to acquire compulsorily any land in their area –
  - (a) if the authority think that the acquisition will facilitate the carrying out of development, re-development or improvement on or in relation to the land; or
  - (b) which is required for a purpose which it is necessary to achieve in the interests of the proper planning of an area in which the land is situated.
- (1A) But a local authority must not exercise the power under paragraph (a) of subsection (1) unless they think that the development, re-development or improvement is likely to contribute to the achievement of any one or more of the following objects –
  - (a) the promotion or improvement of the economic well-being of their area;
  - (b) the promotion or improvement of the social well-being of their area;
  - (c) the promotion or improvement of the environmental well-being of their area.

#### **4. INTRODUCTION**

- 4.1. It has been long recognised that compulsory purchase powers are an important tool to use as a means of assembling the land needed to help deliver social, environmental and economic change. Used properly, compulsory purchase powers can contribute towards effective and efficient urban and rural regeneration, essential infrastructure, and the revitalisation of communities, much needed housing and the promotion of business, leading to improvements in quality of life.
- 4.2. More recently, the Government has expressly advocated the use of compulsory purchase powers for meeting development needs or to secure development outcomes which may not otherwise be achievable.

The National Planning Policy Framework para 119 says:

*“Local planning authorities, and other plan-making bodies, should take a proactive role in identifying and helping to bring forward land that may be suitable for meeting development needs, including suitable sites on brownfield registers or held in public ownership, using the full range of powers available to them. This should include identifying opportunities to facilitate land assembly, supported where necessary by compulsory purchase powers, where this can help to bring more land forward for meeting development needs and/or secure better development outcomes.”*

- 4.3. Opportunities for sustainable development within New Forest District are severely restricted by environmental constraints. It is therefore very important that when land has been allocated for development in the Local Plan, the site is delivered in a timely manner to ensure a 5 year Housing Land Supply is maintained and the housing needs of local people are met. Where sites are stalled and so not coming forward (for example, where land needs acquiring from a third party to implement a scheme) or inactive for a

period of time that is considered unreasonable by the Council, the Council will consider using its powers to compulsory purchase the land and bring it forward for development.

## 5. THE COUNCIL'S POLICY STATEMENT

5.1. The Council will consider the use of compulsory purchase powers in appropriate cases, in particular, to enable development or re-development to take place. It will consider in particular whether it is necessary to compulsorily acquire land to deliver the Local Plan on sites which are either not proceeding or which is being unreasonably delayed. Those cases will include:

- Allocations which are not being brought forward by landowners within the timeframe agreed through the Local Plan;
- Where ownership or rights issues exist, such as access problems or covenants, which inhibit the development of sites in these cases the Council will look to use Section 203 powers;
- Sites where there are more than one land owner and land assembly is needed to achieve proper planning.
- Sites with inactive land owners

5.2. In exercising any compulsory purchase powers, the Council will only do so when there is a compelling case in the public interest.

5.3. **The Local Plan Review 2016-2036** includes the following policy relating to the implementation of the strategic objectives of the plan, including the timely delivery of planned development.

*Policy 36: Monitoring - The Council will monitor the implementation of the Local Plan 2016-2036 Part One using the Strategic Objective monitoring framework set out in Figure 9.1. If the strategic objectives of the Local Plan are not being achieved, including where planned development is not being delivered in a timely manner, the Council will investigate the reasons why and take appropriate action.*

*Depending on the scale and nature of the objective or delivery target not being met, actions may include:*

*Engagement with the relevant parties including developers, landowners, service and infrastructure providers and other relevant parties to identify barriers or obstacles to the achievement of a Local Plan objective, or to the timely delivery of a planned development, and how they can be resolved.*

5.4. The local planning authority will work co-operatively with landowners, investors and developers to ensure that sites are made available for development within an acceptable timescale. However, if it becomes clear to the Council that land is unlikely to come forward within an acceptable timeframe, the Council will commence the process of acquiring the land by compulsory purchase.

5.5. Prior to the formal exercise of compulsory purchase powers, the Council will enter into discussions with any affected landowner with a view to acquiring the land by agreement.

5.6. The Council will at all time follow the Ministry of Housing Communities & Local Government Guidance on Compulsory Purchase Process and The Crichel Down Rules.

5.7. The Council will consider the use of Section 203 powers where there is an overriding easement or other right that may prevent desirable development. The Council will discuss the use of these powers with land owners, investors or developers prior to the submission of a planning application. Given the impact of these powers on third party rights these powers will only be used where there is a compelling planning justification to do so.

## **6. WHAT THE COUNCIL WILL DO FOLLOWING COMPULSORY PURCHASE OF THE LAND OR SECTION 203**

6.1. Where the Council has acquired land for development by a third party, it will:

- Sell the land for the best consideration reasonably obtainable
- Require the prompt carrying out of the development

6.2. Alternatively, the Council may itself seek to develop the land for the purposes for which it was required.