

# NOTICE OF MEETING

<b>Meeting:</b>	<b>CABINET</b>
<b>Date and Time:</b>	<b>WEDNESDAY, 4 NOVEMBER 2020, AT 10.00 AM*</b>
<b>Place:</b>	<b>SKYPE MEETING - ONLINE</b>
<b>Enquiries to:</b>	<b>Email: <a href="mailto:democratic@nfdc.gov.uk">democratic@nfdc.gov.uk</a> Tel: 023 8028 5072 - Matt Wisdom</b>

## **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 no later than 12.00 noon on Friday 30 October 2020. This will allow the Council to provide public speakers with the necessary joining instructions for the Skype Meeting.

**Bob Jackson**  
Chief Executive

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

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

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# AGENDA

## **Apologies**

### **1. MINUTES**

To confirm the minutes of the meeting held on 7 October 2020 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. KICKSTART SCHEME**

To receive a verbal report from the Leader of the Council.

**5. NEW FOREST BUSINESS PARTNERSHIP**

To receive a verbal report from the Leader of the Council and Portfolio Holders.

**6. COVID-19 RESPONSE AND RECOVERY - REPORT FROM THE LEADER OF THE COUNCIL**

To receive a verbal report from the Leader of the Council and Portfolio Holders.

**7. DRAFT WASTE STRATEGY (Pages 5 - 68)**

**8. PRIVATE SECTOR HOUSING STRATEGY (Pages 69 - 88)**

**9. PARTNERSHIP FOR SOUTH HAMPSHIRE - STATEMENT OF COMMON GROUND (Pages 89 - 116)**

**10. COUNCIL TAX - EMPTY HOMES PREMIUM (Pages 117 - 120)**

**11. COUNCIL TAX REDUCTION SCHEME 2021/22 (Pages 121 - 128)**

**12. MEDIUM TERM FINANCIAL PLAN 2020/21 - 2024/25 (Pages 129 - 138)**

**13. DELEGATION OF POWERS TO OFFICERS**

The Council has responsibilities for street naming and numbering in the district. The current delegation for these powers requires updating to reflect current roles and responsibilities.

**RECOMMENDED:**

That the Council's scheme of delegation of powers to officers, that are the responsibility of the Cabinet, be updated as follows:-

No	Source	Power Delegated	Delegated to
P & I 22	Public Health Act 1925, s 17-19 Town Improvement Clauses Act 1847, s 64-65 Public Health Acts Amendment Act 1907, s21	To take all action and carry out all of the Councils functions, duties and powers as far as they apply in the District	Executive Head, or Chief Planning Officer, or Service Manager, ICT Senior Analyst (Applications), Address Management Technician

## **NEW FOREST DISTRICT COUNCIL – VIRTUAL MEETINGS**

### **Background**

This meeting is being held virtually with all participants accessing via Skype for Business.

A live stream will be available on YouTube to allow the press and public to view meetings in real time and can also be found at the relevant meeting page on the Council's website.

### **Principles for all meetings**

The Chairman will read out Ground Rules at the start of the meeting for the benefit of all participants. All normal procedures for meetings apply as far as practicable, as the new Government Regulations do not amend any of the Council's existing Standing Orders.

The Ground Rules for all virtual meetings will include, but are not limited to, the following:-

- All participants are reminded that virtual public meetings are being broadcast live on YouTube and will be available for repeated viewing. Please be mindful of your camera and microphone setup and the images and sounds that will be broadcast on public record.
- All participants are asked to mute their microphones when not speaking to reduce feedback and background noise. Please only unmute your microphone and speak when invited to do so by the Chairman.
- Councillors in attendance that have not indicated their wish to speak in advance of the meeting can make a request to speak during the meeting by typing "RTS" (Request to Speak) in the Skype chat facility. Requests will be managed by the Chairman with support from Democratic Services. The Skype chat facility should not be used for any other purpose.
- All participants should note that the chat facility can be viewed by all those in attendance.
- All participants are asked to refer to the report number and page number within the agenda and reports pack so that there is a clear understanding of what is being discussed at all times.

### **Voting**

When voting is required on a particular item, each councillor on the committee will be called to vote in turn by name, expressing their vote verbally. The outcome will be announced to the meeting. A recorded vote will not be reflected in the minutes of the meeting unless this is requested in accordance with the Council's Standing Orders.

By casting their vote, councillors do so in the acknowledgement that they were present for the duration of the item in question.

### **Technology**

If individuals experience technical issues, the meeting will continue providing that it is quorate and it is still practical to do so. The Chairman will adjourn the meeting if technical issues cause the meeting to be inquorate, the live stream technology fails, or continuing is not practical.

### **Public Participation**

Contact details to register to speak in accordance with the Council's Public Participation Procedures are on the front page of this agenda.

In order to speak at a virtual meeting, you must have the facility to join a Skype for Business Meeting. Joining instructions will be sent to registered speakers in advance of the meeting.

The Council will accept a written copy of a statement from registered speakers that do not wish to join a Skype Meeting, or are unable to. The statement will be read out at the meeting and should not exceed three minutes. Please use the contact details on the agenda front sheet for further information.

To:

**Councillors**

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

**Councillors**

Jeremy Heron  
Alison Hoare  
Barry Rickman (Chairman)  
Mark Steele



## DRAFT WASTE STRATEGY

### 1. RECOMMENDATION

1.1 It is recommended that the Cabinet:

- i. Approve the Draft Waste Strategy, so that the further work described in this report can be carried out to enable production of a Final Waste Strategy.

### 2. INTRODUCTION

2.1 Since September 2019, a Member Working Group has been developing a new Waste Strategy for NFDC. A draft of this Strategy is now ready for review, in order that further work can be carried out before producing a final strategy.

2.2 The Draft Waste Strategy and engagement plan are included as appendices to this report.

### 3. BACKGROUND

3.1 In December 2018 the UK Government released the 'Our Waste, Our Resources: A Strategy for England (known as the Resources and Waste Strategy, or RaWS). The strategy set out key objectives for dealing with waste nationally and suggests ways in which these objectives might be achieved.

3.2 New Forest District Council recycling rates are currently significantly below the national average, at 34% in 2019-20. Current national targets (for the UK as a whole) are set at 55% by 2025, rising to 65% by 2035. There is a clear need to review NFDC's current waste and recycling provision if we are to achieve those targets.

3.3 As a result of this, a Member's Working Group was set up to support the development of a new Waste Strategy for NFDC. The group has considered:

- The impact of the new RaWS for England, and how the Council's services may need to change to comply with forthcoming legislation;
- The impact of regional developments in relation to Hampshire County Council (HCC) as the waste disposal authority and Project Integra (PI), the waste partnership for Hampshire;
- Which waste and recycling collection methods can best deliver the Council's aims of minimising environmental impact by reducing waste and increasing recycling and achieving good value for money, based on the evidence the group will review; and
- The needs of all our community, including the public, businesses and or partner organisations

3.4 A Draft Strategy has been developed, included at appendix 1, which provides a vision of how NFDC will manage its waste and recycling collection service to meet local needs, whilst ensuring any environmental impact is minimised, and that the requirements of any wider policy drivers are met. It details service changes and initiatives that may be needed in order to meet the aims and objectives.

#### 4. MAKING THE CASE FOR CHANGE

4.1 The Member Working Group has carried out a considerable amount of research which is detailed within the Draft Strategy document itself but which for example includes:

- i. Current and future legislative position (for example the implications of the Environment Bill 2020)
- ii. Performance levels at local, regional and national level
- iii. Case studies and benchmarking
- iv. Resident engagement
- v. Modelling of different collection options

4.2 This information has led the Working Group to conclude that there is a clear need for change in frontline service delivery.

#### 5. AIMS, OBJECTIVES AND ACTIONS

5.1 The Draft Strategy sets out the Council's overall aim as follows:

*To provide the New forest with a cost and carbon efficient recycling and waste service, that maximises the recovery of valuable natural resources and meets the needs and expectations of our residents. We will ensure that this service is compliant with forthcoming national legislation and compatible with any new working arrangements with our Hampshire partners.*

5.2 The objectives within the Draft Strategy are as follows:

- Objective 1 – Minimise carbon impact of waste/recycling service
- Objective 2 – Legislative compliance
- Objective 3 – Reduce overall levels of household waste
- Objective 4 - Increase quality and quantity of recycling

5.3 There are ten actions within section 6 of the Draft Strategy. The key action is no. 1, which is to carry out further work on collection Option 4 (“AWC, Twin Stream”) which for clarity is as follows:

- **Food** – collected weekly, in a caddy
- **Dry Recycling** - twin stream – glass, cans, plastic bottles and PTT in one stream, and paper/card in another – collection every other week, alternating with residual waste collection
- **Residual waste** – collection every other week, alternating with dry recycling collection, wheeled bin
- **Garden waste** – fortnightly, wheeled bin (with option for customer to choose to remain on sack collection)

This “further work” would consist of developing a business case and carrying out engagement with stakeholders on this collection system and the Strategy as a whole.

## **6. NEXT STEPS**

- 6.1 If approved, by Cabinet, there will be a period of stakeholder engagement and the development of the business case. The Engagement Plan is presented as Appendix 2 to this report. We know that our waste and recycling collections must change. The purpose of the engagement work is to gather opinions from stakeholders of how the collection system described in Action 1, and other parts of the strategy, may affect them. The feedback will enable us to develop a final strategy that considers the needs of these stakeholders alongside the other key drivers described in the Strategy.
- 6.2 The final Waste Strategy would be taken to a Cabinet meeting in early 2021.

## **7. CONCLUSIONS**

- 7.1 The work carried out so far demonstrates the need for change in NFDC's waste and recycling services, and the Draft Strategy sets this out, as well as setting out the actions needed in order to meet the Council's aims and objectives.
- 7.2 Approval of this Draft Strategy will allow for the next phase of work to be carried out as we move towards a final Strategy in 2021.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 There are some significant financial implications of this draft Waste Strategy. However, there is still much uncertainty around this, which may not become clearer until:
- i. The business case has been developed as per Action 1 in the Draft Strategy
  - ii. The position is known regarding the financial arrangements with the Waste Disposal Authority, Hampshire County Council, relating to costs and income associated with infrastructure and materials processing
  - iii. Any proposed "new burden" funding from central government is known.
- 8.2 The actions within the Draft Waste Strategy therefore currently focus on the legislative compliance and measures to improve recycling performance, with more information on financial implications to follow in the final Waste Strategy.

## **9. CRIME & DISORDER IMPLICATIONS**

- 9.1 There are none.

## **10. ENVIRONMENTAL IMPLICATIONS**

- 10.1 A significant driving force behind development of this Draft Strategy is the desire to improve environmental performance relating to waste management. The Council aims to quantify the Carbon impact of NFDC's waste management as part of the business case development.

## **11. EQUALITY & DIVERSITY IMPLICATIONS**

- 11.1 The Draft Strategy suggests there could be changes to containers used by residents, and this may have implications on accessibility to the service for residents who are elderly or disabled. This will be fully considered via an Equalities Impact Assessment which will be conducted prior to production of the Final Strategy.

## **12. DATA PROTECTION IMPLICATIONS**

12.1 There are none.

## **13. COMMENTS OF THE ENVIRONMENT OVERVIEW AND SCRUTINY PANEL**

13.1 The Environment Overview and Scrutiny Panel reviewed this Draft Strategy on 15<sup>th</sup> October 2020. The Panel supported the Draft Strategy, with the following comments noted:

- That waste prevention should be put at the heart of this waste strategy
- That the Council should explore the ways in which residents would identify their own collection containers in areas where they are presented for collection immediately next to containers from neighbouring households

## **14. PORTFOLIO HOLDER COMMENTS**

14.1 There is a strong case for making changes to the Council's frontline refuse collection service, to ensure we comply with future legislation, protect the environment, and to fulfil resident's wishes to recycle more. Carrying out the further work recommended in this report will enable a Final Strategy to be developed.

14.2 I support the recommendation within this report and would like to thank the Waste Strategy Working Group and officers Chris Noble and Nicola Plummer for their hard work, time and research.

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### **Background Papers:**

Appendix 1 – Draft Waste Strategy  
Appendix 2 – Engagement Plan

**New Forest District Council  
Draft Waste Strategy**

**DRAFT**

## **Draft Strategy Foreword – Cllr Alison Hoare, Portfolio Holder for Environment**

Now is the time to deliver a modern and efficient waste and recycling service to help our residents protect the environment.

We are proud to deliver waste and recycling services directly to the doors of our 82,000 households across the district every week of the year. We know it is important to not only get these services right in terms of quality standards for residents; but that our collection services should also allow us to treat waste in a way that is least damaging to the environment.

We recognise residents' concerns over the effects of climate change, and the impact that their waste has on the environment, and we know that residents want to be able to recycle more of their waste.

The Government are making changes, to help shift our country towards a more circular economy, where we maximise the recovery of valuable natural resources and keep materials in use for longer. So, it is important that our collection system follows this shift, and encourages wherever possible, the prevention and minimisation of waste. Our plans will provide a service that complies with future legislative requirements and works in tandem with our partners across Hampshire.

This draft strategy supplies a background to our current service, the key policy drivers and the waste strategy review research we carried out in 2019/20. It sets out not only the changes we know we must make to comply with the forthcoming national changes, but also the aims and objectives of this Council for our future waste and recycling service. The strategy describes the actions and further work required to meet these objectives.

We plan to carry out further work on what our future collection service could look like. It is also important we gather the views of the public and other stakeholders on this draft strategy during a period of engagement. This document has the detail and background, and there is also a summary of the key elements of this strategy document which you can see at [newforest.gov.uk/wastestrategy](http://newforest.gov.uk/wastestrategy)

We aim to produce a final strategy in 2021 that will allow us, and our residents, to move forward with a waste and recycling service that is fit for the future.

Thank you for reducing, reusing and recycling

Cllr Alison Hoare

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DRAFT

## 1.0 Introduction

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It is a significant challenge for any local authority to manage waste in a more sustainable way. Reducing waste and increasing the amount of material that is recycled is key.

Waste and recycling are the only Council services that are delivered directly to the doors of every household, every week. The council has an obligation to provide a service that encourages waste prevention and minimisation. The most effective way to do this, is to consider how we can change our frontline collection services to help reduce waste. We also need to look at how we can provide residents with the information they need to use our services correctly and make positive choices to minimise their own carbon footprint.

In December 2018, the UK Government released the 'Our Waste, Our Resources: A Strategy for England' (known as the Resources and Waste Strategy, or RaWS). The strategy set out key objectives for dealing with waste at a national level and suggests ways in which these objectives might be achieved. New Forest District Council recycling rates are currently significantly below the national average, at 34% in 2019-20. Current national targets (for the UK as a whole) are set at 55% by 2025, rising to 65% by 2035. There is a clear need to review NFDC's current waste and recycling provision if we are to achieve those targets.

As a result, a Member's Working Group was set up to support the development of a new Waste Strategy for NFDC. The group has considered:

- The impact of the new RaWS for England, and how the Council's services may need to change to comply with forthcoming legislation;
- The impact of regional developments in relation to Hampshire County Council (HCC) as the waste disposal authority and Project Integra (PI), the waste partnership for Hampshire;
- Which waste and recycling collection methods can best deliver the Council's aims of minimising environmental impact by reducing waste and increasing recycling and achieving good value for money, based on the evidence the group will review; and
- The needs of all our community, including the public, businesses and or partner organisations

This strategy provides a vision of how NFDC will manage its waste and recycling collection service to meet local needs, whilst ensuring any environmental impact is minimised, and that the requirements of any wider policy drivers are met.

This strategy will detail service changes and initiatives that will be actioned to meet the aims and objectives. Further action plans of how to achieve these services changes will be developed and updated as appropriate.

### 1.1 The New Forest

The New Forest is an area of southern England which includes one of the largest remaining tracts of unenclosed pastureland, heathland and forest in this heavily populated part of England. It covers south west Hampshire and extends into south east Wiltshire and towards east Dorset. It is a unique place of ancient history, wildlife and stunning beauty and was originally established as a royal



## 1.2 Key policy drivers

### 1.2.1 NFDC Waste Management Strategy 2013 – 2016

The Council's last waste management strategy was developed and actioned for the period 2013 – 2016. The key objectives of this strategy were to:

- Promote waste minimisation
- Provide a waste management system that provide value for money and meets the needs and expectation of the New Forest residents
- Improve the quality and capture of recyclable material
- Continue to work with partners to achieve an integrated waste management system

The uncertainty over both the National and Regional position since 2016 has prompted the Council to pause further strategy development until this point.

### 1.2.2 NFDC Corporate Plan 2020-2024

The Council has set out its vision for the New Forest through to 2024 via its corporate plan<sup>1</sup>. The Environment and Regulatory Services Portfolio key priorities are:

- 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.

Specific actions for waste and recycling throughout 2020/21 include:

- Develop an Environmental Strategy which will identify local actions to address the impact of climate change
- Cabinet approval of Waste Strategy by December 2021

Success will be measured by the following achievement Indicators:

- Reduced carbon footprint for the New Forest area and District Council
- Increase in household waste sent for reuse, recycling and composting (%)

The waste strategy 2021 – 2026 will therefore consider measures to increase carbon efficiency and overall recycling rate.

### 1.2.3 'Our Waste, Our Resources: A Strategy for England'

Things are changing in waste and recycling. In the future, the materials the council collects and the way they are collected are likely to be heavily influenced by the latest National RaWS.

"Our Waste, Our Resources: A Strategy for England"<sup>2</sup> was released in December 2018, and is the first document of its kind since 2007. The strategy sets out the key objectives for dealing with waste and suggests ways in which these objectives might be achieved. Much of this Strategy is subject to

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<sup>1</sup> <https://www.newforest.gov.uk/corporateplan>

<sup>2</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/765914/resources-waste-strategy-dec-2018.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/765914/resources-waste-strategy-dec-2018.pdf)

consultation, and the Government carried out four key consultations simultaneously between February and May 2019. The second round of consultations are due to take place early 2021. The following documents are available for review, they summarise the four consultations carried out in 2019:

- Consistency in recycling collections in England: executive summary and government response<sup>3</sup>
- Introducing a Deposit Return Scheme (DRS) in England, Wales and Northern Ireland: Executive summary and next steps<sup>4</sup>
- Packaging waste: changing the UK producer responsibility system for packaging waste<sup>5</sup>
- Plastic packaging tax<sup>6</sup>

The Strategy also set out that Government would fund any additional burdens placed on Councils, but the formula for such funding has not yet been made clear.

New Forest District Council reviewed the Waste Strategy and responded to the four consultations. The overarching statement made by NFDC was as follows:

*“This Council welcomes any measures that improve recycling and waste minimisation. NFDC believe creating consistency in household recycling across the country and introducing a deposit return scheme will on the whole be progressive steps to meeting some of the strategy’s key objectives. Extending the producers’ responsibility for packaging and the introduction of a plastic tax, are important actions that we hope will encourage businesses to use more recycled material and move this country towards a more circular economy. New Forest District Council are pleased that central government have indicated that local authorities will be equipped with funds to implement any legislative changes and look forward to seeing the outcome of these consultations.”*

#### 1.2.4 Environment Bill January 2020

The initial consultation responses showed strong support for many of the key policies suggested in RaWS, and Government incorporated many of them into the Environment Bill<sup>7</sup> published in January 2020. Some of the most relevant elements for NFDC include:

- Separate weekly collection of food waste required in all council areas by 2023
- A requirement to reduce the number of recyclable materials that are collected/mixed together

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<sup>3</sup> <https://www.gov.uk/government/consultations/waste-and-recycling-making-recycling-collections-consistent-in-england/outcome/consistency-in-recycling-collections-in-england-executive-summary-and-government-response>

<sup>4</sup> <https://www.gov.uk/government/consultations/introducing-a-deposit-return-scheme-drs-for-drinks-containers-bottles-and-cans/outcome/introducing-a-deposit-return-scheme-drs-in-england-wales-and-northern-ireland-executive-summary-and-next-steps>

<sup>5</sup> <https://www.gov.uk/government/consultations/packaging-waste-changing-the-uk-producer-responsibility-system-for-packaging-waste>

<sup>6</sup> <https://www.gov.uk/government/consultations/plastic-packaging-tax>

<sup>7</sup> <https://services.parliament.uk/bills/2019-21/environment.html>

- Packaging producers to fund the cost of collecting and processing of packaging waste via Extended Producer Responsibility (EPR), although this is likely to be dependent upon a Council's compliance with other elements of RaWS

The resources and waste measures in the Bill will help move our economy away from the 'take, make, use, throw' system to a more circular economic model.

The progress of the Bill through Parliament has been slower than anticipated, due to the impact of Covid-19, and it has not yet received Royal Assent. Many aspects of RaWS are still subject to further consultation and secondary legislation in 2021-22. Until this progresses, there is still some uncertainty about exact requirements and impacts upon Councils and the wider waste industry.

#### 1.2.5 Project Integra, Partnership and infrastructure

Project Integra (PI) is the name for Hampshire's waste partnership. The partnership consists of:

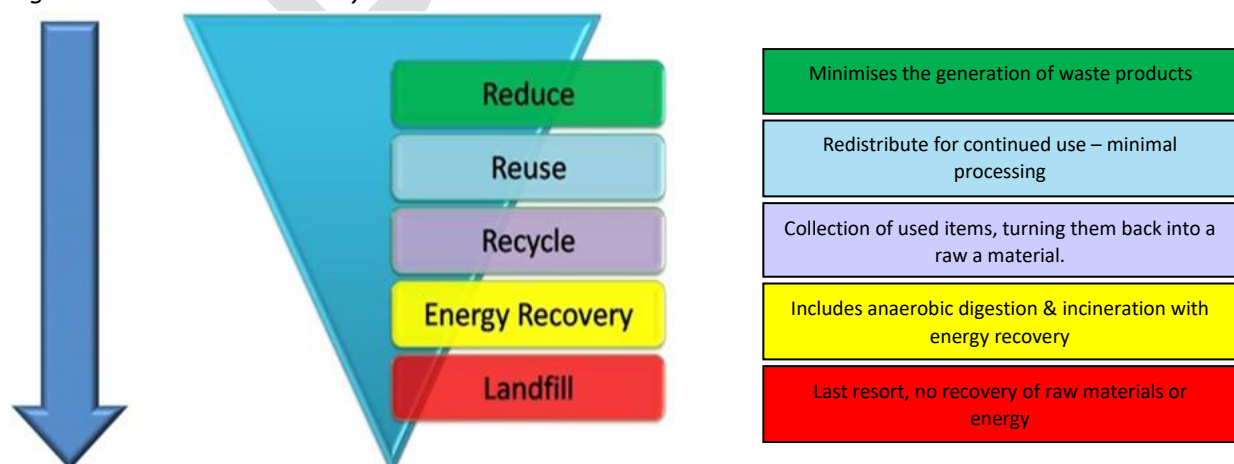
- **11 Waste Collection Authorities (WCA)** of which NFDC is one. A WCA is responsible for the collection of waste.
- **Hampshire County Council (HCC)**, a Waste Disposal Authority (WDA). A WDA is responsible for disposing of the waste collected in its area, and they also operate Household Waste Recycling Centres (HWRCs)
- **Southampton CC (SCC) and Portsmouth CC (PCC) – as Unitary Authorities.** Unitary authorities are responsible for both waste collection and waste disposal in their areas
- **Veolia** – The main waste disposal contractor, who operate the infrastructure described below as well as Hampshire's 26 HWRCs. The contract between Veolia, HCC, PCC and SCC runs until 2030.

The 13 authorities with responsibility for waste collection in Hampshire share some similarities in terms of how waste is collected, but there are also some key differences. A service comparison chart for all PI WCAs can be seen in Appendix 1.

#### Waste hierarchy

In line with the legal requirement of the waste hierarchy, Project Integra operate a five-step integrated approach to waste management illustrated below. The blue triangle represents the savings in CO2 emissions at each step of the process.

Figure 1. The Waste hierarchy



**The infrastructure used by all partners is as follows:**

- **3 Energy Recovery Facilities (ERFs)** – These facilities take almost all of Hampshire’s residual or black bag waste, and burn it to generate electricity for c50,000 homes.
- **2 Material Recovery Facilities (MRFs)** – The MRFs sort Dry Mixed Recycling (DMR – i.e. paper, glass, cans, plastic bottles) by mechanical and manual means into its constituent parts before it is sent onwards for reprocessing.
- **2 “open windrow” composting facilities** – for garden waste material
- **1 landfill site** – For waste which is not suitable for the ERFs, for example bulky waste and material rejected from the MRFs (contamination).
- **Multiple waste transfer stations** – these sites facilitate the movement of waste/recycling around the County.

HCC is responsible for the disposal of residual (black bag) waste collected by NFDC and other Hampshire authorities. Although current infrastructure includes the facilities to sort DMR, HCC do not have a statutory responsibility for the processing of recyclable material collected by the district, and this includes dealing with food waste.

Decisions within PI are made at the Project Integra Strategic Board (PISB). The Board has 14 voting Members, who are normally each partner Council’s Portfolio Holders. The partnership is underpinned by several documents, including a Joint Municipal Waste Management Strategy, Action Plan, Constitution, and Memorandum of Understanding.

### **1.2.6 Hampshire Waste Partnership Project**

The Hampshire Waste Partnership (HWP) Project was originally formed to consider the opportunity to amend the input specification at one of the PI MRFs which was due a refit; with the aim of expanding the range of materials that can be accepted. However, there was also an opportunity to look at greater standardisation of approaches to waste collection across Hampshire.

The HWP work packages for 2020 are as follows:

- HCC is carrying out detailed work into the requirements for transfer and processing of recycling for both kerbside sort and twin stream collections (see section 3.1 in this document for a more detailed explanation of these collection methods). This incorporates the recycling of plastic pots, tubs and trays (PTT) and beverage cartons. Further information is likely to be available later in 2020.
- Project Integra has initiated a Food Waste Working Group to look at the options for food waste collections and processing, including the provision of Anaerobic Digestion (AD) capacity within Hampshire. AD is the method for the recycling of food waste to generate electricity, but there is currently a shortage of AD capacity in Hampshire. HCC is looking at food waste transfer station requirements across the County.
- Project Integra are working with the Waste and Resources Action Programme (WRAP) to co-fund detailed and robust modelling of different collection systems for each WCA. This work will be used by each WCA to inform future decisions.



## 2.0 Waste collection & disposal in the New Forest

### 2.1 Current service

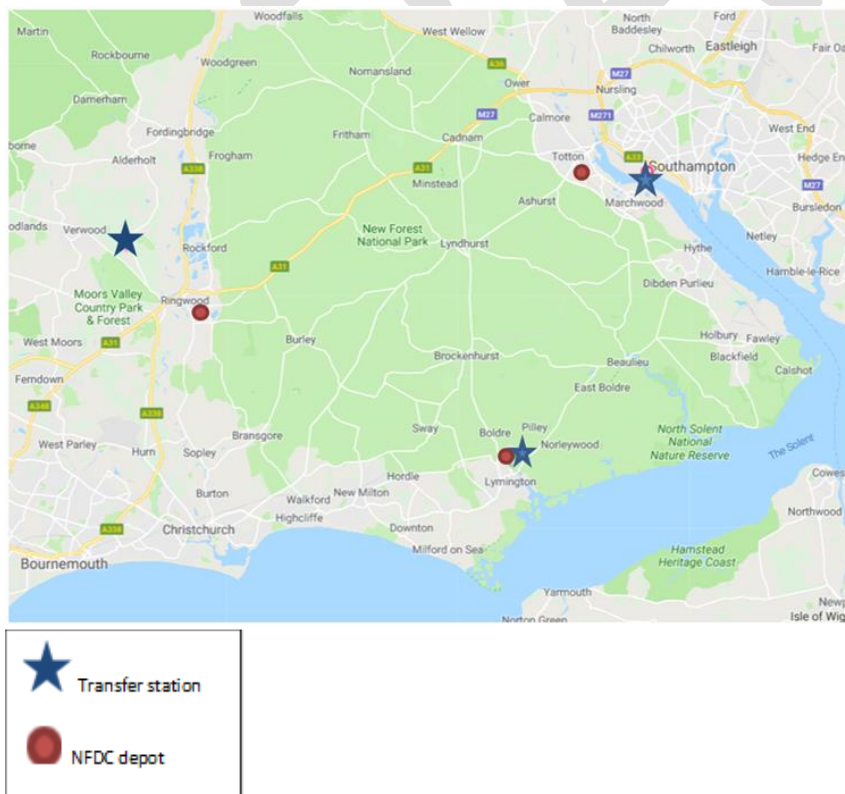
NFDC is a WCA, and has various responsibilities set out in law. For example, under Section 46 of the Environmental Protection Act (1990), the council must arrange for the collection of household waste, but it can require residents to place the waste for collection in receptacles of a kind and number specified. This gives Councils flexibility to design collection schemes which are best suited for local circumstances.

Many Councils have local waste collection policies that define their approach to issues that can arise at the kerbside – for example, contaminated recycling and excessive amounts of waste being presented. At present NFDC does not have such a policy.

#### 2.1.1 Residual waste and recycling

New Forest District Council offers a weekly sack collection of residual waste (black sacks) and DMR, (clear sacks) on the same day each week. The collection teams operate from three depots based in Lymington, Totton and Ringwood. Alongside the main vehicles the Council also operate smaller vehicles that are able to access narrow roads in rural areas across the district.

Once residual waste and DMR has been collected the crews take the material to a waste transfer station, at Lymington, Marchwood or Blue Haze (Ringwood) or directly to the ERF at Marchwood. The map below shows the location of our depots and transfer stations.





There are around 27 collection vehicles that service the residual waste and DMR rounds, manned by approximately 70 operatives.

The clear sack service is used for paper, cardboard, food and drink cans and plastic bottles. It does not allow residents to recycle plastic PTT, beverage cartons, foil, or plastic bags/films.

Given the unique characteristics of the New Forest, the sack service presents issues with livestock and bird strikes on sacks. This can have an adverse effect on livestock and wildlife and it can require attention from the Streetscene service if litter is left.

#### 2.1.2 Sack Delivery

Residents receive a doorstep delivery of 36 clear sacks and 26 black sacks twice a year, which requires a full-time team of three operatives. This operation delivers 10 million single-use plastic sacks per annum. These sacks are made from recycled plastic but are sent for energy recovery once they have been used.

#### 2.1.3 Glass collection and Remind Me service

Most households across the district receive a 4-weekly collection of glass. Residents are supplied with a black box in which to store and present their glass for collection. Glass collection vehicles operate from all three depots. Ringwood depot also operates a rural glass collection vehicle, which collects from narrow access roads across the district.

All glass vehicles tip at Marchwood transfer station as glass is not accepted at the Ringwood or Lymington sites. The glass collection service requires four vehicles and 10 staff to operate.

In 2017 the Council introduced a text reminder service. The service sends a text message reminder to the resident the evening before their scheduled collection. This has been instrumental in maintaining participation levels in the service and diverting glass from the bring sites.

#### 2.1.4 Garden waste

Garden waste is a subscription-only service that normally has a customer base of around 16,000 households. The annual subscription starts in April and collections are fortnightly. Garden waste is collected in a reusable green sack which can hold 20kg of green waste. The following subscription periods and costs currently apply and are reviewed annually:

Subscription period	First sack	Each extra sack
4 May 2020 to 30 April 2021 (12 months)	£35	£18
1 August 2020 to 30 April 2021 (nine months)	£30	£16
1 November 2020 to 30 April 2021 (six months)	£24	£13

NFDC has three garden waste collection vehicles that operate five days per week from Totton and Ringwood depots, these vehicles are manned by six operatives. An additional vehicle operates one day per week servicing narrow access properties.

### 2.1.5 Bulky waste collection service

The bulky waste service collects a range of large items such as white goods and furniture. The collection of one item costs £30.00, each additional item (up to a maximum of eight items) costs £7.50. Residents in receipt of certain benefits can apply for one free collection of up to 3 items, in any one financial year (April - March).

Residents book and pay for this service via the Customer Service team. The bulky waste service operates four days per week and is staffed by two operatives.

All bulky waste is disposed of in landfill which is not only costly but is also the most inefficient form of disposal from a carbon producing perspective. It is therefore within the Councils interests to help residents find reuse opportunities for suitable unwanted bulky items, with the aim of reducing tonnage collected via the bulky waste service. The Council currently do this through an online reuse script that residents are encouraged to complete before making a booking enquiry. The table below shows the reduction in bulky waste tonnage over the last 4 years.

*Table 1. Bulky waste tonnages*

Year	Tonnes
2016/17	488.36
2017/18	450.12
2018/19	312.86
2019/20	272.81

### 2.1.6 Clinical and healthcare waste

Residents who receive medical treatment at home can apply for a one-off or regular collection of clinical waste.

Orange sacks are given to residents, the sacks are collected once a week and new ones left in their place. If the request is for the collection of needles or syringes, a yellow 'sharps' box will be delivered. Registration for this service is via the resident's GP or other health professional.

NFDC employs one member of staff for three days per week to deliver this service.

### 2.1.7 Business waste collections

Business waste collections are a chargeable service. The Council offer a 'pay as you throw' service for small businesses which allows them to purchase residual waste and recycling sacks by the roll. Purchases can be made at local information offices or can be purchased in bulk via the customer service team.

Business waste collections are made by the household waste and recycling vehicles. This increases the efficiency of the service, helps reduce vehicle emissions and ensures a competitive rate for businesses.

In addition to the 'pay as you throw' sack service, the Council provide containers for DMR and glass. Much of this recycling is collected via the bulk bin vehicles, these vehicles also collect from the bring sites and flats throughout the district.

The Council does not currently offer collection of business residual waste in bins.

NFDC currently have customer base of around 1,200 businesses.

### 2.1.8 Recycling bring banks

NFDC provide DMR and glass banks at 18 frequently used locations around the district. The bring sites accept the same materials that we collect in the recycling sacks and glass collection boxes. This material is collected by our bulk collection vehicles; collection frequency varies from site to site. The bulk vehicles collect glass on three days per week, and DMR on two days per week.

There are also additional banks for textiles, shoes and books at some of these sites. NFDC is currently in contract with the Salvation Army Trading company (SATCoL) under a County-wide Textile Framework Agreement, which is managed by Fareham Borough Council. Under this agreement the council receives income for the material collected in the banks on its land; 80% of the income is distributed to charities and good causes and 20% is allocated to waste and recycling communication initiatives.

A carton bank was implemented as a trial at the Fordingbridge car park in July 2019. The bank has been well used and well received by residents, and tonnages have steadily increased over the trial period. As discussed in section 1.2.4 of this document we are awaiting further decision making from central government on the inclusion of cartons as a core material for kerbside collections, before rolling out further banks across the district.

Reviewing the current waste strategy presents an opportunity to ensure that a comprehensive kerbside collection service is offered to all households. Doing this will remove the need for householders to make additional journeys to bring sites. Removing bring sites would also help tackle problems such as fly tipping, contamination and misuse by businesses.

### 2.1.9 Use of technology

The Council uses vehicle tracking technology on all its fleet. Refuse Collection Vehicles (RCVs) also have CCTV installed, which is used to ensure the safety of our staff and the public. Both of these systems are in need of review.

Communication between collection crews and supervisory staff is via telephone or is paper-based. This way of working can inhibit staff's ability to:

- Monitor contamination of recycling
- Report in real time on issues such as waste not presented or litter
- Receive communication direct from customer services

The council's clinical waste, garden waste and trade waste services are managed via bespoke IT programmes which are in need of replacement.

The Council has no route planning or route optimisation software at present.

### 2.1.10 Communications and Education

The waste and recycling team have an annual budget for communications of £31k, this excludes a contribution from the income received from the sale of textiles. which in 2019 was £9.5k, however this income is variable based on textile market values. WRAP recommend a figure of £1 minimum spend per household per year to adequately communicate and educate residents. However, during service change periods WRAP recommend doubling this amount. Communications to residents currently focuses on the following:

- Messages displayed on the side of the Council's fleet
- Website and social media
- E-newsletters

- Printed media including leaflets

In previous years NFDC contributed financially to a county-wide communications and education programme called “Recycle for Hampshire” which included a schools education team. Because of funding pressures, this programme was significantly reduced in size and then ceased. NFDC was one of the last remaining contributors to the programme when it came to a close in 2017.

Work with schools is currently limited to signposting and giving advice, there is no formal school education service.

HCC is the lead authority on waste prevention initiatives and education for the PI partnership. They currently support householders by offering reduced price compost bins to Hampshire residents and providing advice to help them successfully compost at home. HCC Smart Living initiative also includes promoting and sharing messages including:

- Love food hate waste
- Repair cafes
- Swap shops
- Sustainable fashions

## 2.2 Finances

The Councils waste and recycling services are budgeted for in terms of total costs for refuse collections and recycling separately. Refuse collection includes cost of refuse collection fleet, all associated staff costs, and the cost of providing and delivering refuse sacks. Recycling collection includes commercial and domestic clear sack scheme, recycling centres, glass, garden waste, and the Remind Me text messaging service.

A high-level summary of revenue budgets at the start of the financial year 2020 -2021 is shown below. The net expenditure on waste and recycling services amounts to £53 per household:

Table 2.

	Refuse Collection (£)	Recycling collection (£)	Total (£)
Employee costs	2,164,890	1,542,010	3,706,900
Transport costs	678,420	927,090	1,605,510
Supplies and services	234,770	341,280	576,050
Support services	79,730	65,660	145,390
<b>Gross expenditure</b>	<b>3,157,810</b>	<b>2,876,040</b>	<b>6,033,850</b>
<b>Income</b>	<b>-276,000</b>	<b>-1,415,000</b>	<b>-1,691,000</b>
<b>Net expenditure</b>	<b>2,881,810</b>	<b>1,461,040</b>	<b>4,342,850</b>

Hampshire County council have indicated that there will be changes to some of the payment mechanisms to WCAs from April 2021, but this is subject to confirmation.

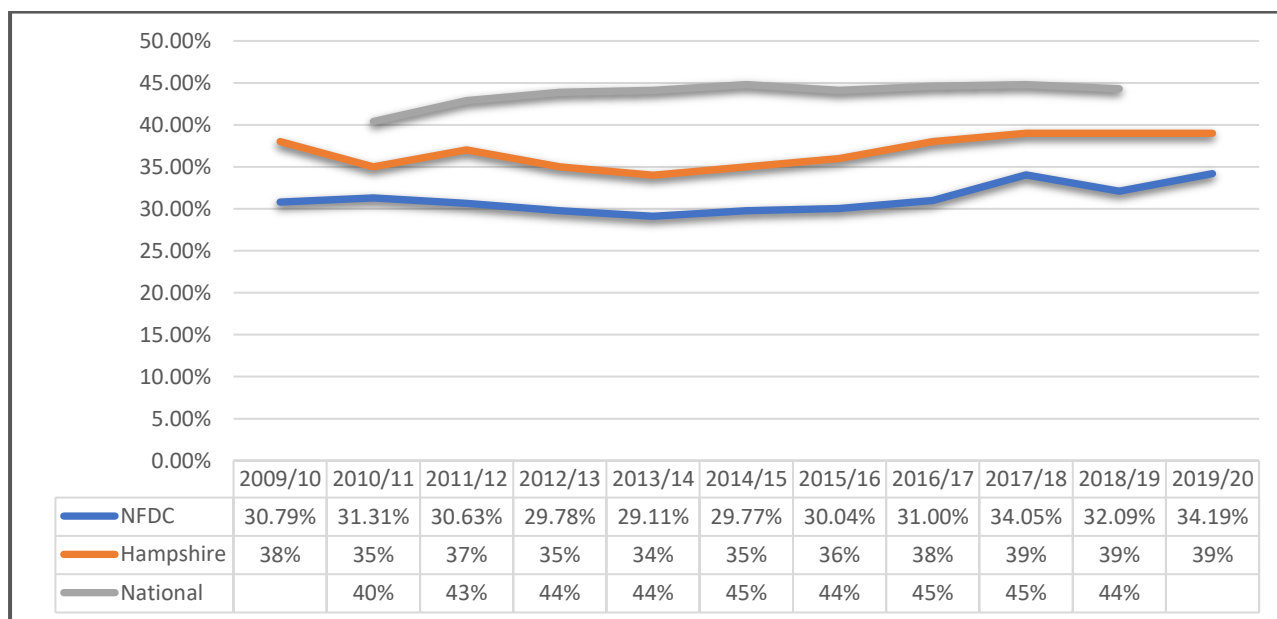
## 2.3 Waste and recycling performance and composition

This section shows some performance measure for waste and recycling.

### 2.3.1 Recycling rate

This measure is the proportion of household waste collected that is sent for recycling and/or composting.

Figure 2. Recycling rate trends; District, County & National

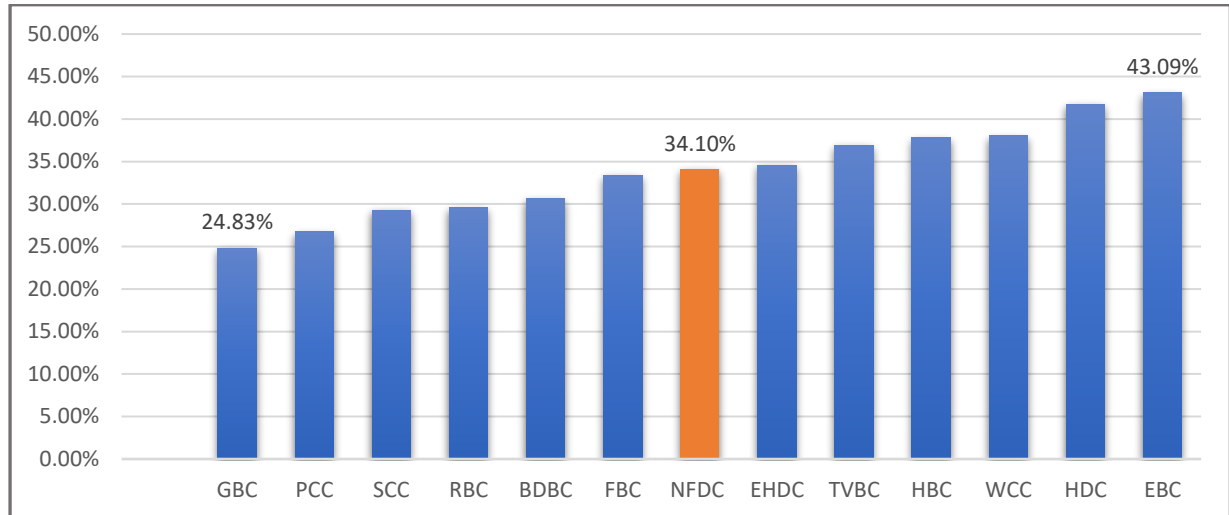


The graph shows that:

- The recycling rates for NFDC, Hampshire and England have not increased significantly in the last 11 years.
- The recycling rate in NFDC usually tracks 5-7 percentage points below the overall rate for Hampshire, and 10-15 percentage points below the rate for England. (note: the rate for Hampshire includes material recycled at HWRCs)

In 2018/19, NFDC's recycling performance was ranked 286<sup>th</sup> out of 345 councils in England.

Figure 3. Recycling rate comparison; Hampshire authorities 2019/20



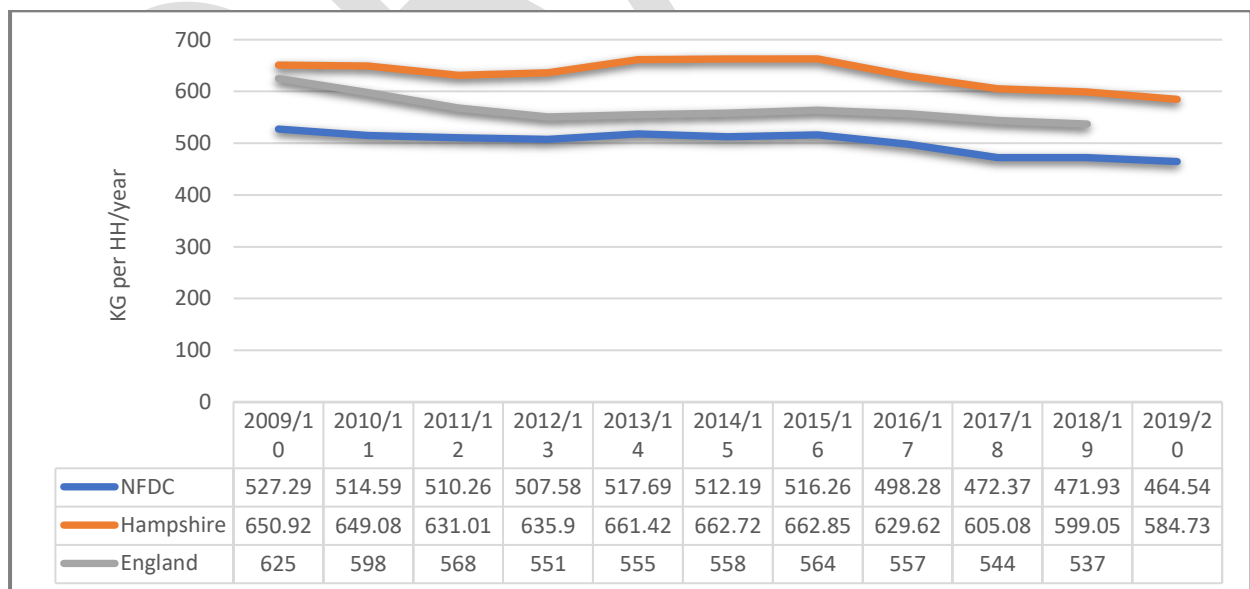
The above graph shows that:

- NFDC is a “mid-range” performer in Hampshire
- The six best performers all have alternate week collections of residual waste and DMR
- All are performing below the national average
- The only authority to carry out separate food waste collections, Eastleigh, are the best performer in Hampshire.

### 2.3.2 Residual waste

This is a measure of two factors – how much household waste is generated, and how good an authority is at extracting material for recycling.

Figure 4. Residual waste trends; District, County & National

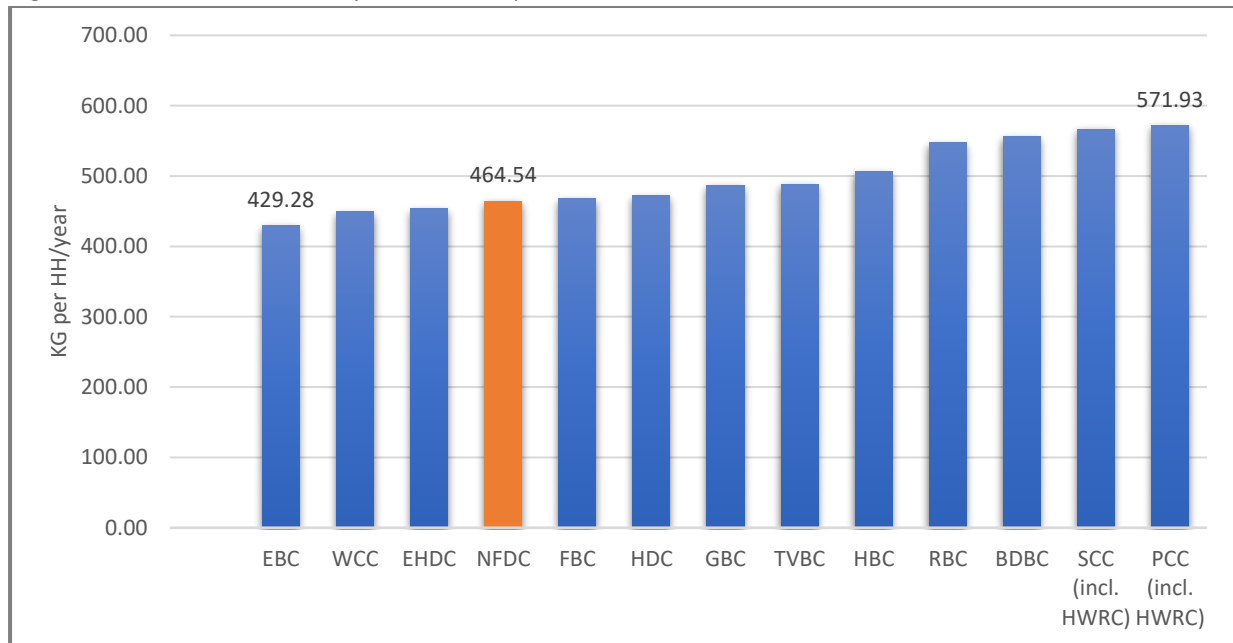


The above graph compares NFDC performance with that of England and Hampshire. It shows:

- No significant change in performance nationally in the last seven years
- A reduction in residual waste per household in NFDC and Hampshire

- A better level of performance in NFDC than nationally. However, the national figures do include certain elements of waste which are not part of NFDC’s waste stream, e.g. waste from HWRCs. The average KGs per household for all waste collection authorities in the south-east of England in 2017/18 was 440kgs, some way better than NFDC’s performance.

Figure 5. Residual waste comparison; Hampshire Authorities 2019/20



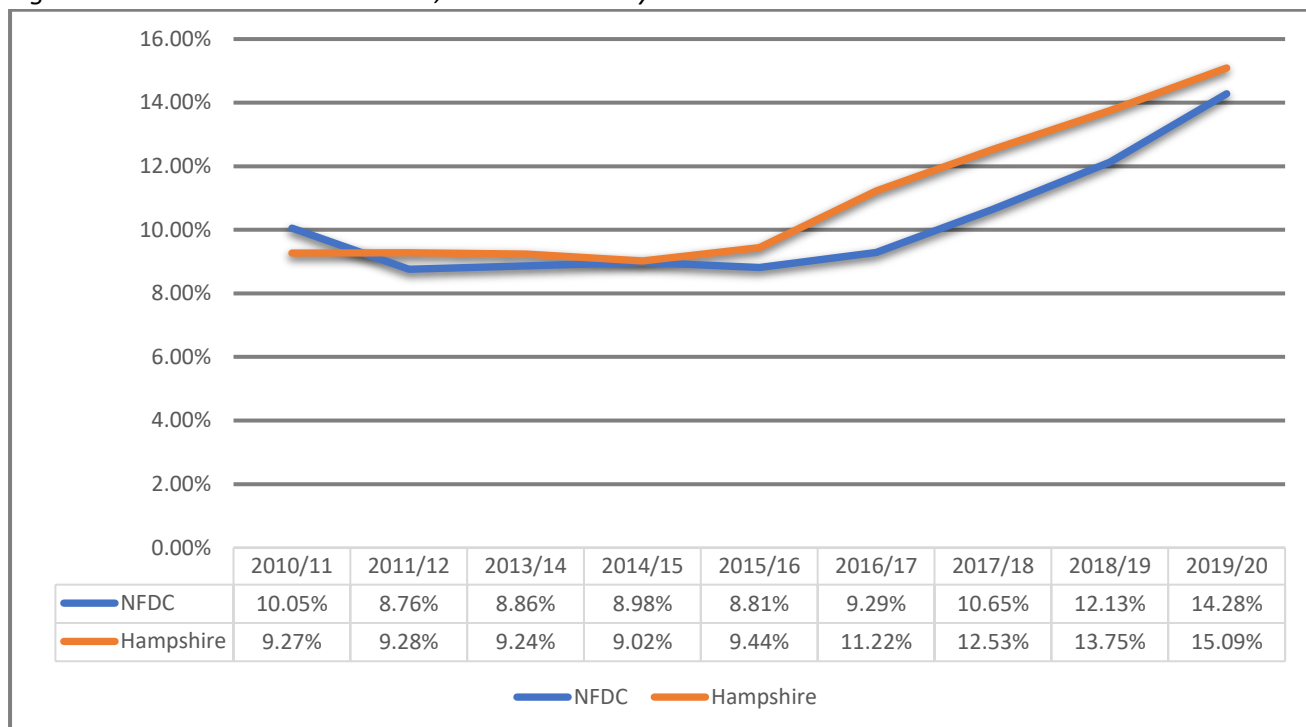
The graph above compares NFDC performance in 2019-20 with other Hampshire authorities. It shows that:

- NFDC is one of the better performers in Hampshire
- The two poorest performing district councils have weekly collections of residual waste
- The three best performers all have alternate week collections of residual waste and DMR
- The only authority to carry out separate food waste collections, Eastleigh, are the best performer

### 2.3.3 Contamination of DMR

Non-recyclable material found within DMR at the MRFs is rejected and sent for disposal. Material from NFDC is mixed with other authorities’ DMR before being processed, so sampling is carried out at a Materials Analysis Facility to estimate the quality of the DMR being collected by each WCA.

Figure 6. Contamination rate trends; District & County



The graph above shows the estimated proportion of DMR from NFDC and the rest of Hampshire that is classed as contamination. It shows that:

- Contamination rates have been rising in NFDC and Hampshire since 2015/16
- Contamination rates in NFDC are slightly below the Hampshire average

The Council’s current collection method, with bags often piled up into “stackpiles”, means that identifying households which are placing out contaminated bags is often not possible. This limits our opportunities to reduce contamination via targeted education and information.

As discussed, the figures detailed above are based on a sampling process, which because of its nature, tends to underestimate actual rejections from the MRF. This means that actually up to 20% of NFDC’s DMR may end up being sent for disposal rather than recycling.

#### 2.3.4 Waste composition

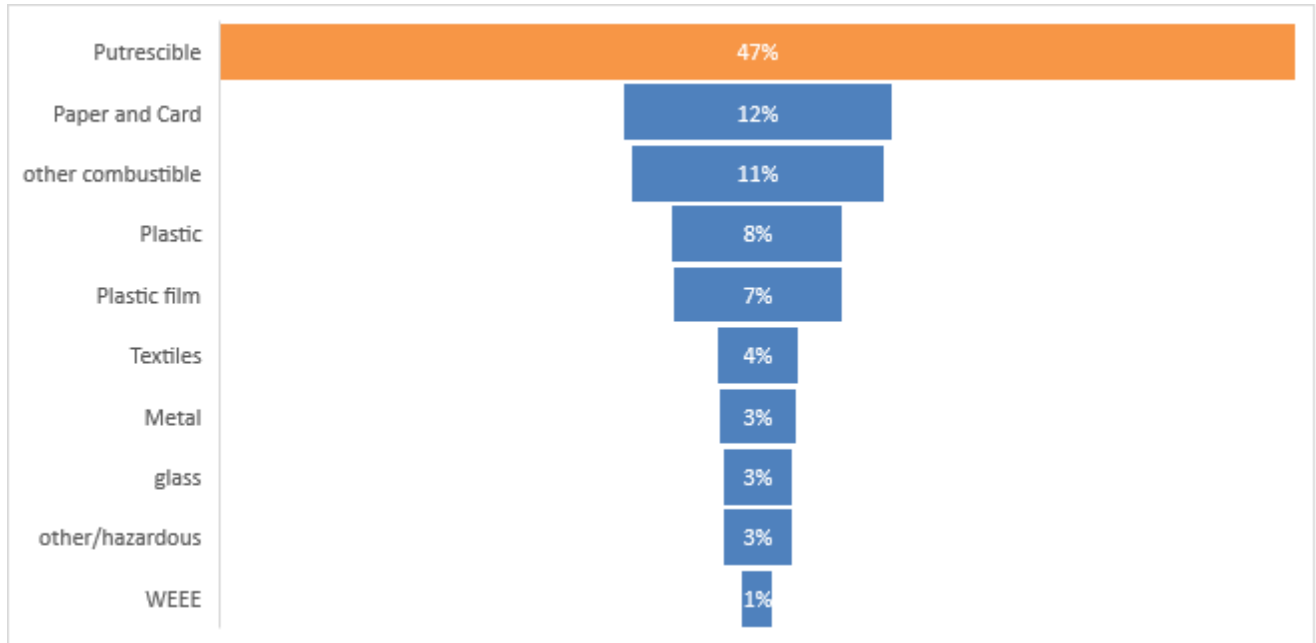
In 2018, a comprehensive analysis of kerbside waste and recycling was carried out for the PI partnership. The results of the residual waste analysis are shown below.

Nearly half (47.0%) of the residual waste was made up of putrescible (organic/degradable) waste. Of this putrescible waste, 29.4% was avoidable food waste, with 10.2% being unavoidable food waste. The next largest category, making up 11.9% of the total residual waste, was “other combustibles”, of which half was disposable nappies. Paper and card accounted for 11.7%. Of this, 4.9% came from non-recyclable paper (mostly tissues and kitchen paper) while 5.9% was recyclable.

Overall, 19% of residual waste could have been recycled at the kerbside or bring sites rather than being placed into black sacks.

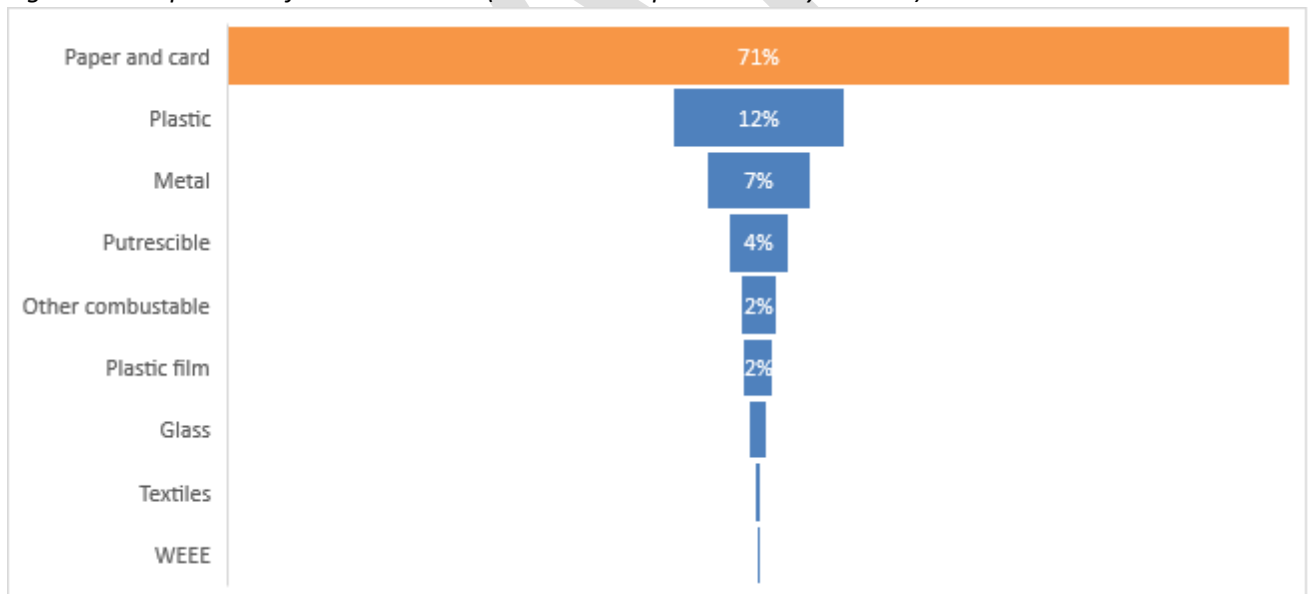


Figure 7. Composition of the NFDC residual waste (PI waste composition Analysis 2018)



The results of the DMR analysis are shown below.

Figure 8. Composition of the NFDC DMR (PI waste composition analysis 2018)



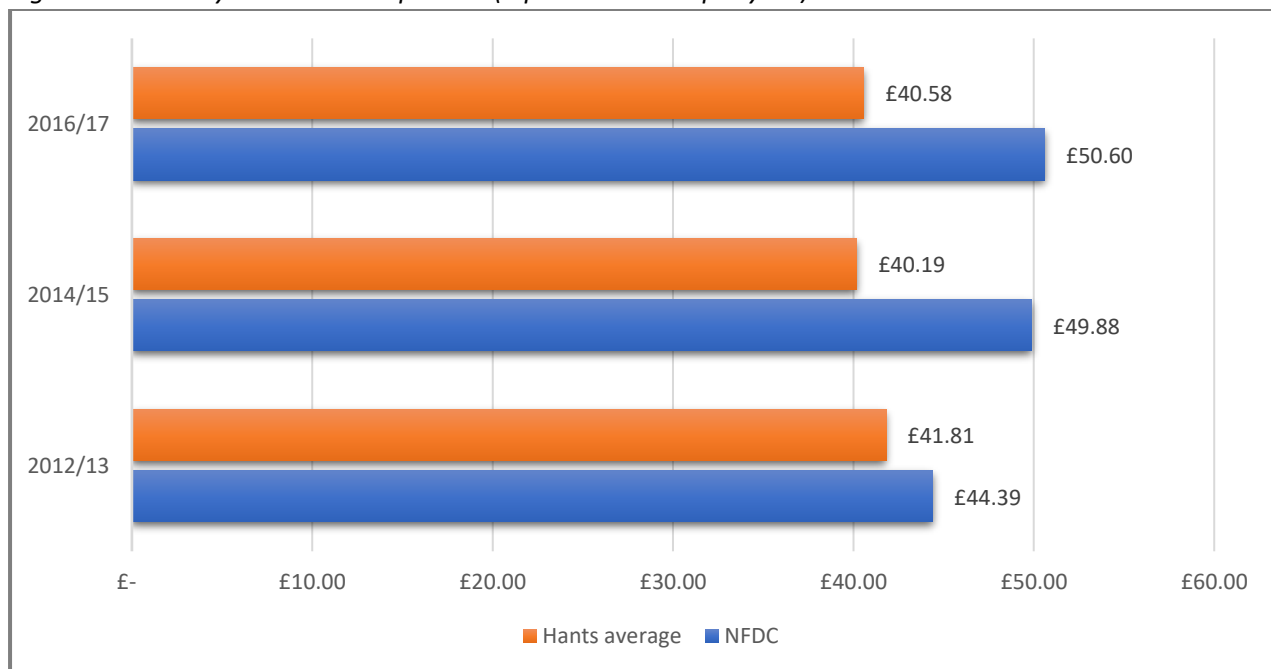
Paper and card made up the majority of the DMR in New Forest (71.0%). This included newspapers and magazines (39.3%), corrugated card (7.8%), thin card (12.6%), laminated card (3.9%) and other recyclable paper (4.8%). 11.5% of the composition was dense plastics (8.3% was bottles). 16.7% of DMR is material that cannot currently be recycled via that collection method.

The New Forest overall capture rate (how much targeted recyclable material is found in the DMR as opposed to the residual) is slightly below the average from PI. The top performers in this respect all operate an alternate week bin collection.

### 2.3.5 Whole System Cost

Since 2012, PI has carried out three cost comparison exercises, most recently in 2016-17. It is often difficult to accurately compare costs between authorities because of differences in accounting practices and operational factors. However, the exercises were able to analyse enough information to indicate comparative performance and monitor direction of travel. This is shown in the graph below.

Figure 9. Whole system cost comparison (£ per Household per year)



The graph shows that NFDC's collection service cost increased between 2012 and 2017, this being largely due to the introduction of the new glass collection service. It also shows that NFDC's collection costs in 2016/17 were 25% above the average for Hampshire. This is due to the provision of a weekly collection service for both residual waste and DMR.

## 3.0 Waste strategy review research

Throughout 2019 and 2020 officers, members and external consultants have worked together to research waste & recycling services and gather all the necessary information needed to draw conclusions for the council's future service. This section summarises the key pieces of research.

### 3.1 Waste service options

#### Residual Waste

The options for the collection of residual waste are based on two factors - the choice of container (generally either a bin or a single use sack) and the frequency of collection.

It is useful to understand the term “alternate week collection” (AWC) here. AWC is a system where weekly collections are maintained, but the waste type alternates from week-to-week, i.e. one week residual waste would be collected, and in the following week the dry recycling would be collected.

### **Food Waste**

Food waste can be collected as either:

- A standalone service; includes two containers (caddies) per household – a smaller one for internal use and a larger one for external use. Liners can be used for the smaller internal caddy.
- Or mixed with garden waste; collected in a wheeled bin. This has implications on disposal infrastructure, meaning garden waste could not be sent for open windrow composting as with the current system. It also means that garden waste collection could no longer be charged for.

### **Garden Waste**

Garden waste can either be collected in a reusable sack or wheeled bin. Frequency of collection can vary, although most authorities collect fortnightly.

### **Dry recyclable materials**

In terms of dry recycling (paper/card, metal, glass, plastic), collection systems tend to broadly fall into three categories, the key features of which are described below.

#### **Kerbside Sort**

- Multiple recycling containers of varying sizes are provided to residents. They could be a mix of boxes and bags
- Materials are usually collected weekly on a single multi-compartment vehicle. Some element of kerbside sorting may be required by the collection crew
- When the material is offloaded from the vehicle, the waste transfer facility needs to be able to store multiple material streams separately while awaiting onward transport for reprocessing.
- Note: a kerbside sort vehicle could also collect food waste.

#### **Twin Stream**

- Householders are provided with two containers for their dry recyclable materials.
- The main intention is to keep glass and fibres (paper and card) separate, as glass can bind with the fibres and reduce their quality
- Generally, the two streams of recyclables would be collected on the same vehicle in 2 separate compartments
- Apart from the separation of the two streams, any further sorting required is completed post-collection (i.e. at a MRF).

#### **Co-mingled**

- All dry recycling is mixed into one container or sack by the resident
- Recycling is emptied into the back of a single vehicle.

- The material is taken to a MRF to be sorted, before being sent to reprocessors for recycling.

Each of the above service configurations has its advantages and disadvantages, and NFDC must decide which of the above is the best for the local circumstances.

### 3.2 Collections modelling work

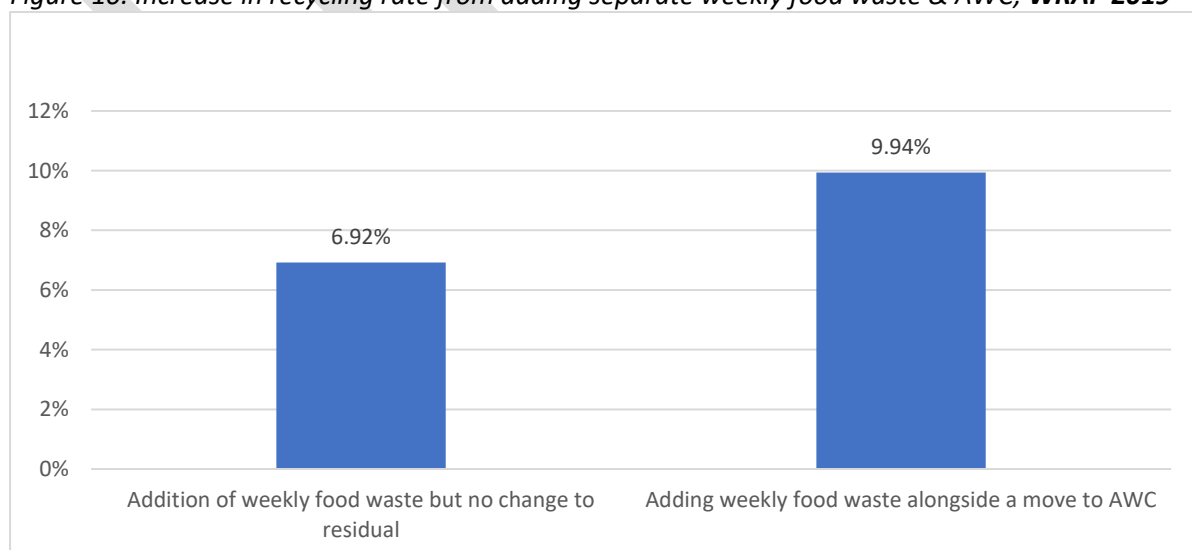
In 2019 and 2020, the Council modelled some different options for waste and recycling collections. Each collection option is a combination of different collection containers and collection frequencies, for the different materials that the Council currently collects, or will be required to collect in future. Their selection was based on industry best practice, the key elements of the emerging RaWS, and the Council’s desire to see improved levels of recycling.

#### 3.2.1 Options selection process/reasoning

Service characteristics vary from option to option, but there were five characteristics which were common to all options. The reasons for selecting these characteristics for the purpose of the modelling are set out below:

- Food waste collected separately
  - This will become a legislative requirement, as set out in the Environment Bill
- Collection of residual waste every two or three weeks. This change would:
  - Drive up resident participation in the food waste collection service, for those residents who wish to have their food waste collected on a weekly basis.
  - Mitigate some of the collection costs arising from separate food waste collections
  - Align NFDC’s service more closely with regional and national practice. In 2017/18 WRAP reported 77% of authorities in England offered fortnightly collections
  - Evidence from WRAP also suggests that the move to AWC alongside food waste collections would have the added benefit of increased recycling rates, as can be seen in figure 10 below.

Figure 10. Increase in recycling rate from adding separate weekly food waste & AWC; WRAP 2019

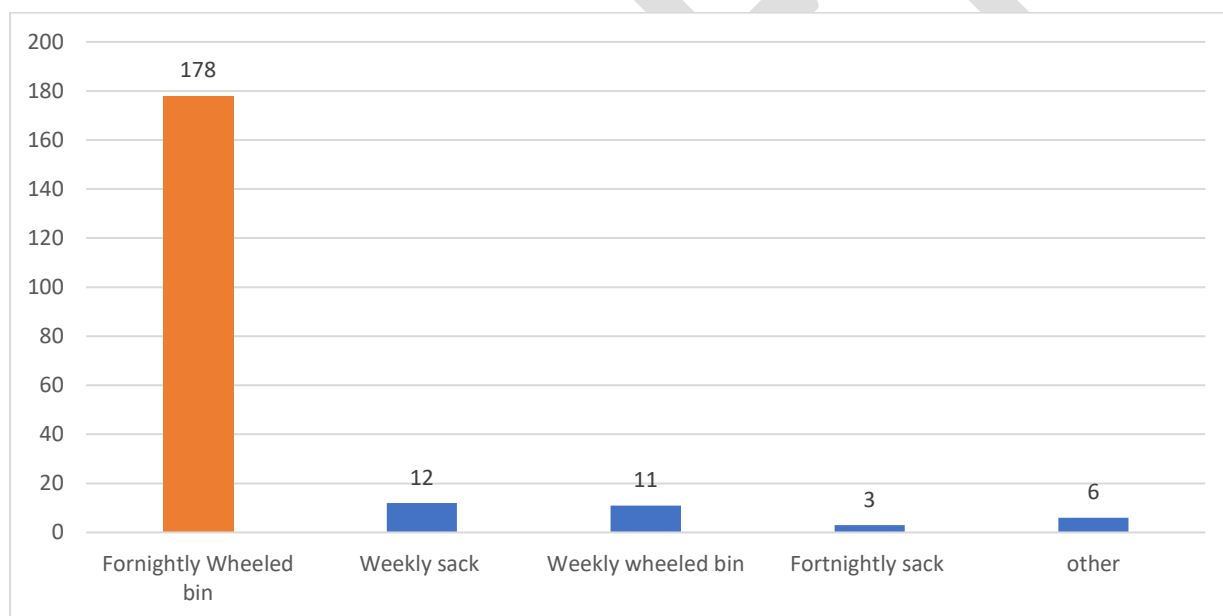


- Collecting residual waste via an AWC system decreases residual waste levels overall, however each household may have more residual waste per collection. For the purpose of

containing this waste over a 2-3 week period, an alternative to the current sack collection scheme is needed. Wheeled bins were modelled and would:

- Drive down waste generation and increase recycling by limiting capacity for residual waste. Analysis of residual waste shows that most households could adequately contain their residual waste in a wheeled bin, as part of a more comprehensive waste/recycling service
- Reduce the 10 million single-use black and clear plastic sacks provided to residents by NFDC every year
- Improve working conditions for Council staff, by reducing cuts and puncture injuries, as well as issues with offensive materials within the bags if/when they are split open
- Improve the cleanliness of streets before/after collection by reducing litter and mess caused by split sacks and animal strikes. In 2019/20, over 150 complaints relating to mess on collection day were received by the customer services team.
- Align NFDC's service more closely with regional and national practice - wheeled bins are used for containment of waste in 12 out of 13 WCAs in Hampshire, and 95% of authorities nationally. Figure 11 below shows the core waste collection method for lower tier English local authorities. The data excludes city centre councils.

Figure 11. Local Authority residual waste collections frequency/container – England



- Garden waste collected in wheeled bins. The current reusable bag collection presents several challenges -
  - Significant manual handling issues for collection crews and residents because of weight/density of garden waste
  - Slow collection system as it can sometimes be difficult to fully empty bags when full of sticks, thorns etc
  - Limited capacity of reusable bags
  - Bag replacement costs are high because of the weight in the bags and the nature of waste going in, they tear/rip. They are also liable to be blown away after collection.

- Removal of single-use sack collection for mixed recycling. A sack collection service was ruled out as a viable option due to the following limitations of the existing service:
  - Resident participation in the DMR service depends on them having access to clear sacks. When households run out of sacks before their next scheduled delivery, it inhibits their ability to participate in the service.
  - NFDC distribute in the region of 10 million clear and black single-use plastic sacks every year to residents. This is a fulltime delivery operation with annual costs of c£0.5m.
  - NFDC is the only WCA out of 13 in Hampshire to use a single-use sack as its core collection method. This means that NFDC has a bespoke arrangement at the current MRFs, where sorting staff are required to split open NFDC sacks by hand so that the contents can be sorted into constituent parts.
  - Around 20% of the material sent to the MRFs is currently rejected as contamination. Because of the current collection method, with sacks often piled up into “stackpiles”, the identification of households which are placing out contaminated bags is not possible, which limits our opportunities to reduce contamination via targeted education and information.

### 3.2.2 Core and non-core services

While it will be the intention of the Council to find a best fit core service for the vast majority of the Households in the New Forest, waste collection is very rarely ‘one size fits all’ in any local authority. NFDC has a mixed landscape with a multitude of towns and villages, National Park and coastal areas. This means we have harder to reach properties including flats, terraced housing front facing straight on to the highway and very rural properties in private lanes or with long driveways. Because of this the council is aware that no single service will meet the needs of 100% of these property types. This has been considered in the modelling process. Using our current round knowledge and property numbers we have assumed the following property numbers may require some change to the core service, as illustrated below:

Property type	Number of properties
Flats	4800
Rural properties	1600
Core service	75,600

This change would depend upon the service model selected, but could include an alternative container or sack, different collection frequency, or materials being collected on a different size vehicle. For some properties it may even be necessary to combine material streams in order to make collections possible.

Estimation for the purpose of modelling, will give an indication for future provision. However, to ensure the right service is offered to every property, extensive surveying would be carried out of all streets where access and storage of containers is a potential issue. This exercise would need to be suitably resourced.

### 3.2.3 Options modelled and assumptions

The options modelled are shown in Table 3 below. Options 1 to 3 were modelled in 2019, option 4 was modelled in June 2020, following discussions with HCC and other Hampshire partners which

indicated that a “Twin Stream” collection was a viable option, and one which we had not yet modelled. More detail on each of these options is included in Appendix 2.

Table 3. Collection options modelled

	Food	Dry Recycling	Glass	Residual waste	Garden
<b>Baseline</b> <i>Current Service</i>	N/A	Weekly, disposable sacks	Once every four weeks, box	Weekly, disposable sacks	Fortnightly (charged), reusable sack
<b>Option 1</b> <i>Three weekly residual, comingled</i>	Weekly, caddy	Fortnightly, wheeled bin	Once every four weeks, box	Once every 3 weeks, wheeled bin	Fortnightly (charged), wheeled bin
<b>Option 2</b> <i>AWC, co-mingled</i>	Weekly, caddy	AWC, wheeled bin	Once every four weeks, box	AWC, wheeled bin	Fortnightly (charged), wheeled bin
<b>Option 3</b> <i>Kerbside sort</i>	Weekly, “multi-stream”, using a caddy for food waste and three boxes for recycling			Fortnightly, wheeled bin	Fortnightly (charged), wheeled bin
<b>Option 4</b> <i>AWC, Twin Stream</i>	Weekly, caddy	Twin stream – glass/cans/plastic in one stream, and paper/card in another – AWC		AWC, wheeled bin	Fortnightly (charged), wheeled bin

The way the modelling works is based on agreeing a range of assumptions which are then used to forecast the impact of service changes. These assumptions are wide-ranging and include for example the expected yield (kg per household) of different materials, levels of resident participation in different services, and the cost of vehicles, staff and other items. The existing service is also modelled, in order to compare the options effectively with current practice.

The study focussed on core service costs and didn’t include costs of peripheral services such as bulky waste collection, post collection costs such as transfer stations, onward transport, and processing costs, or income.

As described above, the results can be used to compare relative costs of different options, and give an indication of potential future costs, but should not be used to infer future budgets, because of the high-level nature of the modelling and the exclusions of certain factors such as income.

### 3.2.4 Modelling results

The modelling showed that each option would lead to an increase in both service costs and recycling rate, when compared to the current service:

*Table 4. Options service costs and recycling rate comparison*

Option	Increase in annual service cost compared to current service	Increase in recycling (% points)
1 - "Three weekly residual, co-mingled"	£765k	19.3
2 - "AWC, co-mingled"	£739k	15.4
3 - "Kerbside sort"	£87k	15.6
4 - "AWC, Twin Stream"	£725k	15.3

General remarks from the modelling results in comparison to the baseline include:

- The use of bins and a move to AWC results in improved recycling performance. This is because it encourages residents to both minimise their waste and increase recycling.
- The collection of waste from bins is slower than the collection of disposable sacks. Nonetheless, if collection from bins is coupled with a move to AWC, this normally results in improved overall financial performance, because the cost benefits of AWC outweigh any collection inefficiencies arising from the use of bins.
- In the long run, the use of bins, which normally have a useful life of at least 10 years, will result in savings when compared to the continuous, annual provision of disposable sacks.
- Where a separate food waste service is introduced, this results in higher collection costs due to the requirement of additional vehicles and staff to provide the service to 82,000 households per week. Moreover, a separate food waste collection service requires the purchase of food waste caddies and the regular provision of compostable food waste liners, which result in an increase in the capital and overall service costs.
- Option 3 (kerbside sort) benefits from the collection of all recyclable and compostable material from the same vehicle on the same round, which provides collection efficiencies.
- An AWC collection of residual waste in wheeled bins is shown to cost c£1.28m per annum whereas maintaining the current weekly sack service would cost c£2m. In all the collection options, the reduced cost of the residual waste service helps to offset some of the cost of the food waste collection service.



### 3.3 Best performers research

Appendix 4 to this document details the services of the five best performing authorities in England, in terms of recycling rate – they all have a rate of between 61% and 65%, compared to NFDC’s rate of 34%. Service configuration varies across the 5 but they have the following in common:

- All 5 collect a greater range of materials for recycling than NFDC (e.g. all collect wider range of plastic, and 4 collect cartons)
- All 5 have wheeled bins for residual waste and recycling
- All 5 collect residual waste on an AWC basis
- All 5 collect food waste
- Top 2 performers collect food waste mixed with garden waste, this is free collection service, so we would expect yields of garden waste to be high within this mix.

Another way of looking at performance is via ONS Area Classification, which assigns all authorities into groups which have key population characteristics in common such as housing type and age distribution.

The ONS nearest neighbours are the 4 authorities that are most similar to the selected authority based on key population characteristics. The recycling rates and service design of NFDC’s nearest neighbours are shown in Appendix 5, and the key findings are as follows:

- NFDC has the lowest recycling rate of its 4 nearest neighbours
- All other authorities use a wheeled bin collection system for residual waste
- All other authorities collect residual waste on an AWC basis
- Authorities with a wheeled bin can maintain a similar recycling rate to NFDC, without a glass collection
- The highest performing authority collects food waste separately
- The highest performing authority uses a kerbside sort collection model, collects the broadest range of materials, and restricts the capacity of residual waste by using smaller bins (140L -180L).

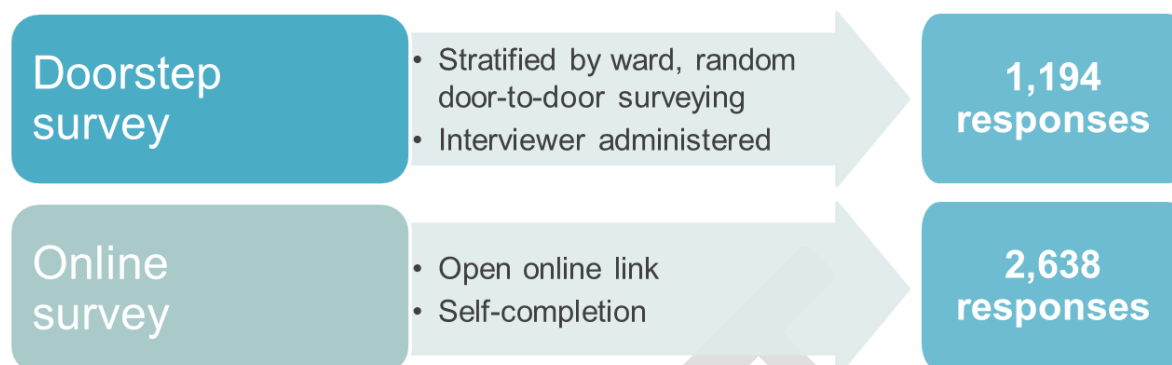
### 3.4 Resident engagement

Despite uncertainty surrounding national and regional decision making; engaging with residents early in the waste strategy review process was a high priority. Specific service actions or changes for all local authorities are now heavily dependent on central government, the survey was commissioned before the release of Environment Bill in January 2020 and as such specific service actions were not raised for comment. Instead the survey focused on:

- Current recycling behaviours
- Motivators to recycle more
- Satisfaction and importance of key elements

### 3.4.1 Methodology

The survey was carried out using a mixed methodology, it was important that the survey was inclusive but also representative of the district, therefore both door to door and online methods were used.



With 3,832 residents completing the survey in total, this returned a confidence interval of 1.6% for a 50% statistic at the 95% confidence level. This simply means that if 50% of residents indicated they agreed with a certain aspect, the true figure (had the whole population been surveyed) could in reality lie within the range of 48.4% to 51.6% and that these results would be seen 95 times out of 100. We are therefore confident that through weighting some of the data we would see reliable results when combining both the doorstep and online results.

### 3.4.2 Survey findings

The executive summary of the survey report can be seen in Appendix 6. There is much to be taken from the survey, it has helped us assess our residents' general appetite for recycling, and their understanding of NFDC's recycling services. It has given us an insight into how we might better communicate with residents in the future; and it has helped us understand what barriers may exist when we implement statutory changes. In summary the key findings were:

- Overall claimed usage of kerbside services was high, with most residents using collections at the required frequency including recycling and glass.
- The range of materials collected seems to be a limitation. Residents would foremost like to be able to recycle a wider range of plastics (tubs/trays/film/bags), closely followed by tin foil and foil trays; and then cartons and batteries.
- Of those that thought the service would benefit from further containers, bins were the most popular.
- Food waste collections were welcomed by residents.
- There are high levels of satisfaction with elements of the current service, though there is a need for a balanced approach and the Council recognises the need for improvement.

## 3.5 Member working group

The member working group has been central to the development of the draft waste strategy document. Meeting every 6 weeks since September 2019 as well as making site visits has helped understand current and potential future operational practice. Work has included the following:

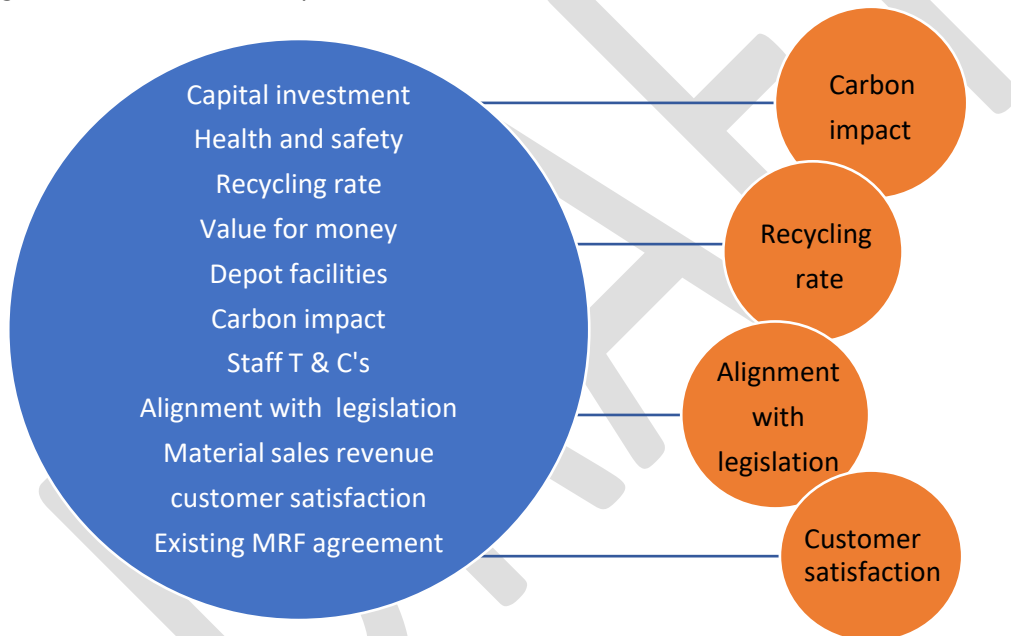
- Current service understanding
- Infrastructure review

- Performance review/update
- HCC Project Infrastructure site visits
- Policy driver review/update
- Understanding possible service design
- Best performing authorities research
- Waste and recycling engagement survey design
- Modelling work review

### 3.5.1 Priorities for a new service

In early February 2020 members were given a presentation from consultants Wood, who were commissioned to carry out service modelling work on behalf of the Council as set out in section 3.3 of this document. Part of the modelling process requires the council to establish priorities for a new service, so that elements of each model can be assessed in terms of how well they meet these priorities. The members were given an explanation of each listed priority and asked to rank them so the top 4 could be established. The results can be seen below.

Figure 12. Member service priorities



Whilst members agreed that all listed priorities highlighted in blue in figure 12, were very important when considering the future service, the members 4 'highest' priorities, highlighted in orange in figure 12, were used to establish the service recommendations presented to members in June 2020. These accepted recommendations have formed the basis of the actions set out in this document.

## 4.0 A case for change

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The information on policy drivers, performance, current services and the research carried out demonstrates the need for change in frontline service delivery. This is summarised below:

- 4.1 The council needs a service that will comply with Central Government's future direction regarding consistency of collections
- 4.2 The council has a legal obligation to apply the waste hierarchy by reducing, reusing and recycling as much of the waste it collects as possible.
- 4.3 The council has pledged to increase recycling rates and reduce carbon footprint as detailed in the 20-24 Corporate Plan.
- 4.4 The current service does not encourage waste minimisation because it offers unlimited collections of residual waste
- 4.5 The council needs to offer a wider range of recycling services to meet resident expectations as highlighted in the customer engagement exercise.
- 4.6 The council needs to work with Hampshire partners to ensure that the future collection service is compatible with future waste and recycling transfer and processing arrangements.
- 4.7 The Council's current collection service is one of the highest cost services in Hampshire.
- 4.8 Technology could significantly improve resource efficiency and customer service.
- 4.9 Different ways of collecting waste could improve the cleanliness of the district's streets, by minimising waste from split bags and the associated litter.
- 4.10 The council should aim to reduce the quantity of single-use sacks distributed per annum, currently numbering 10 million.
- 4.11 The council could reduce DMR contamination rates via alternative collection methods and/or use of technology. This will facilitate communications direct to the householder.

## 5.0 Aims and objectives

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### 5.1 Our Aim

*To provide the New Forest with a cost and carbon efficient recycling and waste service, that maximises the recovery of valuable natural resources and meets the needs and expectations of our residents. We will ensure that this service is compliant with forthcoming national legislation and compatible with any new working arrangements with our Hampshire partners.*

### 5.2 Objectives

Objective 1 – Minimise carbon impact of waste/recycling service

- The council is committed to taking all possible measures to help tackle climate change. We can do this by considering the carbon impact of different viable waste collections available to us.

Objective 2 – Legislative compliance

- As a waste collection authority, the council is required to comply with any legislation that central government pass in relation to waste collection services. Failing to meet requirements on new legislation will results in financial penalties upon the council.

Objective 3 - Reduce levels of overall household waste

- Waste reduction remains top of the waste hierarchy; therefore, the council must implement all possible actions proven to reduce levels of waste.

Objective 4 – Increase quality and quantity of recycling

- The councils recycling rate is currently low when compared to other authorities, ranking 286th out of 345 councils in England. Future recycling rate targets set by the government, will not be met without service changes. Contamination within the recycling is also increasing, and the council need to be able to provide feedback directly to residents to educate and help bring about behaviour change.

## 6.0 What are we going to do?

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This section of the strategy describes the actions that are required in order to achieve the aim and objectives. A timetable for implementation of this strategy is not presented at the draft stage because of the further work needed and the developing picture nationally, and within Hampshire, that will strongly influence such a timetable. A more detailed timeline for implementation will be included within the final strategy.

The Government's Waste and Resources Strategy states that *"we must, and will, ensure that local authorities are resourced to meet new net costs arising from the policies in this Strategy, including up-front transition costs and ongoing operational costs."* No further information on the mechanism for this has been released.

### 6.1 Kerbside collection of household waste and recycling

Each component of current/future service provision is taken in turn. It is important to bear in mind that part of the work to develop a new strategy will be to carry out extensive work to assess properties where access and storage of containers is a potential issue, and our core service may not be possible. Consideration will be given to; hard to access areas, properties with access to free roaming animals, terraced housing and flats. However, wherever possible, the core service will be adopted.

#### 6.1.1 Food Waste

The Environment Bill release in January 2020 states that separate weekly food waste collections will be required by 2023. Waste composition data (see figure 7) shows that 40% of black bag waste in NFDC is food waste. Targeting this material for recycling would have a strong impact upon recycling rate and residual waste reduction.

#### 6.1.2 Residual waste

The introduction of a separate food waste collection service allows for collection frequency, and containment, to be considered for residual waste. The benefits of wheeled bins collected on an alternate week basis have been set out in section 3.3.1 of this document.

#### 6.1.3 Dry Recycling

Section 3.3.1 also sets out the rationale for moving away from the weekly sack collection.

Future requirements for separation of recycling, and the potential for changes in recycling infrastructure in Hampshire means that the option of collecting current materials in a bin with kerbside box for glass may not be viable going forward. Viable alternative options include kerbside sort and twin stream collection systems. Upon reviewing the factors detailed in Appendix 3, a twin stream system is considered the most viable option for the New Forest for the following reasons

- Twin stream means householders only sorting one stream (paper/card) from everything else, whereas a kerbside sort system involves different boxes/bags for different materials (3 containers)
- Twin stream means that food waste would be collected on a standalone vehicle fleet, rather than on the same vehicle as dry recycling. De-coupling food waste from dry recycling means that:

- the introduction of these two services are not tied to the same timescales – one could proceed without the other, if necessary
- there can be different transfer locations for food waste and dry recycling
- the tipping process is more straightforward if food and dry recycling are collected on separate vehicles
- there is the ability to collect food waste from communal bins (e.g. at flats) and rural areas on standalone vehicles (not achievable on kerbside sort vehicles)
- there is more flexibility to restructure food waste rounds depending on participation and yields, to maximise collection efficiencies
- The council could more easily introduce collections of food waste from businesses - pubs, restaurants etc
- There can be faster collections at each property, with less impact on local traffic compared with the kerbside sort option
- There would also be a reduction in manual handling and noise (from glass collection) resulting from a twin stream service when compared with a kerbside sort service

#### 6.1.4 Garden waste

The limitations of the garden waste sack service have been presented in section 3.3.1. Wheeled bins would overcome many of these. However, it is noted that for this chargeable service some flexibility may be required.

## Action 1 – Carry out further work on Option 4 – “AWC, Twin Stream”

Carry out further work on Option 4 as presented in section 3.2.3, which for clarity is as follows:

**Food** – weekly, caddy

**Dry Recycling** - twin stream – glass, cans, plastic bottles and PTT in one stream, and paper/card in another – AWC

**Residual waste** – AWC, wheeled bin

**Garden waste** – fortnightly, wheeled bin (with option for customer to choose to remain on sack collection)

This further work will be two-fold –

- Development of a detailed business case which would include the following elements:
  - An assessment of vehicle types and numbers and suitable container sizes
  - How such a service can be provided in “harder to reach” area such as flats and rural properties
  - For food waste, a cost/benefit analysis of caddy liner provision
  - How food waste and twin stream recycling would be transferred and processed (working with HCC)
  - Timetable for introducing such change
  - How flexibility with containers can be provided as part of the garden waste service
- Carry out engagement with stakeholders. We know that our waste and recycling collections must change. The purpose of the engagement work is to gather opinions from stakeholders of how the collection system described in Action 1, and other parts of the strategy, may affect them. The feedback will enable us to develop a final strategy that considers the needs of these stakeholders alongside the other key drivers described in the Strategy.

This action will help to achieve the following objectives:

- Objective 1 - Minimise carbon impact of waste/recycling service
- Objective 2 - Legislative compliance
- Objective 3 – Reduce levels of overall household waste
- Objective 4 – Increase quality and quantity of recycling

### 6.1.5 Waste Collection Policy

Many Councils, particularly those introducing new collection services, have “Waste Collection Policies”. Such policies define the approach to questions such as:

- How contaminated recycling will be handled when found at the kerbside
- Criteria for higher levels of waste/recycling capacity at a household level e.g. larger containers for larger families.
- How quickly the council will return for missed collections
- Where waste should be presented for collection e.g. at the curtilage of the property, at the public highway etc



- How excess waste will be handled if found at kerbside
- How to minimise waste being presented too early or too late for collection
- How services will be provided to areas which cannot receive the “core service” – flats, or extremely rural areas, for example
- What are the criteria for assisted collections?
- What are charging policies for new/replacement containers?

## Action 2 – Devise a new Waste Collection Policy

Regardless of what the future kerbside collection of waste and recycling will look like, there will need to be a new Waste Collection Policy for NFDC.

Such a policy will provide clarity for the Council, and the public in terms of the standards they can expect.

This action will help to achieve the following objectives:

- Objective 1 - Minimise carbon impact of waste/recycling service
- Objective 2 – Legislative compliance
- Objective 3 – Reduce levels of overall household waste
- Objective 4 - Increase quality and quantity of recycling

## 6.2 Waste Prevention

In line with the waste hierarchy, waste prevention remains a major priority for the council. It has been well established that the most effective way of reducing residual waste levels across all social demographic groups is to have a scheme and policies which allow residents to separate materials for recycling whilst minimising the amount of residual waste that can be placed out for collection. Further to this; the 2018 waste composition analysis found that almost 40% of New Forest residual waste was comprised of food waste. Restricting residual waste capacity will encourage up take of the food waste recycling service, therefore helping meet our strategy objectives.

In addition to this there are actions that the council will seek to explore in partnership with other key stakeholders:

### 6.2.1 Bulky waste

As out lined in section 2.1.5 of this document large items such as furniture and white goods, are collected via the council’s bulky waste collection service. Because of the size of these items they are not suitable for incineration via the Energy Recovery Facility, and therefore much of this waste is disposed of via landfill.

It is therefore within the council interest to help residents find reuse opportunities for suitable unwanted bulky items. Although NFDC does not have the cheapest bulky waste service in Hampshire; recent benchmarking activities have shown that the collection of a single large item is roughly 17% cheaper than average cost of similar services throughout Hampshire. This may

encourage people to use the service before considering donating to charity or other re-use/recycle organisations.

### Action 3 – Bulky waste reduction

We will continue to promote the reuse script for our bulky waste service and seek to expand and include other charities and reuse/recycle organisations in the output where possible.

We will increase the price of the bulky waste service in line with other Hampshire local authorities in April 2021.

This action will help to achieve the following objectives:

- Objective 1 – Minimise carbon impact of waste/recycling service
- Objective 3 - Reduce levels of overall household waste

#### 6.2.2 Waste prevention

Despite the planned introduction of a food waste collection service and the continuation/expansion of a garden waste collection service, the council recognise that composting at home is still the most efficient and environmentally friendly way of dealing with this material. HCC currently support householders by offering reduced price compost bins to Hampshire residents and offering advice to residents to help them successfully compost at home. HCC smart living initiatives also include promoting and sharing messages including:

- Love food hate waste
- Repair cafes
- Swap shops /sustainable fashion

### Action 4 – Support Hampshire County Councils smart living initiatives

We will work closely with HCC to promote smart living initiatives and campaigns, to try and reduce overall waste generation levels.

This action will help to achieve the following objectives:

- Objective 1 –Minimise carbon impact of waste/recycling service
- Objective 3 - Reduce levels of overall household waste

#### 6.2.3 Communications

The introduction of any new service requires considerable investment in communications to ensure that the public and other stakeholders are informed. As part of the business case detailed under Action 1, an initial assessment of the communications requirements will be made. Depending on the exact nature of the future service, it may be that there is greater opportunity to communicate directly with individual households on issues such as:

- Excess waste
- Contaminated recycling
- Food waste service participation

## Action 5 – Develop a Communications and Education Plan

Once the future of the frontline collection service is known, a comprehensive communications and education plan will be developed. Such a plan will include all the necessary communications channels, budget, and resources needed to deliver such a plan.

This action will help to achieve the following objectives:

- Objective 1 - Minimise carbon impact of waste/recycling service
- Objective 2 – Legislative compliance
- Objective 3 – Reduce levels of overall household waste
- Objective 4 - Increase quality and quantity of recycling

## 6.3 Recycling Banks

The council aims to provide a comprehensive kerbside collection service, that will mean bring sites are superfluous to the service. Evidence from the recent resident engagement survey suggested that 88% of residents either never or rarely used the sites to recycle glass; for DMR the figure was 93%.

### Action 6 – Removal of recycling bring sites

We will remove the dry mixed recycling banks (blue) from all NFDC bring sites in summer 2021.

Once a comprehensive kerbside collection of all dry recyclables (including glass) has been established for all households throughout the district, bring sites will be removed.

We will continue to provide recycling points for materials that cannot be recycled from the kerbside:

- Textile recycling - banks will remain in place as per the Fareham Borough Council Framework contract at 16 sites across the district.
- Beverage cartons (e.g. tetra pak) recycling – further consideration will be given to additional carton recycling banks once:
  - A) Central government have made it clear whether this material should be collected within the kerbside collection; and/or
  - B) The likely future recycling collection system and infrastructure is confirmed (i.e. could any new MRF infrastructure effectively sort cartons from other materials

If the material is not to be collected at kerbside, we will seek to implement a number of banks across the district to serve our major towns and villages.

This action will help to achieve the following objective:

- Objective 1 –Minimise carbon impact of waste/recycling service
- Objective 3 –Reduce levels of overall household waste
- Objective 4 - Increase quality and quantity of recycling

## 6.4 In cab technology and round efficiency

A piece of consultancy work prepared for the council in 2018 by Wood, suggested that round restructuring would benefit from route planning software to maximise the efficiency of collection rounds.

Currently our operational staff rely on paper based and verbal feedback to their supervisors to report problems they encounter on the rounds. They currently have no way of providing communications to householders regarding contamination, as it is not easy to establish which household the sacks originate from.

Missed collections remain an issue, especially for services where not every household receives a collection, such as the garden waste service. There are further resource, cost and carbon implications of returning for missed bins, as often the crew will not be operating in the same area on the following day.

In-cab based technology systems and route planning software would be an essential requirement alongside major service changes and would provide the following benefits for the council:

- **Carbon and cost efficiency** - It is important that the Council structure its rounds to maximise efficiency on any given route.
- **Service efficiency** – we can reduce the time spent on paperwork by the crews and administration team, while removing the errors and lost data that come from re-keying handwritten paper records.
- **Better customer service** – in cab technology will allow for direct communications and information flow, not only between crew and supervisors, but also between the waste recycling administration team and more importantly the customer service team
- **Fewer missed bins** – routes and number of properties will be clearly available to the crew in the cab and notifications will appear for assisted collections, reducing the chance of missed collections. The crew can record bins as, 'not out for collection' in real time on the system, providing immediate feedback to the customer service team and supervisors.
- **Contamination** – If the crew are not able to collect a bin due to excessive contamination, they can record this in real time in cab and send immediate feedback to the supervisors and the customer service team.
- **Quicker reactions to problems** - Supervisors can exchange messages with drivers and send tasks from the office to any or all vehicles. Track collection progress and the percentage of work completed.
- **Trade waste and garden waste** – systems should support the management of our subscription services.

### Action 7 – Explore route planning software and in cab technology system

We will include route-planning software and in-cab technology into the business case described under action 1. Such systems will work alongside reporting and communication systems linked to the self-service options on the corporate web page and the customer services team, to ensure efficient and accurate sharing of information.

This action will help to achieve the following objectives:

- Objective 1 – Minimise carbon impact of waste/recycling service
- Objective 3 – Reduce levels of overall household waste
- Objective 4 - Increase quality and quantity of recycling

## 6.5 Commercial waste

The council provides a business waste collection service that is integrated within the collection rounds for household waste and recycling. The pressure on businesses to separate waste and recycling and the inclusion of food waste may well see an increase in demand for this service.

The move to alternate week collections may make it more difficult for the council to provide the frequency of collection required by some businesses within its current integrated service. However, this will not become clear until a full round review and restructure for the new service has been carried out.

### Action 8 – Review of the business waste collection service

Once the core future household waste waste/recycling service has been determined, carry out a review of the future business waste collection service. Work would include:

- Vehicle types and numbers
- Suitable container sizes for all waste streams
- Separation of food waste
- Collection frequencies
- Future charging policies

Changes to the business waste service would be based on consumer demand, financial viability, and environmental impact.

This action will help to achieve the following objectives:

- Objective 1 - Minimise carbon impact of waste/recycling service
- Objective 2 – Legislative compliance
- Objective 4 - Increase quality and quantity of recycling

## 6.6 Guidance for planners/developers

As the number of households within the NFDC area continues to grow, the Council needs to ensure that future housing stock has suitable provision that is consistent with the collection services we are providing. This includes such factors as:

- Provision of space for storage of waste/recycling internally (i.e. in kitchens, utility rooms)
- Provision of space for storage of waste/recycling externally
- Adequate access to properties so that our vehicle fleet can carry out collections efficiently and safely
- How much waste capacity should be provided in communal waste storage areas e.g. for flats

### Action 9 – Refresh planning guidance with regard to waste and recycling

Once the core future household waste waste/recycling service has been determined, carry out a refresh of the existing NFDC Supplementary Guidance Document for Design of Waste Management Facilities in New Developments.

This action will help to achieve the following objectives:

- Objective 1 - Minimise carbon impact of waste/recycling service
- Objective 2 – Legislative compliance
- Objective 3 –Reduce levels of overall household waste
- Objective 4 - Increase quality and quantity of recycling

## 6.7 Develop performance dashboard monitoring

The Council recognises that inclusion of targets within this strategy will help to monitor progress towards the aims and objectives. However, the targets themselves are not included within this Draft Strategy for two reasons.

Firstly, until the exact nature of the future waste and recycling collection service is known, the potential performance improvements cannot be quantified. And secondly, in the RaWS, Central Government hint at some new indicators for measuring success in waste management. For example, for some time now there have been growing calls for measuring performance in terms of carbon emissions, rather than in terms of tonnages and percentages. This may lead to new national and/or local targets which the council may need to heed.

### Action 10 – Develop performance dashboard monitoring

Once the core future household waste waste/recycling service has been determined, develop a Monitoring and Evaluation Plan that can measure the success of this strategy. This plan should also take account of any national developments in performance measurement.

This action will help to achieve the following objectives:

- Objective 2 - Legislative compliance

## 7.0 Risks and implications

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There are several external factors that may affect the progress, direction of travel and success of this draft strategy. The major, as yet unknown factors are outlined in summary below.

### 7.1 National consultations and future legislation

The Environment Bill has not yet received Royal Assent and many aspects of RaWS are still subject to further consultation and secondary legislation in 2021-22. In particular there is uncertainty around:

- Exact requirements for consistency in collections
- Nature and scope of the Deposit Return Scheme, which could result in a reduction in cans, glass and plastic bottles collected at the kerbside
- Formula for distribution of funding for:
  - Packaging collection under new Extended Producer Responsibility arrangements
  - Funding from Central Govt to cover new burdens resulting from RaWS

### 7.2 Regional developments

NFDC have closely followed developments of the Hampshire waste partnership and the work that has been carried out to establish a way forward to replace/refit their current MRF's and more recently develop infrastructure to deal with food waste. Operational arrangements and financial mechanisms to cover future arrangements are still unknown and unlikely to become clear until early 2021.

# Appendices

## Appendix 1. Project Integra service comparison

AWC = Alternate week collection, for example, in the case of residual and DMR they would be collected fortnightly on alternate weeks

WCA	Residual frequency	DMR Frequency	Glass collection	Food collection	Garden waste
<b>Basingstoke and Deane</b>	 240L Weekly	 240L AWC	 AWC		 AWC/charge
<b>East Hampshire</b>	 240L AWC	 240L AWC	 Monthly		 AWC/charge
<b>Eastleigh</b>	 140L AWC	 240L AWC	 Monthly	 Weekly	 AWC/charge
<b>Fareham</b>	 180L AWC	 180L AWC			 AWC/Free
<b>Gosport</b>	 240L AWC	 240L AWC			 AWC/Charge
<b>Hart</b>	 140L AWC	 140L AWC			 AWC/charge
<b>Havant</b>	 240L AWC	 240L AWC			 AWC/charge
<b>New Forest</b>	 Weekly	 Weekly	 Monthly		 AWC/Charge
<b>Rushmoor</b>	 140L Weekly	 140L AWC	 AWC		 AWC/charge
<b>Portsmouth</b>	 AWC	 AWC		 Partial roll out/weekly	 AWC/charge



<b>Southampton</b>	 140L AWC	 240L AWC			 AWC/charge
<b>Test Valley</b>	 240L AWC	 240L AWC			 AWC/charge
<b>Winchester</b>	 240L AWC	 240L AWC			 AWC/Free

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## Appendix 2. Detailed modelling options










Option	Food	Dry Recycling	Glass	Residual waste	Garden
1 “Three weekly residual, co-mingled”	Each household given 2 containers – a small caddy for internal use, and a larger caddy for external use which is placed out for collection on a weekly basis. Caddy liners to be provided by the Council. Collected on standalone food waste vehicles.	Each household given a 240l wheeled bin, for cans, paper, plastic bottles and card (i.e. the current materials collected in clear sacks). Collected fortnightly.	Collected in a box on a 4-weekly schedule – no change from existing service	Collected in a 240l wheeled bin, on a 3-weekly basis, on standalone vehicles.	Households which subscribe to this chargeable service would be given a 240l wheeled bin, collected fortnightly on standalone vehicles
2 “AWC, co-mingled”	Each household given 2 containers – a small caddy for internal use, and a larger caddy for external use which is placed out for collection on a weekly basis. Caddy liners to be provided by the Council. Collected on standalone food waste vehicles.	Each household given a 240l wheeled bin, for cans, paper, plastic bottles and card (i.e. the current materials collected in clear sacks). Collected on AWC basis, on standalone vehicles.	Collected in a box on a 4-weekly schedule – no change from existing service	Collected in a wheeled bin, on an AWC basis, on standalone vehicles	Households which subscribe to this chargeable service would be given a 240l wheeled bin, collected fortnightly on standalone vehicles
3 “Kerbside sort”	Each household given 2 containers – a small caddy for internal use, and a larger caddy for external use which is placed out for collection on a weekly basis. Caddy liners to be provided by the Council. Collected on a kerbside sort vehicle, along with dry recycling and glass.	2 kerbside boxes, collected weekly in a kerbside sort vehicle along with food waste and glass.	Box, collected weekly in a kerbside sort vehicle along with dry recycling and food waste.	Collected in a wheeled bin, on a fortnightly basis, on standalone vehicles.	Households which subscribe to this chargeable service would be given a 240l wheeled bin, collected fortnightly on standalone vehicles
4 “AWC, Twin Stream”	Each household given 2 containers – a small caddy for internal use, and a larger caddy for external use which is placed out for collection on a weekly basis. Caddy liners to be provided by the Council. Collected on standalone food waste vehicles.	Glass/cans/plastic in one stream, in a wheeled bin (size TBC) and paper/card in another stream (container TBC but likely to be a reusable bag). Collected on an AWC basis, on split-bodied vehicles which collect both streams at same time.	See info under “Dry Recycling”	Collected in a wheeled bin, on an AWC basis, on standalone vehicles.	Households which subscribe to this chargeable service would be given a 240l wheeled bin, collected fortnightly on standalone vehicles

### Appendix 3. Alternatives to the single use sack collection modelled by Wood









	Baseline	Option 1 & 2	Option 3	Option 4
<b>Service description</b>	DMR – single use clear sack Glass - box	DMR - wheeled bin Glass - box	All materials sorted by the householder into 3 or 4 separate containers	Plastic, cans and glass -wheeled bin Paper and cardboard – reusable bag
<b>Collection frequency</b>	DMR weekly, glass monthly	DMR fortnightly, glass monthly	All weekly	Both streams AWC
<b>Number of containers required per household</b>	2	2	3	2
<b>No. visits required to collect all dry recycling from a household</b>	2	2	1	1
<b>Implications of this collection system on waste transfer</b>	N/A	None. Under options 1 & 2, food waste is collected on standalone vehicles, and so transfer stations do not necessarily have to accommodate both food waste and dry recycling deliveries.	High impact – transfer stations require significant reconfiguration to accommodate multiple streams (including recycling and food) arriving simultaneously on same collection vehicle.	Medium impact - transfer stations require some reconfiguration to accommodate 2 streams arriving simultaneously on same collection vehicles (but not food)
<b>Implications on MRF</b>	N/A	MRF would no longer have to allow for splitting open of NFDC sacks.	No MRF required for this collection system.	MRF required to sort the plastic/cans/glass stream. However, a smaller and simpler MRF than current MRFs.
<b>Impact on material quality</b>	N/A	Some improvement because of ability to tackle contamination at kerbside	Significant improvement because of degree of separation carried out by resident and crew.	Medium improvement because of degree of separation carried out by resident and crew.
<b>Level of compliance with future legislation:</b>				

<b>(a) Greater separation and EPR funding</b>	Low – doesn't comply with future requirement for greater separation of waste.	Low – doesn't comply with future requirement for greater separation of waste.	High – streams collected separately	Medium – separation of paper/card from other materials will ensure it maintains quality, and the sorting process for cans/glass/plastic has good material quality outcomes
<b>(b) Deposit Return Scheme – flexibility to adapt to changing materials at kerbside</b>	High – collection rounds could be re-organised to take account of lower material volumes in future	High – collection rounds could be re-organised to take account of lower material volumes in future	Low – collection vehicles collect more than just drinks containers, and unless an equivalent reduction in volumes was seen in food waste and paper, it would be difficult to re-organise collection rounds.	Medium – a DRS could lead to volume reduction of glass, cans and plastic bottles. If needed, the 60:40 split in the split-bodied vehicle could be reversed to increase round efficiency.
<b>Opportunity for phased service change</b>	n/a	Good opportunity, because there is no co-collection of food waste on same vehicle.	Limited opportunity, because of co-collection of food waste on same vehicle.	Good opportunity, because there is no co-collection of food waste on same vehicle.
<b>Health and Safety considerations</b>	Manual handling of sacks and glass box. Noise impact of box.	Fewer manual handling issues but noise impact from glass remains.	Greater levels of manual handling required.	Reduction in manual handling, and reduction in impact of noise from glass because it is collected mixed with other materials.

### Appendix 4. Best performers comparison 2017/18

	East Riding of Yorkshire Council	Rochford District Council	South Oxfordshire District Council	Three Rivers District Council	Surrey Heath Borough Council
Recycle Rate	64.5%	63%	63%	62.4%	61.4%
Management	In house	Waste management Company	Waste management Company	In house	Waste management Company
Recycle collections	Wheeled Bin 180 - 240L 	Wheeled Bin – 180 - 240L 	Wheeled bin- 180- 240L 	Wheeled bin 180 - 240L 	Wheeled Bin 181- 240 Litres 
	Non-reusable sack (split service) 	Non-reusable sack (textiles) 	Non-reusable sack (textiles) 		Household provided plastic bag (textiles) 
	Fortnightly	Fortnightly	Fortnightly	Weekly	Fortnightly
	Co-mingled 154411 Households Glass, can, tins, foil, card, paper, plastic bottles, mixed plastics,	Co-mingled plus textiles 36012 Households Glass, Cans, foil, card, plastic bottles, mixed plastics, paper, card, textiles, cartons	Co-mingled 60934 Households Glass, cans, Foil, card, plastic bottles, mixed plastics, paper, batteries, textiles, cartons	Co-mingled 37450 Households Glass, cans, foil, card, plastic bottles, mixed plastic, paper, cartons	Co-mingled plus textiles 35270 Households Glass, cans, foil, card, plastic bottles, mixed plastics, paper, batteries, textiles, cartons, plastic bags & film
Food waste	Mixed food and garden waste collection 7 litre kitchen caddy & 180 - 240L wheeled bin	Mixed food and garden waste collection Weekly Wheeled bin 140L or less	Weekly separate collection 7L kitchen & 23L kerbside caddy	Weekly separate collection 7L kitchen & 23L kerbside caddy	Weekly separate collection 7L kitchen & 23L kerbside caddy
Garden waste	Free	Free	Chargeable fortnightly Wheeled bin 180-240L	Chargeable fortnightly Wheeled bin 180-240L	Chargeable fortnightly Wheeled bin 180-240L
Residual	Wheeled bin 180 -240L Non-reusable sacks also used Fortnightly	Wheeled bin 140-180L Wheeled bin 240L Communal wheeled bin 360L Fortnightly	Wheeled bins 140 -180L Fortnightly	Wheeled bins 140L Wheeled bins 240L Fortnightly	Wheeled bins 140 -180L Fortnightly

## Appendix 5. Nearest neighbours Performance comparison 2017/18

	New Forest District Council	Barbergh District Council	Wealden District Council	Suffolk Coastal District Council	North Somerset Council
Recycle Rate	34%	34.7%	51.3%	54%	57.1%
Residual (kg/hh/yr)	433.5	490	400.7	340.3	316.2
Recycle collections	Non-reusable sack  60L Glass box 	Wheeled Bin – 180 - 240L 	Wheeled bin- 180- 240L  35-60L box (glass) 	Wheeled bin 180 - 240L 	Box 35-60 L  240L Communal wheeled bins provided for flats 
	Weekly	Fortnightly	Fortnightly	Fortnightly	Weekly
	Two stream	Co-mingled	Two stream	Co-mingled	Multi stream
	82000 Households	38970 Households	60934 Households	600014 Households	85704 Households
	Glass, can, tins, card, paper, plastic bottles, mixed plastics	Cans, foil, card, plastic bottles, mixed plastics, paper, card, cartons *Service changes May 2019 no cartons	Glass, cans, Foil, card, plastic bottles, mixed plastics, paper, batteries *This service has changed to comingled June 2019	cans, foil, card, plastic bottles, mixed plastic, paper, cartons *Service changes May 2019 no cartons	Glass, cans, foil, card, plastic bottles, mixed plastics, paper, batteries, textiles, cartons
Food waste	No Separate food waste collection	No separate food waste collection	No separate food waste collection		Weekly separate collection 7L kitchen & 23L kerbside caddy
Garden waste	Chargeable fortnightly reusable sack 15,000 customers	Chargeable fortnightly Wheeled bin 240L 9600 customers	Free garden waste collection scheme Wheeled bin 180-240L *This service has now changed to chargeable fortnightly Wheeled bin 180-240L	Chargeable fortnightly Wheeled bin 180-240L Collection service, mixed food waste and garden waste.	Chargeable fortnightly Wheeled bin 180-240L
Residual	Non-reusable sacks Weekly	Wheeled bin 180L- 240L Fortnightly	Wheeled bin 180L- 240L Fortnightly	Wheeled bins 180L - 240L Fortnightly	Wheeled bins 140 -180L Communal wheeled bins for flats 360L Fortnightly

## Appendix 6. Engagement survey – Executive summary



**Waste and recycling survey**

**New Forest District Council**

**Executive Summary**

**April 2020**

In December 2018 Government released the 'Our Waste, Our Resources: A Strategy for England'. The strategy sets out key objectives for dealing with waste nationally, and suggests ways in which these objectives might be achieved. To better understand residents' views on services and to inform the Council's transformation plans to improve its service delivery, New Forest District Council commissioned M-E-L Research to undertake a residents' survey on their behalf.

A doorstep and online survey was carried out with residents which was weighted to be representative to known characteristics of the district as a whole. The fieldwork took place between January and February 2020 and overall 3,832 residents responded to the survey. The section presents the key findings of the research.

### Service importance & satisfaction

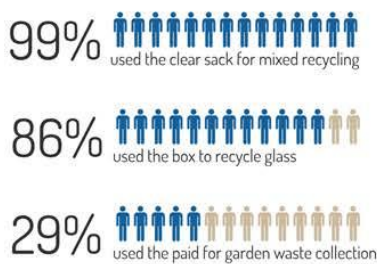
#### Relationship between service importance & satisfaction



#### % very / fairly satisfied with...



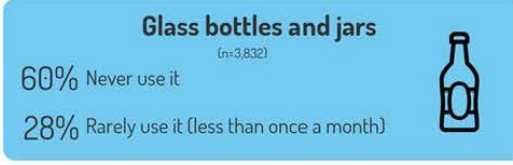
### Claimed usage of the kerbside recycling services







### Claimed usage of local recycling banks

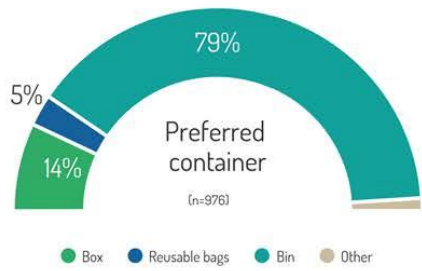
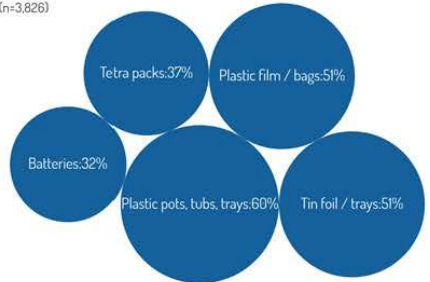


### Motivations to recycle more



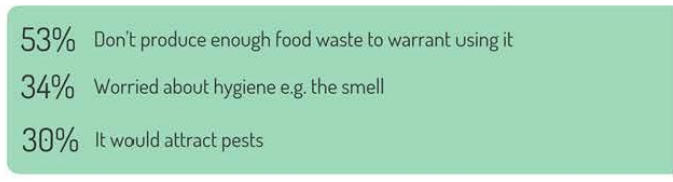
### Improvements to services

The council needs to recycle more...  
(n=3,826)



#### Issues or concerns in using a weekly food waste collection...

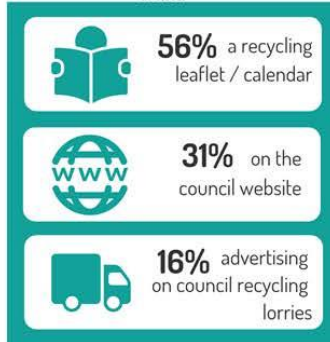
(n=1,554)



## Communications

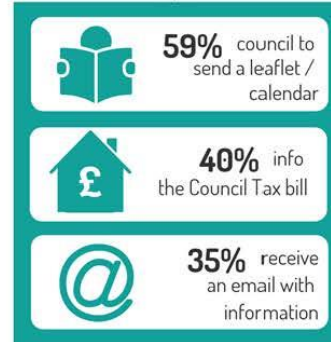
Where information about waste & recycling has been seen or heard...

(n=3,832)



Preferred way of receiving information on waste & recycling...

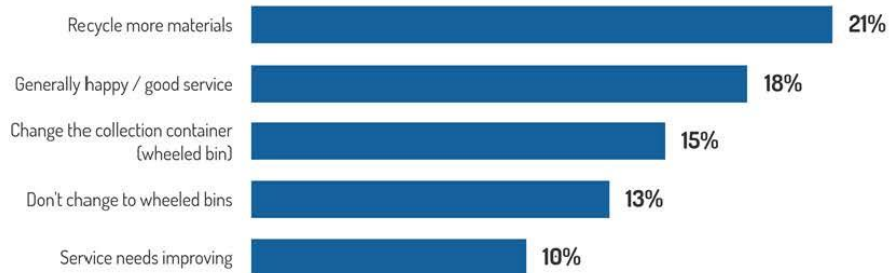
(n=3,837)

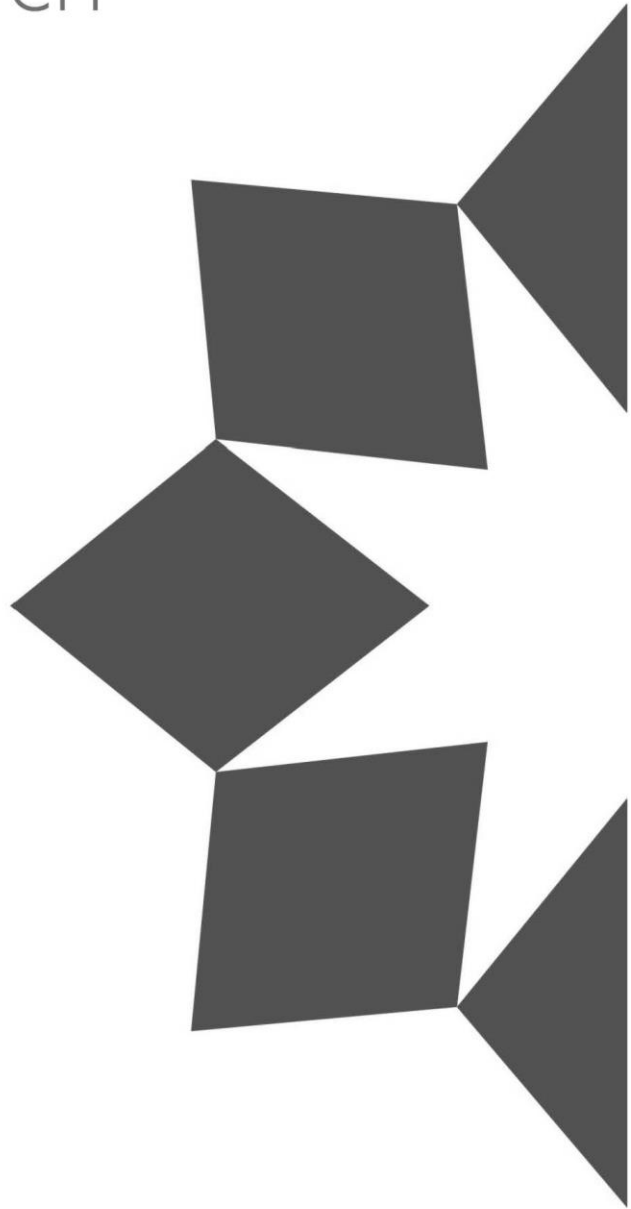


## Additional comments

Top five themes

(n=1,200)





## **Appendix 7 - Acronyms**

AD – Anaerobic Digestion

AWC – Alternate Week Collection

DRS – Deposit Return Scheme

EPR – Extended Producer Responsibility

ERF – Energy Recovery Facility

HCC – Hampshire County Council

HWP – Hampshire Waste Partnership

HWRC – Household Waste Recycling Centre

MRF – Materials Recovery Facility

PTT – Pots, tubs and trays

PI – Project Integra

RaWS – Resource and Waste Strategy

WCA – Waste Collection Authority

WDA – Waste Disposal Authority

WRAP – Waste & Resources Action Programme

# New Forest District Council - Draft Waste Strategy Stakeholder Engagement Plan

*October 2020*

### 1. Introduction

The proposed actions set out in the council's draft waste strategy document will shape the future of our waste and recycling collections for the New Forest. Waste and recycling services are delivered to the door of every household across the district every week. These proposed actions could lead to substantial changes to those services that will affect our residents. Therefore, it is important that succinct and timely information is made available to our residents and opportunity for comment on the direction of travel is provided.

Residents are not the only stakeholders with an interest in these proposed service actions. This document sets out who our key audiences are; and the engagement approaches taken to ensure that targeted information is made available.

### 2. Engagement approach

The reasoning for the proposed actions detailed in the draft waste strategy is multi-faceted. It is felt that in order to make a fair comment of the proposed actions, stakeholders must be provided with as much background information as possible. The best way to do this is to ensure that:

- Stakeholders are signposted to detailed and up to date information online
- where possible targeted information, forums and feedback opportunities are created for individual stakeholder groups

We know that our waste and recycling collections must change. The purpose of the engagement work is to gather opinions from stakeholders of how the collection system described in Action 1, and other parts of the strategy, may affect them. The feedback will enable us to develop a final strategy that considers the needs of these stakeholders alongside the other key drivers described in the Strategy.

### 3. Identifying Stakeholder Groups

The council formed a waste strategy working group in August 2019 to help guide the development of the draft strategy. This working group were also instrumental in the identification of the key stakeholder groups, which were identified as follows:

- Residents of the New Forest
- Elected Members
- Frontline Staff
- Hampshire CC
- Parish Councils
- Housing associations and NFDC Housing
- NFDC Planning and Developers
- Local businesses

- National Park Authority,
- Forestry England
- Verderers

#### 4. Engagement timeline

- Draft Waste Strategy and summary document finalised – 7<sup>th</sup> October 2020
- Environment Overview and Scrutiny Panel – 15<sup>th</sup> October 2020
- Cabinet report – 4<sup>th</sup> November 2020
- Decision call in period (5 days) – 5<sup>th</sup> November to 11<sup>th</sup> November
- Draft strategy engagement period (4 weeks) – 12<sup>th</sup> November to 10<sup>th</sup> December

#### 5. Waste strategy stakeholder actions

##### 5.1 Members

- Agenda, covering report, draft Waste Strategy document and summary document provided in preparation for the Environment panel report – available 7<sup>th</sup> – 9<sup>th</sup> October 2020
- Engagement pack for all Members made available from 12<sup>th</sup> November, sent via email to include:
  - Draft waste strategy and summary document
  - An FAQ document tailored to members
  - Link to an open comment response form for members
  - Information on how to obtain paper copies of the documents
  - Information regarding Member Q & A sessions
- An online Member Q & A session to be held during the engagement period.
  - A panel of Officers, waste industry consultants, representatives from WRAP and other local Authorities, will answer pre-submitted questions from members.
  - Session will be time constrained
  - Dates, registration details and question submission details will be provided to members on 12<sup>th</sup> November via their engagement pack email

##### 5.2 Operational staff

- Staff briefing sessions held at all depots 2<sup>nd</sup>, 5<sup>th</sup>, 7<sup>th</sup> October 2020
- Staff Newsletter provided 2<sup>nd</sup> October detailing the current position of the draft waste strategy development
- Engagement pack provided to all operational staff by 12<sup>th</sup> November 2020, paper copies available at each depot distributed via supervisors, to include:
  - Draft waste strategy summary
  - FAQ's tailored towards operational staff
  - Response sheet for open comment and deadline for submission
  - Link to full waste strategy document online & option to request a paper copy

##### 5.3 Waste and Transport office-based staff

- Engagement pack sent via email by 12<sup>th</sup> November 2020, to include:
  - Draft waste strategy and summary documents
  - FAQ's tailored towards office-based staff
  - Response form link for open comment and deadline for submission

#### 5.4 Customer service & information office staff

- Briefing meeting with service managers 5<sup>th</sup> October 2020
- Timeline and proposed engagement plan provided
- Draft waste strategy 'brief bites' document provided to all customer service and information office staff, to include:
  - o Key dates and timeline
  - o Information on resident engagement
  - o Sign posting links for documents and resident responses (live dates)
  - o Standard response template for web chat, email and Customer Service enquiries
  - o Information on how residents can respond if they do not have access to online information
- Paper copies of the 'Draft Waste Strategy Summary' document to be provided to all information offices

#### 5.4 Residents

- Information on the web page regarding the waste strategy review process  
<https://www.newforest.gov.uk/article/1636/Our-waste-and-recycling-strategy-August-2020-update>
- Full Draft Waste strategy document & summary document available from 9<sup>th</sup> October 2020 via the Council meetings calendar at [democracy.newforest.gov.uk](http://democracy.newforest.gov.uk) only
- Web page - [newforest.gov.uk/wastestrategy](http://newforest.gov.uk/wastestrategy) updated on 12<sup>th</sup> November to include:
  - o Full Draft Waste strategy document & summary document
  - o FAQ's for residents
  - o Link to complete the online resident engagement survey and opportunity for open comment
  - o Timeline for approval meetings
  - o Engagement period details
  - o Details on how to obtain paper based and accessible copies of the draft waste strategy, summary document and resident's engagement survey
- Promotion of draft waste strategy engagement from 12<sup>th</sup> November 2020 via:
  - o Social media
  - o Enews
  - o Printed media (where print/publication dates allow)

#### 5.5 Parish and Town Councils

- Engagement pack sent via email on the 12<sup>th</sup> November to include:
  - o Links to online information for residents
  - o Draft waste strategy and summary document
  - o Link to an open comment response form for town and parish councils

#### 5.6 Local businesses and NFDC business waste customers

- Letter/email to all business waste customers on 12<sup>th</sup> November including:
  - o Link to draft waste strategy and summary document
  - o FAQ's for businesses
  - o Link to an open comment response form for businesses

- Promotion of draft waste strategy engagement from 12th November 2020 via NFBP e-newsletter

#### 5.7 The Verderers, New Forest National Park Authority, and Forestry England

- Online meeting with representatives of the above authorities held in early October
- Engagement pack to be provided from the 12<sup>th</sup> November 2020 to include:
  - o Draft waste strategy and summary document
  - o Link to an open comment response form

#### 5.8 NFDC Planning and Housing

- Email to internal departments, sent Early October, to include:
  - o proposed timeline and key dates from Oct 2020
  - o Draft waste strategy and summary document
- Engagement pack sent to resident association groups from 12<sup>th</sup> November 2020

#### 5.9 Hampshire County Council and Project Integra

- Updates and relevant documents to be provided in line with current scheduled meetings

#### 5.10 Other NFDC Staff

- Update all staff via email on the 12<sup>th</sup> November 2020, to include links to online information as provided to residents

#### 5.11 Media

- Media briefing mid October
- Preparation of a press release 12<sup>th</sup> November 2020

### 6. Review

A review of all stakeholder responses will be carried out from the 10<sup>th</sup> December 2020. An engagement report will be prepared for review of the waste strategy working group in Early January 2021. This report will highlight any key outcomes from the engagement work.



## PRIVATE SECTOR HOUSING STRATEGY

### 1. RECOMMENDATION

- 1.1 That the Cabinet recommend to Council that the Private Sector Housing Strategy be adopted.

### 2. INTRODUCTION

- 2.1 This report proposes a Private Sector Housing Strategy which identifies 5 key priorities to deliver safe homes, adapted living, tackle empty homes, increase partnerships and promote energy efficiency.

### 3. BACKGROUND

- 3.1 The proposed Private Sector Housing Strategy was produced in conjunction with the Private Sector Housing Task and Finish Group and has regard to the Corporate Plan 2020 – 2024, which sets out the Council's commitment to a thriving private rented sector.
- 3.2 A District wide Private Sector Housing Stock Condition Survey was also carried out and completed in March 2020. This has been used to provide an evidence base for the Task and Finish Group to determine and finalise the key priorities of the Strategy.

### 4. THE NEW PROPOSED PRIVATE SECTOR HOUSING STRATEGY

- 4.1 The proposed new Private Sector Housing Strategy is attached at Appendix 1.
- 4.2 The main aim of the Strategy is to improve access to safe and healthy homes within the private sector housing stock of the New Forest District.
- 4.3 The Private Sector Housing Strategy identifies five key priorities:
  - 4.3.1 Achieving high standards in the private rented sector
  - 4.3.2 Enabling safe independent living
  - 4.3.3 Tackling privately owned empty homes
  - 4.3.4 Energy efficiency
  - 4.3.5 Creating a fully integrated Private Sector Housing Service
- 4.4 The Private Sector Housing Strategy sets out the various housing challenges faced within the New Forest District, in relation to the private sector; the importance of improving access to safe and healthy homes and enabling safe and independent living.
- 4.5 In early 2019 the Council set out that it would be reviewing its Private Sector Housing functions through the adoption of a new Strategy, which would set out a new vision for the District. A Task and Finish Group of Members and senior officers, led by the Portfolio Holder for Housing Services, reviewed provision and performance to establish the set of key priorities listed within the proposed Strategy.

- 4.6 High priority is given to achieving high standards in the private rented sector by strengthening the Council's relationship with private landlords and Letting Agents in the New Forest and working with them to deliver what is required to reduce the number of hazards identified within private rented homes.
- 4.7 The Council has a role in protecting the rights of tenants so it must also ensure that awareness of tenant rights, responsibilities and the support available is clear. The Strategy ensures the Council places an emphasis on delivering a service which meets the needs of private residents, working with other Council departments and external partners to deliver the aims. This will include promoting the Council's services and ensuring that residents understand they can contact the Council to tackle poor quality private rented housing and landlords who breach their legal responsibilities.
- 4.8 In order to achieve this, the Strategy requires a robust enforcement policy to be developed where co-operation and a supportive approach with landlords has failed.
- 4.9 The District Wide Stock Condition Survey highlighted that 12% of households in the New Forest have at least one family member who is affected by a long-term illness or disability. The majority of these households also experience problems moving around their homes. The most common mobility problems relate to climbing steps and stairs, using bathroom amenities and access to gardens. The Strategy highlights the importance of the Council's work to deliver Disabled Facilities Grants (DFGs). The Council is committed to deliver these both in the private sector and its own Social housing stock, and to increase the awareness of Disabled Facilities Grants and ensure that those who need adaptations receive the appropriate advice, support and assistance, in an efficient and timely manner.
- 4.10 Although the Stock Condition Survey evidences that the New Forest District does not have a significant issue with empty properties, the proposed Strategy includes objectives to tackle the empty properties that do exist. The Strategy has regard to the Corporate Plan, to ensure long term empty properties are identified and provide support and advice to the homeowners to bring the empty property back into use.
- 4.11 The Strategy also highlights the importance of energy efficiency within the private sector, by ensuring that the Council provides advice and assistance on energy efficiency measures to both private rented tenants and homeowners.
- 4.12 The final priority of the Strategy is to create a fully integrated Private Sector Housing Service to work with other departments within the Housing Service, Council and external partners to ensure the Private Sector Housing Team plays their part in meeting the priorities within the Homelessness and Rough Sleeping Strategy and the Housing Strategy.
- 4.13 Progress against the key priorities of the Private Sector Housing Strategy will be monitored through annual reports to the Housing Overview and Scrutiny Panel.

## **5. CONCLUSIONS**

- 5.1 To deliver the Strategy, there will be a requirement for extra resources in the form of a full-time post, particularly to respond to Priority 2. This will take the form of a new additional Housing Adaptations Surveyor.

- 5.2 This additional resource will enable the objectives of the Strategy to be achieved, recognising that an improved and more timely offering to vulnerable people will be the result.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 The cost of the additional post referred to in paragraph 5.1 amounts to £44,000, and will form a bid during the budgetary setting process. It is proposed that the cost will be split equally between the Housing Revenue Account and the General Fund.

## **7. CRIME AND DISORDER IMPLICATIONS**

- 7.1 There are none.

## **8. ENVIRONMENTAL IMPLICATIONS**

- 8.1 There are none.

## **9. EQUALITY & DIVERSITY IMPLICATIONS**

- 9.1 The Private Sector Housing Strategy is for the benefit of all the District's residents and will have a positive impact by improving housing standards of private sector accommodation, increasing the awareness and delivery of disabled adaptations, bringing empty homes back in to use, promoting energy efficiency and improving the performance and outcomes of the Private Sector Housing Service.
- 9.2 Consideration has been given to the needs of those who identify with the protected characteristic groups of age, disability, pregnancy and maternity, who may find it difficult to access safe and healthy homes in the private sector.
- 9.3 This Strategy should be read alongside the Council's other key housing initiatives, including the Homelessness and Rough Sleeping Strategy, the Tenancy Policy and the new Allocations Policy which collectively all provide a means to meet the housing needs of those within these protected characteristic groups. It is recognised that the way in which the Strategy is implemented and the impact on those with a protected characteristic will need to be regularly monitored to ensure that those residents are able to take advantage of the Strategy's key objectives.

## **10. HOUSING OVERVIEW AND SCRUTINY PANEL'S COMMENTS**

- 10.1 The Panel were fully supportive of the proposed Strategy and requested to be updated on the progress of the Strategy at future meetings.

## 11. PORTFOLIO HOLDER COMMENTS

- 11.1 Following on from the Private Sector Stock Condition Survey, the new draft Private Sector Housing Strategy provides a concise picture of the many housing challenges private residents face within the New Forest. It provides a number of key actions and priority objectives which aim to improve Housing standards across the sector and place renewed importance on raising awareness of the many services available to vulnerable people, such as Disabled Facilities Grants, which benefit more than 400 households each year.
- 11.2 I fully support the Strategy and look forward to seeing positive outcomes being delivered to residents, working alongside our own officers and partners in the private and public sectors.

### Further Information:

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### Background Papers:

Public documents

# Private Sector Housing Strategy

2020 - 2024

**DRAFT**



# Contents

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- 3** Foreword
- 4** National context
- 5** Local context
- 8** Corporate context
- 9** Actions to date and future direction of travel
- Strategic priorities**
- 10** Strategic priority 1:  
Achieving high standards in the private rented sector
- 11** Strategic priority 2:  
Enabling safe independent living
- 12** Strategic priority 3:  
Tackling privately owned empty homes
- 13** Strategic priority 4:  
Energy efficiency
- 14** Strategic priority 5:  
Create a fully integrated private sector housing service
- 15** Monitoring and review

# Foreword

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**The Council's Corporate plan 2020-2024 renews our commitment to a thriving private rented sector, reinforcing the priority commitments given in the 2019 Housing and Homelessness & Rough Sleeping Strategies.**

We are keen to maintain confidence in the sector and improving access to safe and healthy homes. I am proud to introduce this strategy which identifies 5 key priorities to deliver safe homes, adapted living, tackle empty homes, increase partnerships and promote energy efficiency.

Including the Private Sector Housing Team within my housing portfolio in 2019 opened the door for several joint working opportunities to prevent homelessness, make the best use of the council's housing stock, inform design standards for our new temporary accommodation and gain an improved understanding of where our resources should be prioritised.

We recognise that poor quality private housing and fuel poverty can have a detrimental effect, not only on the health and wellbeing of the people living in poor quality and badly managed homes, but also on the general quality of life in an area. In a year where private rented sector legislation has significantly changed, we are therefore committed to providing a range of advice and assistance to improve the provision, quality, management and energy efficiency of homes within the District.

We must also respond to increasing demand for adaptations to enable our residents to remain living independently in their homes, or to support them to move to a previously adapted home.

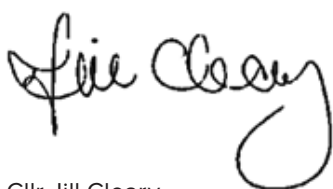
Issues with long term empty homes, whilst not a major issue in our district, must also be given prominence to ensure they are brought back in to use in an area with high demand for housing.

We know that to make the outcomes of this strategy a success we need to build effective relationships with private rented sector landlords and agents, as well as owner occupiers. A Landlord Forum will provide the platform for positive outcomes to our actions, as well as full integration of the team with the wider housing service.

I look forward to working with all those involved in the sector to help achieve improved outcomes for our residents.

## Strategic Private Sector Housing Priorities 2020 - 2024

- Achieving high standards in the private rented sector.
- Enabling safe independent living.
- Tackling privately owned empty homes.
- Energy efficiency.
- Create a fully integrated private sector housing service.



Cllr Jill Cleary  
Portfolio Holder for  
Housing Services





# National context

The number of households in the Private Rented Sector (PRS) in the UK increased from 2.8 million in 2007 to 4.5 million in 2017, an increase of 1.7 million (63%) households. Overall 23.9% of private sector dwellings in England in 2018 were private-rented.

Households in the PRS are getting older; between 2007 and 2017, the proportion of head of household aged 45 to 54 increased from 11% to 16% while those aged 16 to 24 dropped from 17% to 12%. 29.6% of households nationally are aged 65 years and over.

In 2017, 62% of households in the PRS in the UK had spent under three years in the same accommodation and only a small proportion (4%) had been in the same residence for 20 years or longer.

In terms of meeting the Decent Homes Standard 19% of private sector housing nationally (2018) is non-decent. With the exception of Category 1 hazards the reasons for Decent Homes failure are no longer presented at national level. In 2018, 11.7% of private dwellings in England exhibited Category 1 hazards.

Nationally, 17.3% of owner-occupied dwellings are assessed as non-decent with an equivalent figure for the private-rented sector of 24.6%.

Significant national growth in private-renting in England has been recorded since 2003, with the private-rented sector overtaking the size of the social rented sector for the first time since 2012-13. Increases nationally have been related to the removal of rent controls, the introduction of assured short-hold tenancies, the growth in buy-to-let and the shortage of affordable properties for purchase.

This rapid expansion of the PRS has been recognised and subsequently reflected in a number of national strategies and the introduction of new legislation in the last few years.

## Legislative context

Private Sector Housing must comply with a number of statutory provisions, which over the last five years have increased the duties on landlords to improve property standards within the district.

These include but are not limited to:

### Housing Act 2004

This Act came into force in April 2006 and reformed housing legislation for landlords, owners and occupiers. The Act places both mandatory duties on housing authorities as well as giving a range of discretionary powers. These include: The Housing Health and Safety Rating System (HHSRS), mandatory licensing scheme for Houses in Multiple Occupation (HMOs) and powers to return empty properties back into use.

### Regulatory Reform (Housing Assistance) (England and Wales) Order 2002

This legislation empowers local housing authorities to provide financial assistance for housing renewal in the form of grants, loans or other assistance to tenants and private owners in accordance with a locally determined policy.

### Housing Grants, Construction and Regeneration Act 1996, The Disabled Facilities Grants (Maximum Amounts and Additional Purposes) (England) Order 2008, and Disabled Facilities Grant General Consent 2008

The Housing Grants, Construction and Regeneration Act 1996, amended by the Regulatory Reform Order 2002, provides the primary legislation governing mandatory Disabled Facilities Grants (DFGs). The Disabled Facilities Grant General Consent 2008 covers discretionary grant assistance, the current scope of DFGs and sets out the conditions in which a local authority can place a charge on a property in respect of DFGs.

### The Smoke and Carbon Monoxide Alarm (England) Regulations 2015

This Order identifies the requirements, obligations and actions required by a relevant landlord and the Council in relation to smoke and carbon monoxide alarms in privately rented properties.

### Housing and Planning Act 2016

The Housing and Planning Act introduced a wide new package of measures affecting

Local Housing Authorities and Local Planning Authorities. The principal matters covered by the Act relevant to this Policy Framework are:

- Introducing the framework for Civil Penalties in respect of certain housing offences .
- Allowing Local Authorities to apply for Banning Orders .
- Creating a national database of Rogue Landlords and Letting Agents.
- Allowing tenants or Local Authorities to apply for Rent Repayment Orders where landlords have committed certain offences.

### Homes (Fitness for Human Habitation) Act 2018

The Act is to help drive up standards in rented homes in both the social and private sectors and provide an alternative means for tenants to seek redress from their landlord if their rented property presents a risk of harm to the health and safety of the occupiers.

### Tenant Fees Act 2019

Landlords or agents are no longer able to require tenants in the private rented sector in England, or any person acting on behalf of the tenant or guaranteeing the rent, to make certain payments in connection with the tenancy.

### Minimum Energy Standards

From 1 April 2020, all rented properties are required to have a minimum energy performance certificate rating of E or above unless they have a valid exemption in place.

### The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020

Landlords are required to have the electrical installations in their properties inspected and tested by a person who is qualified and competent, at least every five years. The regulations apply to new tenancies from 1 July 2020 and existing tenancies from 1 April 2021.

More detailed information on the National Context can be found in the Private Sector Housing Stock Condition Survey report.



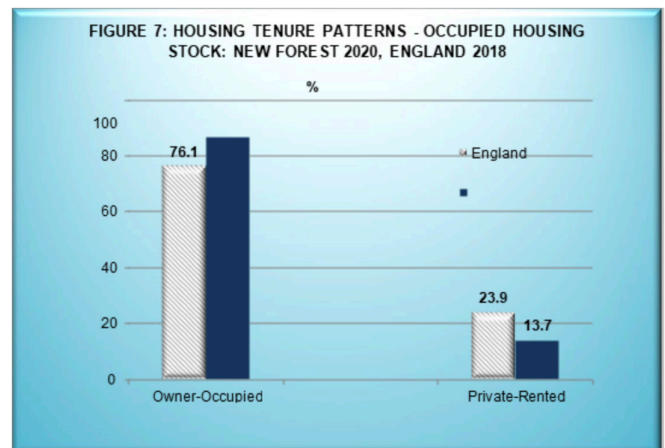
# Local context

New Forest District contains a private sector housing stock estimated at 76,464 dwellings. In January 2020, 94.5% were occupied with the remaining 5.5% being vacant.

Houses and bungalows comprise 68,414 dwellings (89.5%) with the remaining 8,051 dwellings (10.5%) in flats.

The age of a home is strongly associated with its condition and energy performance. The oldest homes (pre-1919) generally perform less well in these respects than newer homes. Private sector housing in the New Forest is representative of all building eras but is predominantly of post Second World War Construction.

The highest concentrations of older housing (pre-1919) are recorded in the National Park HMA (37.1%), while rates of post-1980's housing are highest in the South Coast HMA (38.2%).



## Tenure

Housing tenure patterns in New Forest differ from the national profile from England. 23.9% of private sector dwellings in England in 2018 were private rented compared to 13.7% locally. Rates of owner-occupation locally of 86.1% compared with 76.1% owner occupation nationally.

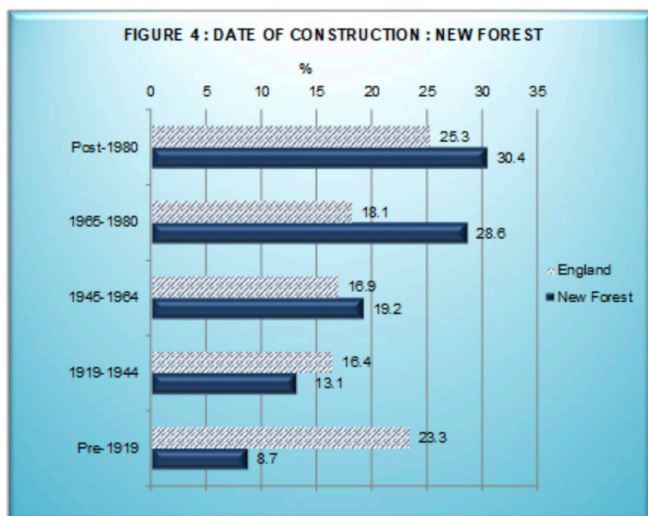
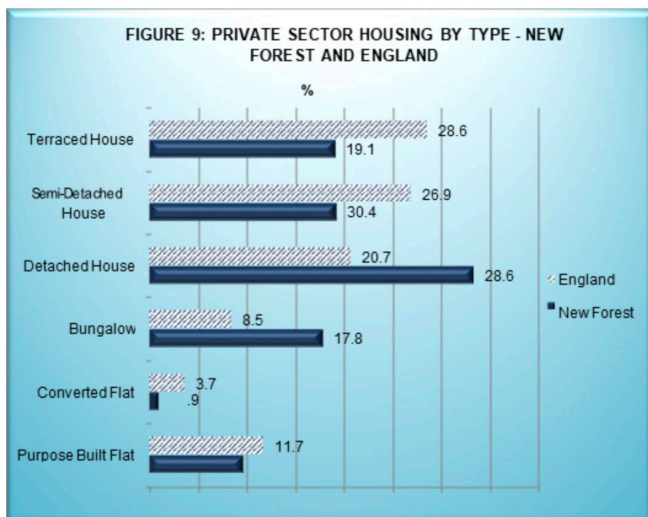
Private sector households are typically small in size and in line with national trends exhibit an ageing profile. 13,112 households (18.1%) are single person in size, an additional 36,540 households (50.6%) contain two persons. Only 2,829 households (3.9%) contain five or more persons. The average age of heads of household is estimated at 57 years; 27,350 households (37.8%) are headed by a person aged 65 years and over.

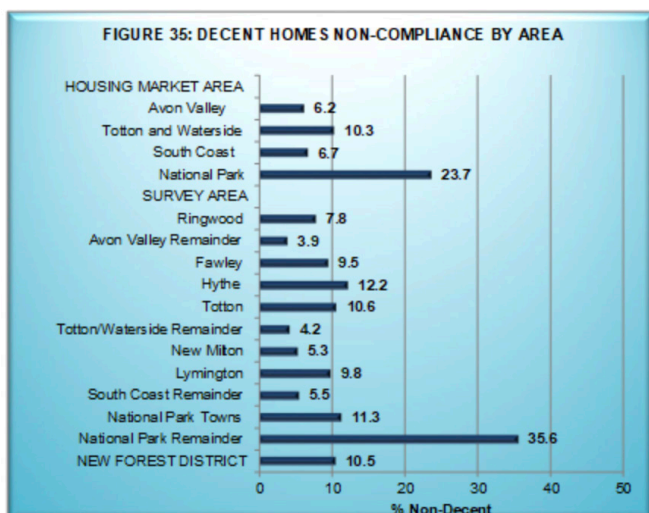
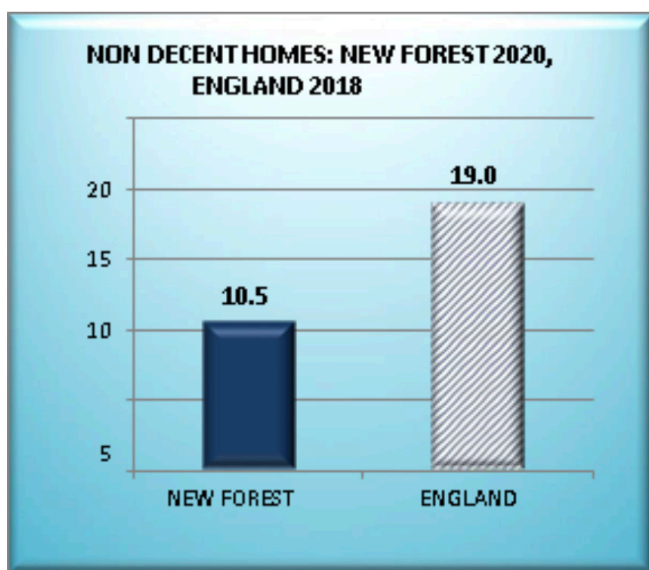
## Housing Conditions

Housing conditions against national standards can only be measured fully within the occupied housing stock. Information from the English Housing Survey enables housing conditions in the New Forest district to be placed in a national context. Housing conditions locally, with regard to the Decent Homes Standard, are significantly better than the national average. Locally, 10.5% of occupied private housing fails the Decent Homes Standard compared to 19% of private sector housing nationally (2018). With the exception of Category 1 hazards the reasons for Decent Homes failure are no longer presented at national level. In 2018, 11.7% of private dwellings in England exhibited Category 1 hazards. The equivalent figure in the New Forest district is 2.2%.

Within the Decent Homes Standard itself the following pattern of failure emerges:

- 1,555 dwellings (2.2%) exhibit Category 1 hazards within the Housing Health and Safety Rating System (HHSRS);
- 3,504 dwellings (4.8%) are in disrepair;
- 195 dwellings (0.3%) lack modern facilities and services; and
- 4,220 dwellings (5.8%) fail to provide a reasonable degree of thermal comfort.





## Environmental conditions

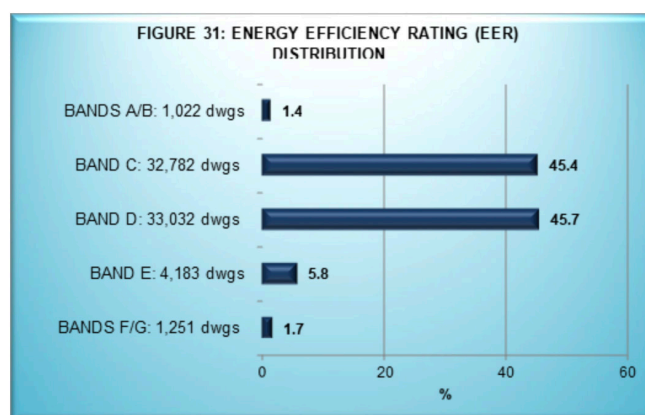
Overall, 2,427 dwellings (3.4%) are located in residential environments experiencing liveability problems (Decent Places). Problems with upkeep affect just 109 dwellings (0.2%), traffic problems affect 1,749 dwellings (2.4%) while utilisation issues affect 569 dwellings (0.8%). As an overall assessment, surveyors were asked to grade the visual quality of the residential environment. Surveyors assessed the environment as below average for 3,342 dwellings (4.6%), as average for 56,832 dwellings (78.6%) and as above average or good for 12,096 dwellings (16.8%). Visual environment quality issues are more significant in areas of private-rental, pre-1919 housing and around dwellings constructed between 1975 and 1981. At an area level they are most significant within the Totton and Waterside HMA.

## Energy efficiency and fuel poverty

Home energy efficiency levels are encouraging and above the national average. 68,049 dwellings (94.2%) comply with Decent Homes thermal comfort requirements and the occupied housing stock has an average SAP rating of 66.1

compared to the English private sector average of 62.2 (2018). Average SAP ratings increase for modern properties ranging from 53.7 for dwellings constructed pre-1919 to 71.3 for dwellings post-1981. Average SAP ratings at 69.6 are also higher within the private-rented sector. At the sub area level, the lowest average SAP ratings are recorded in National Parks Remainder (53.6) and National Parks Towns (62.4).

66,836 occupied private dwellings (92.5) fall within the highest Energy Efficiency Rating (EER) bands (A, B and C) compared to 81.2% of private housing nationally. Conversely the proportion of private dwellings in the lowest EER bands (E, F and G) is below the national average. 6.5% of private dwellings in the New Forest (5,434 dwellings) fall within EER bands E, F and G compared to 18.8% of private dwellings nationally.

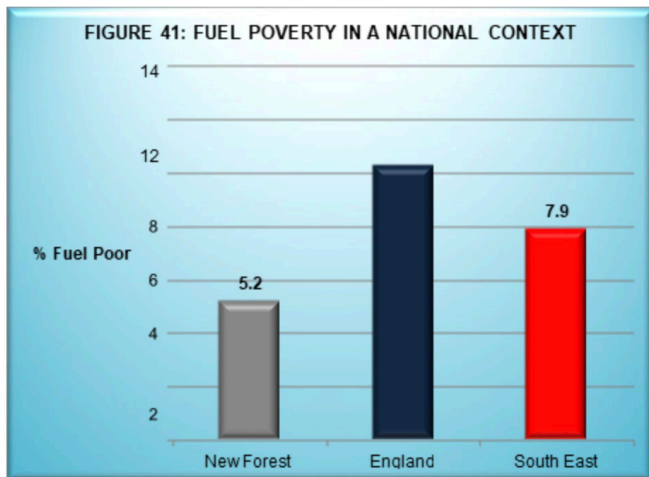


With the exception of the National Park energy efficiency ratings show limited variation geographically. Average SAP ratings of 59 for the National Park HMA are significantly below the District average of 66 and impact particularly on the rural remainder of the National park where the average SAP rating is 55.

Fuel poverty in England is now measured using a Low-Income High Costs framework (LIHC). Under this definition a household is considered to be fuel poor where:

- They have required fuel costs that are above average: and
- Were they to spend that amount, they would be left with a residual income below the official poverty line.

Under the definition, 3,777 households in New Forest (5.2%) have low incomes and high fuel costs and are in fuel poverty. Rates of fuel poverty are below the current average for England (10.3%) and the South East regional average of 7.9%; national and regional figures refer to 2018.

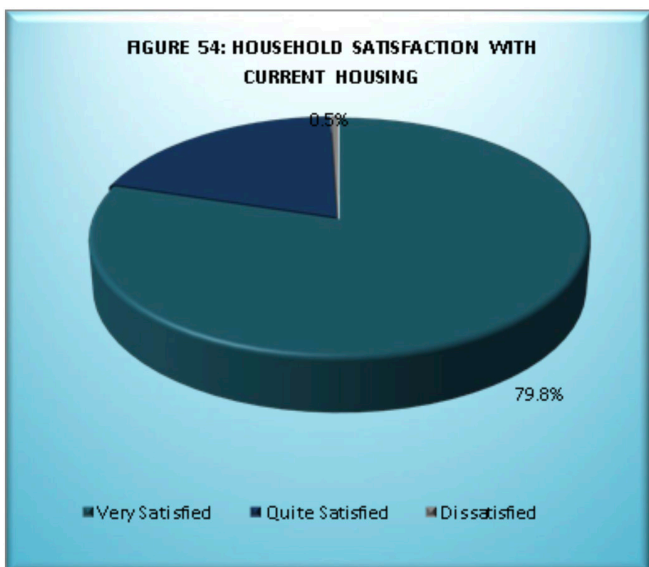


### Household illness/disability

8,673 households in New Forest (12%) indicated that at least one family member was affected by a long-term illness or disability.

Household illness/disability is strongly age related. 6,827 of the households affected by illness/disability (78.7%) have a head of household aged 65 years and over.

The majority of households experiencing illness/disability also experience mobility problems within their existing dwelling – 7,553 households (87.1%). The most common mobility problems relate to climbing steps and stairs, using bathroom amenities and access to gardens.



### Household attitudes

Housing satisfaction levels are very good. 57,667 households (79.8%) are very satisfied with their current home, an additional 14,235 households (19.7%) are quite satisfied. Only 366 households (0.5%) expressed direct dissatisfaction with their home. Household satisfaction with their local areas is also high. 58,958 households (81.6%) are very satisfied with the area in which they live, an additional 13,119 households are quite satisfied (18.2%). Just 191 households (0.3%) expressed dissatisfaction with their local area. The majority of households

– 68,836 households (95.3%) – regard their area as unchanging over the last five years; 1,991 households (2.8%) think their local area has improved while 1,440 households (2.0%) think their local area has declined. Almost 90% of households (1,290) who thought their area had declined in the last five years reside within the Totton and Waterside HMA.

### Empty homes

At the time of survey 72,269 dwellings (94.5%) were occupied; the remaining 4,195 dwellings (5.5%) were vacant. The majority of vacant dwellings (2,592 dwellings – 3.4%) have been vacant under 6 months and are expected to return to occupancy in the short-term. These will typically include dwellings for sale or rent and those currently undergoing major repairs and/or improvements.

A further 685 vacant dwellings (0.9%) were assessed as vacant for over 6 months and are typically regarded as problematic in occupancy terms; the remaining 918 vacant dwellings (1.2%) were deemed to be either holiday lets or second homes. Short-term vacancy rates are in line with normal housing market turnover expectations.

More detailed information on the local Context can be found in the Private Sector Housing Stock Condition Survey report.

# Corporate context

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## **The provision of a strong and healthy private rented sector features heavily in the Council's corporate vision for the next four years.**

Our 2020-2024 Corporate Plan aligns with the Housing and Homelessness & Rough Sleeping Strategies to reinforce a number of key activities which will produce better outcomes for residents in the private rented sector.

The Council's Housing Portfolio was enhanced in 2019 with the addition of the private sector housing team. We firmly believe that decent housing conditions, adequate supply and solutions for homelessness require the private rented sector to perform its part in responding.

The Council recognises its important role in supporting residents, landlords & letting agents in maintaining the provision of safe and healthy homes. In order to support and monitor this a number of key actions feature in the Corporate Plan; charging the Private Sector Housing Team with delivering the following actions within this strategy.

- Work with the Task & Finish Group to develop and deliver the new Private Sector Housing Strategy by the end of 2020/21.
- Improve standards by setting up a Landlord forum to meet six monthly during 2021.
- Implement a new strategy to tackle empty properties by the end of 2020.
- Protect the health and safety of tenants in private rented properties.
- Enabling the best use of housing to meet the needs of local people, including support for a strong high quality private rented sector.



# Actions to date and future direction of travel

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**Through 2018 to 2020 New Forest District Council has strengthened its strategic and operational approach toward delivering a robust housing service for residents in both the social and private sector.**

In early 2019 the Council recognised that its approach to Private Sector Housing in the district required a new vision to meet the requirements of the sector. A Task and Finish Group of members and senior officers, led by the Portfolio Holder for Housing Services, reviewed provision and performance to establish the set of key priorities listed within this strategy.

Since the start of 2019 the Council has:

- Re-branded the name of the team from Housing Grants and Improvements to Private Sector Housing.
- Moved the Private Sector Housing team to operate within the Housing Service to enhance joint working in order to prevent homelessness, improve property condition and improve co-operation with landlords.
- Ensured vacant adapted council dwellings are used primarily for applicants with disabilities.
- Amended bathroom refurbishment programmes in our three Extra Care facilities and bungalows to incorporate level access showers.
- Moved the Private Sector Leasing scheme from the homelessness team to Private Sector Housing, adapting the lead role to incorporate Landlord Liaison.
- Increased the number of Private Sector Leased properties by 8.
- Increased the amount of funding for disabled adaptations for our own housing stock to bring it in line with the amount provided for the Private Sector.
- Provided up to date training for the team to ensure they are equipped to carry out their roles at a time when new legislation is frequently being introduced.
- Taken a new approach to the recruitment of specialist officers to encourage applicants with transferable skills to apply to vacant positions.
- Utilised an improved Corporate IT infrastructure to move from paper-based processes to online processing, including the use of tablets to ensure site visits and follow ups are more efficient and flexible.
- Launched a private sector housing survey in December 2019 to establish the condition of homes in the district to inform this strategy and key priorities.
- Taken on the management of the Council's mobile home park at Stillwater Park.
- Procured new software to manage the day to day work of the Private Sector Housing Team.



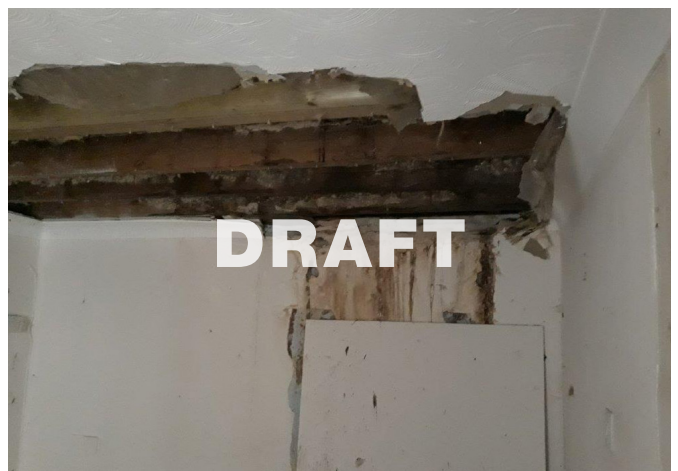
# Strategic priority 1

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## Achieving high standards in the private rented sector

### Actions

- Strengthen our relationship with Private Landlords and Letting Agents in the New Forest by:
  - Enabling our Private Sector Landlord Liaison Officer to be the first point of contact for Landlords and Agents.
  - Promoting the Council's Private Sector Lease Scheme.
  - Raising awareness of Council responsibilities and services.
  - Providing support to tenants at risk of homelessness.
- Set up and maintain a successful Landlords' Forum to:
  - Provide partnership working opportunities.
  - Co-operate with local landlord associations.
  - Launch initiatives with landlords such as energy efficiency or greener homes.
  - Improve access to training and learning.
  - Provide forums for discussion and networking.
- Encourage and support landlords and agents to reduce the number of hazards in private rented homes.
- Increase awareness of tenants' rights, responsibilities and the support available.
- Help tenants living in poor quality private rented properties by responding to their concerns quickly and effectively.
- Develop a robust enforcement policy, where co-operation with landlords has failed, to assist with proportional and consistent legal action.
- Adopt a charging structure for the serving of enforcement notices.
- Introduce the use of civil penalties.
- Pro-actively work to identify properties in multiple occupation that are licensable.
- Operate a high-quality mandatory HMO licensing scheme to ensure shared accommodation is safe and provides appropriate facilities to occupiers.
- Work closely with Registered Providers (RPs) to ensure good quality affordable housing is maintained and where necessary ensure appropriate follow up actions have been taken.



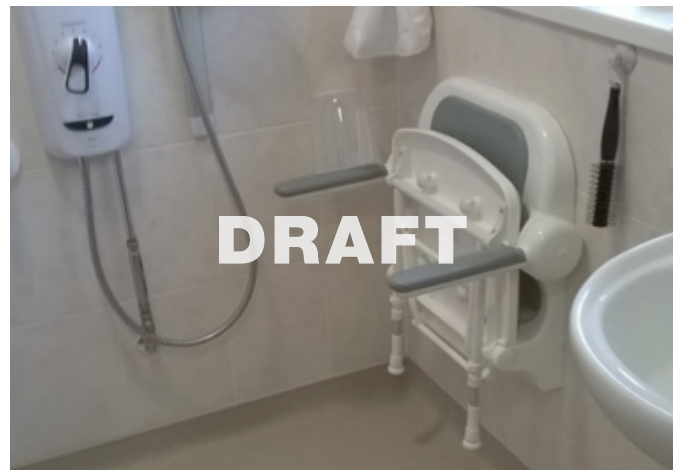
# Strategic priority 2

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## Enabling safe independent living

### Actions

- Increase awareness of Disabled Facilities Grants (DFGs) through improved promotion and partnerships with charities and groups representing people with disabilities.
- Reduce the time taken to deliver adaptations in line with progressive targets which achieve improved outcomes for vulnerable people.
- Overhaul our response to hospital discharge cases by creating a new and responsive procedure alongside hospital discharge teams.
- Develop work with Hampshire City Council's adult/ children's services to improve working relationships with local hospitals and community teams to fast track adaptations to assist people home from hospital via a Hospital Discharge Grant.
- Ensure that those who need adaptations receive the appropriate level of advice, support and assistance; delivered in a prompt and timely fashion.
- Review the financial assistance policy to ensure it is aligned to our priorities.





# Strategic priority 3

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## Tackling privately owned empty homes

### Actions

- Implement a new strategy to tackle empty properties in 2020/21.
- Pro-actively work to identify long term empty properties.
- Target owners whose empty homes continue to cause a significant detrimental impact to the neighbourhood.
- Provide support, advice and information to homeowners to bring empty properties back into use.
- Work with other departments, including Council Tax to identify and help bring back into use any long term empty properties within the district.





# Strategic priority 4

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## Energy efficiency

### Actions

- Provide advice and assistance on energy efficiency measures, alternative methods of heating and energy provider switching services to residents, including the new Green Homes Grant.
- Identify and bid for funds to promote energy efficiency and tackle fuel poverty.
- Improve access for residents to information and advice to resolve situations of hardship.
- Explore partnerships with Citizen's Advice and other community support agencies.
- Ensure landlords are compliant with the Minimum Energy Efficiency Standards (MEES).



# Strategic priority 5

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## Create a fully integrated Private Sector Housing service

### Actions

**Work with other departments within the Housing Service and the Council to help meet the priorities within the Homelessness and Rough Sleeping Strategy and the Housing Strategy:**

- Replace the IT Management System to enable integration with Housing Options systems and databases.
- Review all procedures and policies.
- Review all external communication templates.
- Joint approaches with the Housing Options team to tackle poor accommodation standards to prevent homelessness.
- Work to identify the links between poor private sector properties and homelessness.
- Provide training on legislation and property standards to empower Homelessness Officers to provide appropriate property advice.
- Provide training on homelessness legislation to empower Housing Standard Officers to provide appropriate Housing Options advice.
- Explore the best use of existing Council housing stock before assessing referrals for DFGs.
- Work alongside Allocations and Homelessness Officers to provide solutions to individual housing issues.
- Help facilitate a supply of safe, good quality affordable housing which is accessible and adaptable.
- Provide advice and assistance in designing and acquiring properties for temporary accommodation.
- Re-align job roles within the service to offer consistency of approach.
- Feed in to the design of new Council Housing and temporary accommodation.



# Monitoring and review

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**Performance and progress against each of the actions within this strategy will be reviewed annually in conjunction with members and stakeholders.**

A transparent annual position statement will be produced to highlight our progress and how effective these measures have been in reducing homelessness and rough sleeping.

We are keen to understand the ongoing impact on our residents and our annual review will incorporate a full statistical analysis of approaches to the service. This will enable us to be responsive in tackling any emerging issues.

New actions and targets may be agreed if further changes are made to national legislation and policy. There is likely to be further legislation implemented over the next couple of years to increase safety and enhance security of tenure in the private rented sector.

The Portfolio Holder for Housing Services, working with the Executive Head of Governance & Housing and Service Manager – Housing Options, Rents, Support and Private Sector Housing will lead the review of the delivery plan.

In reviewing its strategy annually this council remains committed to embracing amended policy direction and incorporating it within annual updates.



**New Forest District Council**

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 [newforestdc](#)  [newforestgov](#)

2020



CABINET – 4 NOVEMBER 2020

PORTFOLIO: PLANNING AND  
INFRASTRUCTURE

## **PARTNERSHIP FOR SOUTH HAMPSHIRE – STATEMENT OF COMMON GROUND**

### **1. RECOMMENDATIONS**

- 1.1 That the Cabinet agrees to approve and be a signatory to the Statement of Common Ground for South Hampshire and the document is published on our Website.

### **2. INTRODUCTION AND BACKGROUND**

- 2.1 [Cabinet on 2 September 2020](#) agreed to support and contribute to work to prepare a Statement of Common Ground for the strategic planning of south Hampshire, as part of the Council's ongoing and longstanding membership of the Partnership for South Hampshire (PfSH).
- 2.2 At their [30 September 2020 meeting the PfSH Joint Committee](#) approved an updated Statement of Common Ground document. This is in effect a live document that will be updated as the workstreams progress to produce the final Statement of Common Ground, incorporating agreed revisions to its content and work programme. Its preparation engaged the PfSH officer working group including NFDC representation.
- 2.3 The Statement of Common Ground is attached as Appendix One to this report. It contains a map of the PfSH area and also describes the updated technical and political context to the preparation of the Statement of Common Ground.
- 2.4 Each individual local planning authority is requested to sign and publish the document, essentially to endorse its status and weight providing evidence of effective strategic planning engagement under the (planning) Duty to Cooperate. The decision required is to endorse the revised template.
- 2.5 There are no strategic planning outcomes to be agreed at this stage.
- 2.6 It is anticipated that the Statement of Common Ground will be updated at appropriate stages, these will be report to PfSH Joint Committee. Once the content is completed following technical and officer work in progress, the Statement of Common Ground will be reported back to PfSH Joint Committee -indicated for the fourth quarter of 2021. Cabinet will have the opportunity to consider whether to support the Statement of Common Ground in its final form.

### **3. CONCLUSIONS**

- 3.1 Cabinet is recommended to endorse the revised Statement of Common Ground for South Hampshire for publication, and to continue to work as part of the Partnership to produce the final document.

### **4. FINANCIAL, CRIME & DISORDER, ENVIRONMENTAL, EQUALITY & DIVERSITY AND DATA PROTECTION IMPLICATIONS**

- 4.1 None.

## **5. PORTFOLIO HOLDER COMMENTS**

5.1 The Portfolio Holder supports the recommendations within the report.

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

Mark Williams  
Local Plan lead  
023 8028 5588  
mark.williams@nfdc.gov.uk

### **Background Papers:**

Published documents

## **APPENDIX 1**

### **Partnership for South Hampshire –Statement of Common Ground**

#### 1. Introduction

#### 2. Background

#### 3. Content

a. a short written description and map showing the location and administrative areas covered by the statement, and a brief justification for these area(s);

b. the key strategic matters being addressed by the statement, for example meeting the housing need for the area, air quality etc.;

c. the plan-making authorities responsible for joint working detailed in the statement, and list of any additional signatories (including cross-referencing the matters to which each is a signatory);

d. governance arrangements for the cooperation process, including how the statement will be maintained and kept up to date;

e. if applicable, the housing requirements in any adopted and (if known) emerging strategic policies relevant to housing within the area covered by the statement;

f. distribution of needs in the area as agreed through the plan-making process, or the process for agreeing the distribution of need (including unmet need) across the area;

g. a record of where agreements have (or have not) been reached on key strategic matters, including the process for reaching agreements on these; and

h. any additional strategic matters to be addressed by the statement which have not already been addressed, including a brief description how the statement relates to any other statement of common ground covering all or part of the same area.

#### 4. Signatories



## 1. Introduction

- 1.1. The Partnership for South Hampshire (PfSH) – formerly the Partnership for Urban South Hampshire (PUSH) – was originally formed in 2003. It is a partnership of district and unitary authorities, together with a county council and national park authority, working together to support the sustainable economic growth of the South Hampshire sub-region. Whilst the membership has altered slightly over the years, the core membership has remained broadly consistent.
- 1.2. The Partnership has a strong track record in collaborative working to achieve common goals in South Hampshire. The Partnership was heavily involved in the production of a sub-regional strategy for development that formed part of the South East Plan. This strategy was tested through public examination and when adopted by the Secretary of State, formed part of the development plan at that time, which subsequently informed the production of local plans.
- 1.3. The ethos of collaborative cross boundary working has continued, and the Partnership has a successful track record in providing effective strategies for sub-regional planning. As well as joint working between member authorities, PfSH works with partner agencies in the sub-region as well as key Government departments to deliver joint strategies and pool resources.
- 1.4. Local planning authorities are being required to resolve cross-boundary strategic planning issues through their local plans. Complying with the ‘Duty to Cooperate’ (National Planning Policy Framework (NPPF) para 17) is a fundamental requirement for local plans to successfully be found sound through public examination.
- 1.5. In 2016 the PfSH authorities produced a framework, namely the [PUSH Spatial Position Statement](#), to guide future local plans and housebuilding and development in the sub-region. However, since then the NPPF has been significantly revised, and a standard method for the assessment of housing needs has been issued by the Government. In line with the aim of addressing the national housing crisis, the Government has made clear that strategic policies within development plans should provide for unmet needs in neighbouring authority areas, unless this would contravene specific national planning policies, or these policies taken as a whole. Significantly boosting the supply of housing has been at the centre of all three versions of the NPPF.
- 1.6. PfSH has agreed that there is a need for its constituent authorities to work together to seek to produce a Statement of Common Ground (SoCG) and to explore the production of an Infrastructure Investment Plan. At its meeting on 31 July 2019, PfSH approved the commissioning of a number of evidence work streams to inform the production of a PfSH Joint Strategy. In October 2019 PfSH agreed a draft framework SoCG. This document has been revised and updated to form this initial Statement of Common Ground. It sets out the



programme of work that will be undertaken and will be updated as the evidence workstreams progress.

## **2. Background**

- 2.1. In 2016 PUSH published a Spatial Position Statement to help inform Local Plans and assist individual Councils in meeting the Duty to Cooperate. It was developed as a non-statutory document to inform long-term decisions about the level and distribution of development across South Hampshire. The Position Statement resulted in all needs being met to 2026 and the majority of needs being met through to 2034, with the rate of delivery for new homes being increased by approximately 34%.
- 2.2. The Position Statement included a number of spatial principles that underpinned its development, a series of key principles that were applied through the evolution of the spatial approach and a suite of policies that form the spatial approach. These include housing distribution; strategic development locations; distribution of additional employment floorspace; strategic employment locations; waterfront sites of sub-regional significance; retailing and town centres; green infrastructure; strategic countryside gaps; environment; encouraging modal shift; highway improvements; social infrastructure; and utilities infrastructure.
- 2.3. Clearly time has moved on since the production of the Spatial Position Statement and there is a need to review and update it. Standardised assessments of housing need (objectively assessed need) indicate a need to significantly increase housing provision, there is a need to extend the period covered by the Position Statement beyond 2034 and in particular, to address cross-boundary environmental issues such as the impact of development on water and air quality and on protected sites of international nature conservation importance. In planning for major development, it is also important to maintain and enhance a coherent pattern of town and countryside, to protect towns and villages with a distinct identity and appropriate countryside gaps.
- 2.4. In December 2018 PUSH agreed that the rationale and justification for a possible Green Belt designation be included as part of any joint work taken forward under the Duty to Cooperate initiative. Potential Green Belt designation should be considered alongside the role for green infrastructure, both to serve recreational needs of residents and provide environmental mitigation and enhancement, especially for likely adverse impacts on the integrity of European Nature Conservation sites. In particular, cross-boundary (e.g. catchment-wide) mitigation measures may need land to be allocated to deal with recreation pressures and water and air quality issues, depending on the results of the Habitat Regulations Assessment and Appropriate Assessment. This could also help meet some of the policy aims around climate change (a number of local authorities have declared climate emergencies) and health and wellbeing.

- 2.5. Government policy has also evolved and some strategic issues to be addressed through planning policies, particularly through the location and form of development, have gained greater priority. Issues such as climate change, health and wellbeing, biodiversity and natural capital and environmental net gain have all increased in prominence within public consciousness. All of these issues will affect the location and design of new development in the future.
- 2.6. National planning policy provided through the latest NPPF, published in February 2019, makes it clear that Local Plans should contain strategic policies that, as a minimum, meet their own needs for housing and other uses, as well as any needs that cannot be met within neighbouring areas (para 11).

2.7. The NPPF (para 20) states that,

*'Strategic policies should set out the overall strategy for the pattern, scale and quality of development, and make sufficient provision for:*

- a) housing, employment, retail, leisure and other commercial development;*
- b) infrastructure for transport, telecommunications, security, waste management, water supply, wastewater, flood risk and coastal change management, and the provision of minerals and energy (including heat);*
- c) community facilities (such as health, education and cultural infrastructure);*  
*and*
- d) conservation and enhancement of the natural, built and historic environment, including landscapes and green infrastructure, and planning measures to address climate change mitigation and adaptation.'*

2.8. Whilst the application of the standard method for assessing local housing need is now established in the NPPF (para 60), the sub-regional need for other forms of development and the opportunities to meet those needs are still to be established. This Statement of Common Ground sets out the workstreams for which PfSH will commission evidence to help lead towards the review of the Spatial Position Statement and the production of a Joint Strategy. The four workstreams are:

- Strategic Development Opportunity Area (SDOA) assessments (including traffic modelling and transport impact assessments for the SDOAs)
- Economic, Employment & Commercial Needs (including logistics) Study
- Joint Strategy Strategic Environmental Assessment (SEA), Sustainability Appraisal (SA), Habitats Regulations Assessment (HRA) and Appropriate Assessment (AA)
- Green Infrastructure Needs and Consideration of Mechanisms on How to Achieve Green Belt Designation.

2.9. The SoCG has been prepared against the headings set out in national planning practice guidance (Paragraph: 011 Reference ID: 61-011-20190315).

2.10. It should be noted that the SoCG is intended to deal with strategic cross-boundary matters at a sub-regional scale and it does not negate or supersede

any existing SoCG either between the PfSH and individual authorities or between individual authorities.

2.11. The Joint Strategy will again be a non-statutory high-level strategic plan which can inform Local Plans and assist the Local Planning Authorities in meeting the Duty to Cooperate.

### 3. Content

#### **a. a short written description and map showing the location and administrative areas covered by the statement, and a brief justification for these area(s)**

3.1. The PfSH area has changed over the years, although the core membership, including the County Council and unitary authorities, has remained constant. The Partnership for Urban South Hampshire was formed in 2003 and evidence secured to inform preparation of the South East Plan helped to establish it as an appropriate sub-region for the purpose of strategic planning.

3.2. The following local authority areas are fully within the PfSH boundary:

- Eastleigh Borough Council
- Fareham Borough Council
- Gosport Borough Council
- Havant Borough Council
- New Forest District Council
- Portsmouth City Council
- Southampton City Council

3.3. The following local authority areas are partly within the PfSH boundary:

- East Hampshire District Council
- Hampshire County Council
- New Forest National Park Authority<sup>1</sup>
- Test Valley Borough Council<sup>2</sup>
- Winchester City Council

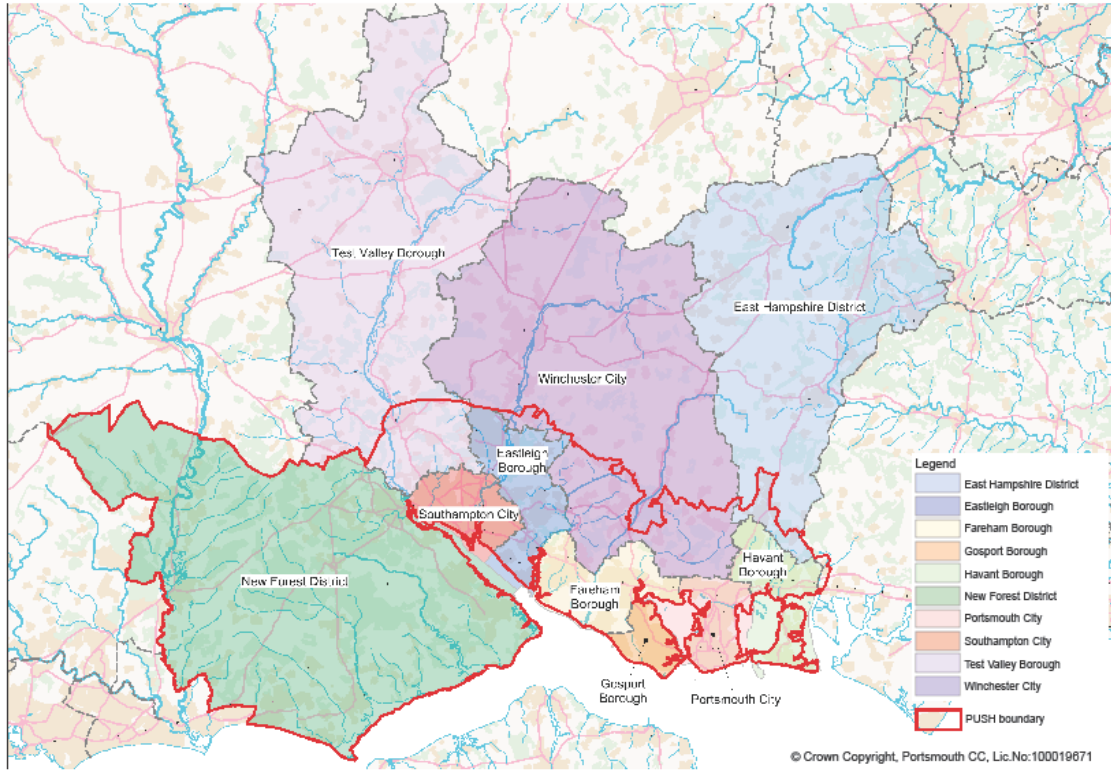
The SoCG will include the whole of the New Forest District Council, Test Valley Borough Council and the New Forest National Park Authority area (within Hampshire).

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<sup>1</sup> The New Forest National Park Authority is not a local authority but is a local planning authority with plan-making responsibilities. A small part of the New Forest National Park is in Wiltshire.

<sup>2</sup> Please note that whilst only part of Test Valley Borough Council area falls within the PfSH boundary, the evidence base studies referenced in this report will cover the whole Borough, unless the Council determines otherwise.

- 3.4. PfSH is a mature partnership with a lengthy track record of cooperation and collaboration on strategic planning issues and can work with flexible boundaries where necessary (e.g. Bird Aware Solent). PfSH has continued to secure evidence and propose solutions to meeting the need for development and investment in infrastructure.
- 3.5. The evidence base collated over recent years supports the definition of the South Hampshire sub-region for strategic planning purposes, whether it relates to the two closely linked housing markets around Portsmouth and Southampton, the functional economic market area across the whole sub-region or the physical geography of an area located between the South Downs and New Forest National Parks and the coast with islands and peninsulas interspersed with harbours and rivers.
- 3.6. There is common agreement amongst partner authorities that the PfSH area is an appropriate geography on which to prepare a Joint Strategy to deal with cross-boundary strategic planning matters and support the production of local plans. An extensive evidence base has identified the housing market areas and the need to plan at the South Hampshire scale has previously been considered. Significant information is included within the 2014 GL Hearn [Strategic Housing Market Assessment](#) and previous evidence base work related to the physical environment has demonstrated the synergies for collaborative planning in South Hampshire. It is not intended to revisit the definition of the sub-region as part of the work identified in this SoCG. However, it is acknowledged that there will be some strategic issues that need to be considered in the context of a wider geographical area than that within the PfSH boundary.
- 3.7. The map below shows the extent of the Partnership for South Hampshire.



**b. the key strategic matters being addressed by the statement, for example meeting the housing need for the area, air quality etc.**

3.8. Regard has been had to advice in the NPPF in defining the strategic matters to be addressed as set out below:

- Housing need
- Employment land
- Infrastructure investment
- Biodiversity net gain, environmental enhancement and avoidance and mitigation of environmental impacts
  - This strategic matter will consider climate change and health and wellbeing and include the need for sub-regional green infrastructure and strategic habitat mitigation and consideration of potential green belt designation.

3.9. The housing needs for each local authority area are calculated using the government's standard method for assessing local housing need and are set out in Table 2 below. The identified objectively assessed housing need is accepted as the correct level to test and to plan for strategically in accordance with government policy, to inform housing targets to be set in local plans. PfSH will address the issue of unmet housing need through the Joint Strategy as set out later in this SoCG.

3.10. The latest need for employment land is less well established. To inform the need for employment land allocations in local plans, PfSH has commissioned an evidence base study: The Economic, Employment and Commercial Needs (including logistics) Study. This Study will provide quantitative evidence of the need for employment land as well as qualitative evidence on specific sectors and their land and locational requirements and commercial realism. When this Study has been completed, this SoCG can be updated to include information on the need for and supply of employment land. Options to address any unmet need will be considered alongside the options to meet housing needs as part of the formulation of the Joint Strategy. Of critical importance to the consideration of these options will be the alignment with and ability to help deliver the strategies that are being prepared by the Solent and Enterprise M3 Local Enterprise Partnerships (LEPs).

3.11. The rate of economic growth that is assumed within the Study will have a significant impact on the resultant land requirements. The Solent LEP's 2050 Strategy and the Enterprise M3 LEP's Local Industrial Strategy were due to be completed in early 2020, although it is understood that they will not include proposed economic growth rates to be planned for. Should the LEPs' strategies be made available during 2020 they should be able to inform the Study. It is recognised that ambitions related to the achievement of enhanced levels of economic development within the sub-region will also have an impact on future housing requirements within the area, and may require the area to accommodate

higher levels of housing growth than indicated by the standard method for assessing local housing need. Work to understand the housing need that may be generated by the expansion of the Port of Southampton forms part of the Study.

- 3.12. Infrastructure investment is a major priority for PfSH, both in terms of identifying the infrastructure needed to deliver development that represents 'good planning' and working together to secure investment in the sub-region. PfSH authorities and the Solent LEP have a good track record in successfully obtaining funding and investment for South Hampshire. The Hampshire and Isle of Wight Planning Officers Group (HIPOG) is commissioning a county-wide study which will focus on infrastructure but will also encompass natural environmental capacity issues. This piece of work will map environmental and infrastructure opportunities and provide a strategic framework and high-level vision to assist in the identification and planning of future infrastructure and growth options that will come out of the PfSH work which will then inform where infrastructure investment is needed. Hampshire County Council has subsequently determined that in order to inform any Hampshire-wide strategy documents, it is necessary to produce a series of documents that examine the state of: The Natural Environment; Economy; Society; and The Built Environment and Infrastructure. These follow on from the findings and recommendations of the Hampshire 2050 Commission of Inquiry, which concluded in September 2019. These documents are expected to be completed this year.
- 3.13. A long standing and continued objective of PfSH is to focus development within the major urban areas, cities and towns first. Our cities and towns form the economic and social heart of South Hampshire. Focussing major development in these locations will enhance economic synergies, the vibrancy of places, support regeneration, social inclusion and the effective use of existing infrastructure, focus people close to jobs, services and public transport (reducing our need to travel more by car), and protect more of our countryside. It is important to recognise that our need for homes and jobs will need new development and infrastructure in a range of locations both within and around our towns and villages, and a balanced investment strategy is needed to deliver development in our cities, towns, villages and new areas of growth.
- 3.14. PfSH has a strong track record in providing strategic environmental mitigation. As part of the formulation of the South East Plan it was identified that new development could lead to increased recreational pressure on the coast with the resultant disturbance of birds. As this could have had a negative impact on a statutorily protected habitat, PfSH led on the development of a strategic scheme of mitigation and then subsequently its implementation. This Solent Recreation Mitigation Strategy has now been branded as 'Bird Aware Solent' and has enabled residential development to continue whilst protecting the natural environment from harm. PfSH continues to carry out a governance role in setting budgets, approving the business plan, monitoring the strategy and determining the funding of infrastructure improvements from developer

contributions. The scope and extent of the Bird Aware Solent Strategy will need to be reviewed as part of the Habitat Regulations Assessment of the new Joint Strategy, as it currently deals with development to 2034, as identified in the Spatial Position Statement (2016).

- 3.15. Similar recreational disturbance issues affect protected species in the international nature conservation sites within the New Forest National Park. Development currently contributes to various mitigation schemes prepared by individual planning authorities, albeit that this only applies to some planning authorities in the west of the sub-region. There is a need for a co-ordinated and strategic approach to addressing the impact of development on the New Forest arising from growth in part of the PfSH area. A partnership<sup>3</sup> has commissioned a new study of visitors to the New Forest's Natura 2000 sites. This research provides updated information<sup>4</sup> on visitor activity and the evidence base for the preparation of a new co-ordinated approach to addressing recreational pressures on the New Forest through appropriate planning and mitigation measures.
- 3.16. South Hampshire continues to face pressing new challenges over the potential impact of development on the environment. Climate change is a significant global issue affecting new development and impacting on existing settlements and a number of local authorities have declared climate emergencies. There is a need to ensure that development is planned in a way that minimises carbon emissions that cause climate change and that new development, so far as is possible, is not vulnerable to the impacts of climate change. This overarching theme will be of great significance when considering the options for further development in the Joint Strategy and is of particular relevance to the UK's commitment to net zero carbon emissions by 2050. PfSH will ensure through the approach in the Joint Strategy that the policy framework enables the creation of strong and resilient communities able to withstand the effects of climate change.
- 3.17. Emissions from transport (and particularly the private car) are a significant causal factor of climate change and poor air quality locally and are influenced through the location of new development. PfSH has commissioned an [Air Quality Impact Assessment](#) and acknowledges that air quality is a strategic issue that needs continued collaborative working amongst PfSH authorities<sup>5</sup>. The Air Quality Impact Assessment provides a strategic baseline for the purpose of informing planning policies but will need updating in due course as it currently only deals with development planned to 2034 in the Spatial Position Statement (2016).

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<sup>3</sup> Test Valley Borough Council, New Forest District Council, New Forest National Park Authority, Southampton City Council, Eastleigh Borough Council, Wiltshire Council, Natural England

<sup>4</sup> Reports published to date can be accessed [here](#).

<sup>5</sup> N.b. There is a separate [Air Quality Study](#) for the New Forest to 2036 that also flags up issues including potential impacts on New Forest habitats.



3.18. One of the most significant current risks facing new development relates to the impact of nutrient deposition (nitrates and phosphates) on protected habitats, albeit agricultural sources are the most significant cause. New dwellings add to this issue through an increase in foul wastewater that needs to be treated in sewage treatment works, and in surface water run-off, that drain to the Solent. Whilst this is a serious short-term issue that will likely require immediate measures, longer term arrangements will need to be put in place to ensure that the risk is mitigated, and development can continue. Long term solutions are likely to require significant investment, for example in removing sources of nitrogen deposition unrelated to wastewater treatment (e.g. taking land out of intensive agricultural production) or by providing enhanced treatment at sewage works. PfSH is committed to working with central government agencies to find an efficient, central solution.

3.19. PfSH has formed a Water Quality Working Group to coordinate a PfSH-wide response to addressing the medium to long-term strategy (which could build upon an initial pilot scheme). Individual Local Planning Authorities are also progressing their own interim solutions in the short-term. The Group also includes local authorities from beyond the PfSH boundary that need to address this issue. At its meeting in July 2020 the PfSH Joint Committee endorsed:

- The establishment of a dedicated officer resource as a temporary planning officer post to work on the nutrient neutrality issue, and take forward a pilot sub-regional mitigation scheme;
- Continued investigation into determining a sub-regional mitigation scheme, including working towards a Solent Nutrient Fund; and
- PfSH's continued work with wider local authority partners beyond PfSH members in addressing the nutrient neutrality issue, including on potential funding.

3.20. Whilst ensuring that we plan for the new development we need, it is important for the successful delivery of that development that we do this whilst protecting a coherent pattern of town and countryside. This will ensure the best countryside is protected by ensuring that the setting of towns and villages with distinct identities are protected by appropriate countryside gaps; and that the areas with most productive agricultural land, highest landscape value and greatest recreational or ecological benefit are protected and enhanced. Careful choices will need to be made to ensure that we do plan for and deliver the homes, jobs and infrastructure that we all need whilst protecting and enhancing a coherent pattern of town and countryside which maintains and enhances our quality of life. The workstream on '*Green Infrastructure Needs and Consideration of Mechanisms on how to achieve Green Belt Designation*' will relate to these broader objectives.

**c. the plan-making authorities responsible for joint working detailed in the statement, and list of any additional signatories (including cross-referencing the matters to which each is a signatory)**

3.21. The authorities responsible for the joint working detailed in this SoCG are:

- East Hampshire District Council
- Eastleigh Borough Council
- Fareham Borough Council
- Gosport Borough Council
- Hampshire County Council
- Havant Borough Council
- New Forest District Council
- New Forest National Park Authority
- Portsmouth City Council
- Southampton City Council
- Test Valley Borough Council
- Winchester City Council

3.22. In addition, the joint working will be undertaken in conjunction with:

- Enterprise M3 LEP
- Environment Agency
- Hampshire and Isle of Wight Local Nature Partnership
- Highways England
- Homes England
- Natural England
- Solent LEP
- Solent Transport

At this stage it is not anticipated that these organisations would be formal signatories to the SoCG. Other key infrastructure providers will also be involved, for example public transport providers and water companies.

**d. governance arrangements for the cooperation process, including how the statement will be maintained and kept up to date**

- 3.23. PfSH has long established governance arrangements, the full details of which are on the [website](#). The PfSH Joint Committee members are the leaders or cabinet members of the constituent local authorities, supported by chief executives. The Solent LEP, Environment Agency and Homes England are represented on the Committee as observers and Natural England regularly attends the meetings.
- 3.24. Alongside the Joint Committee, an Overview and Scrutiny Committee has been established to complement and, where necessary, make recommendations to the Joint Committee with regards to PfSH business. The Committee is comprised of a nominated councillor and chief executive from each of the PfSH authorities.
- 3.25. The technical work that will be undertaken to lead to the new Joint Strategy will be overseen by the PfSH Planning Officers Group, a working group of planning officers from each of the partner authorities, including the county council, together with Solent Transport, Natural England and the Environment Agency. PfSH has appointed a consultant Project Manager to coordinate the work on behalf of the Planning Officers Group.
- 3.26. The PfSH Joint Committee will make decisions on strategic planning matters referenced in this SoCG, based on officer recommendations. Each Council will decide how to use its own decision-making mechanisms to consider its own approach to the decisions being made at the PfSH Joint Committee.
- 3.27. This SoCG sets out the process and workstreams that will lead to the review of the Spatial Position Statement and the production of a new Joint Strategy. As the evidence base progresses, it will be appropriate to produce further iterations of the SoCG to reflect the progress made and consider the next steps. A timetable for the anticipated progress of the evidence workstreams and the production of the Joint Strategy is included in Table 1 below. PfSH will remain adaptable to changes in the work programme depending on the results of the studies. Particular regard will be had to the need to support Local Planning Authorities through the need to demonstrate compliance with the Duty to Cooperate and national planning policy at their local plan examinations when considering the timing of future iterations of the SoCG.

Table 1 SoCG timetable

	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022
<b>SDOA assessments<sup>6</sup></b>								
<del>Identify SDOAs and scope assessments/transport commission<sup>7</sup></del>								
<del>Procure consultants for SDOA assessments</del>								
Undertake assessments	X	X	X	X				
<del>Procure transport consultants</del>								
Undertake modelling & TIAs <sup>8</sup>	X	X	X	X				
Finalise report				X				
Final report presented to Joint Committee					X			
<b>Economic, employment and commercial needs (including logistic) study</b>								
<del>Identify existing evidence and scope of study</del>								
<del>Procure consultants</del>								
Undertake study	X							
Final report presented to Joint Committee		X						
<b>Green Infrastructure Needs and Consideration of Mechanisms on how to achieve Green Belt Designation</b>								
Establish green infrastructure needs through SDOA assessments (SA/HRA)				X				
Consider options for policy approach scope and procure landscape assessment					X			
Undertake assessments and further consider options						X	X	
Review evidence and determine approach to green belt designation								X

<sup>6</sup> This workstream incorporates Sustainability Appraisal and Habitat Regulations Assessment of the potential Strategic Development Opportunity Areas.

<sup>7</sup> Struck through text indicates that the stage is complete.

<sup>8</sup> Transport Impact Assessments

**e. if applicable, the housing requirements in any adopted and (if known) emerging strategic policies relevant to housing within the area covered by the statement**

3.28. The assessed housing need using the standard method (as required by government policy) for the local authority areas within the PfSH area is set out in the table below<sup>9</sup>:

Table 2 Housing need 2020 – 36

Local Authority	Standard Method 2020 – 2036 (dpa) <sup>10</sup>	Total requirement 2020 – 2036
East Hants (part)	112	1,792
Eastleigh	694	11,104
Fareham	514	8,224
Gosport	344	5,504
Havant	504	8,064
New Forest <sup>11</sup>	785	12,560
Portsmouth	854	13,664
Southampton	1,002	16,032
Test Valley (part) <sup>12</sup>	181	2,896
Winchester (part)	235	3,760
<b>Total</b>	<b>5,217</b>	<b>83,600</b>

3.29. There is no centrally produced figure using the government’s standard method, and the above table has been compiled using the best figures available. Figures for districts which only partly fall within PfSH have been apportioned on the basis of the population of those wards which fall within PfSH, other than Test Valley as referenced in the table. All figures have been provided by the local planning authorities and represent their most up to date understanding of the application of the standard method on a consistent basis. It should also be noted that the figures are updated periodically as new sub-national population projections and affordability ratios are published<sup>13</sup>.

3.30. The annual housing need figures in Table 2 can be multiplied by the number of years being planned for to give the total housing requirement. This means

<sup>9</sup> N.b. this relates to the current standard method and not the proposals that were published for consultation in August 2020.

<sup>10</sup> Dwellings per annum.

<sup>11</sup> This figure covers the whole of New Forest District, including the part of the New Forest National Park within the district, and is covered by separate local plans prepared by NFDC & NFNPA.

<sup>12</sup> This figure is derived from the TVBC Local Plan. Previous estimates have used population splits based on ward boundaries, although the ward boundaries are not contiguous with the PfSH boundary. The Local Plan splits the housing market in the borough between north and south and assumes a 33% population split in the southern housing market area.

<sup>13</sup> Government policy requires the use of the 2014-based household projections. Revised affordability ratios are published every two years.

that the total housing requirement for the PfSH area between 2020 and 2036 is for some 84,000 homes<sup>14</sup>.

- 3.31. For the period to 2036, there is a significant amount of supply already identified through planning permissions, other urban<sup>15</sup> sites (either windfall or sites identified in strategic housing land availability assessments (SHLAAs<sup>16</sup>)) and allocations in adopted local plans and made neighbourhood plans. Further allocations are currently proposed in the Havant Local Plan Review which the Council expects to submit for examination in the near future. Fareham Borough Council expects to consult on its Regulation 19<sup>17</sup> pre-submission Local Plan shortly, before submission for examination, and it is anticipated that this will contain allocations that will further increase the identified supply.
- 3.32. The New Forest National Park Local Plan 2016 – 2036 was formally adopted on 29 August 2019 and makes provision for an additional 800 dwellings in the National Park over the Plan-period. The New Forest District Local Plan was formally adopted on the 6<sup>th</sup> July 2020 and makes provision for an additional 10,420 dwellings in the part of the District outside of the National Park over the plan period.
- 3.33. Havant and Eastleigh Councils have made significant allocations for development in their emerging local plans and whilst still subject to the outcome of their examinations, these have reached a sufficiently advanced stage in the plan-making process to be considered as commitments from the Council concerned for the purpose of calculating the remaining housing needs to be planned for. In the case of the Eastleigh Local Plan, the Inspector's post hearing advice letter already provides a clear indication of the outcome in terms of housing supply, and Eastleigh's assumed commitments have been adjusted to fully reflect this. This SoCG will continue to be updated to reflect progress in local plans from Regulation 19 consultation through to adoption, with consequential adjustments to the housing supply figures.
- 3.34. The housing supply position has been calculated by adding commitments in the form of planning permissions<sup>18</sup>, SHLAA sites<sup>19</sup> and local plan allocations (adopted plans and the emerging Eastleigh and Havant plans) and a windfall estimate (predominantly or wholly urban sites). It is recognised that other local

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<sup>14</sup> Local plans within the sub-region can be prepared at different times and may not use a 2016 base, particularly as housing need information is updated.

<sup>15</sup> With the exception of the New Forest – see footnote 19 below.

<sup>16</sup> SHLAAs may also be referred to as SLAAs (Strategic Land Availability Assessments), HELAAs (housing and economic land availability assessments) or SHELAAs (strategic housing and economic land availability assessments)

<sup>17</sup> Town and Country Planning (Local Planning) (England) Regulations (2012)

<sup>18</sup> These may include C2 units with the ratio in the Housing Delivery Test Measurement Rule Book applied to give the C3 equivalent.

<sup>19</sup> SHLAA sites are included when they form part of the LPA housing land supply and are within existing settlement boundaries. SHLAA sites for New Forest District outside of settlement boundaries are also included as this source of supply has been tested through the examination of the Part 1 Local Plan and was found sound. Allocations will subsequently be made in their Part 2 Local Plan.

planning authorities are currently identifying additional sites for their areas as part of their emerging local plans and consequently the housing supply figures will increase.

3.35. The identified housing provision for the local planning authority areas within the PfSH area is set out in Table 3 Housing Supply 2020 – 2036 below:

Table 3 Housing Supply 2020 – 36

Local Planning Authority	Total provision 2020 <sup>20</sup> – 36
East Hants (part)	1,169
Eastleigh (including proposed allocations)	8,335
Fareham <sup>21</sup>	6,550
Gosport	2,919
Havant (including proposed allocations)	8,822
New Forest (outside national park)	9,347
New Forest National Park	688
Portsmouth	12,995
Southampton	12,904
Test Valley (part)	3,135
Winchester (part)	5,986
Total	72,850

3.36. As can be seen by comparing the assessed housing need to 2036 with the currently identified supply there is a shortfall of some 11,000 homes that needs to be addressed through the work identified in this SoCG. It is important to stress that this gap is split across the Portsmouth and Southampton housing market areas, the housing gap in the two individual areas will be considerably smaller, although it still needs to be addressed. As work progresses through the evidence base leading to the Joint Strategy, and further progress is made with local plans, it is intended that this table is updated to reflect any changes in provision. To further aid the understanding of the geographical distribution of housing need and current supply, the tables are combined below:

<sup>20</sup> Base date is 1<sup>st</sup> April 2020.

<sup>21</sup> Includes sites with a resolution to grant planning permission.

Table 4 Comparison of housing need and supply 2020 – 2036

Local Authority	Annual Housing Need using Standard Method (dpa)	Total housing need 2020 – 2036	Supply = Commitments, local plan allocations + windfall estimate	Shortfall/ surplus
East Hants (part)	112	1,792	1,169	-623
Eastleigh	694	11,104	8,335	-2,769
Fareham	514	8,224	6,550 <sup>22</sup>	-1,674
Gosport	344	5,504	2,919	-2,585
Havant	504	8,064	8,822	+758
New Forest	785	12,560	10,035	-2,525
Portsmouth	854	13,664	12,995	-669
Southampton	1,002	16,032	12,904	-3,128
Test Valley (part)	181	2,896	3,135	+239
Winchester (part)	235	3,760	5,986	+2,226
Total	5,225	83,600	72,850	-10,750

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<sup>22</sup> Includes sites with a resolution to grant planning permission.



**f. distribution of needs in the area as agreed through the plan-making process, or the process for agreeing the distribution of need (including unmet need) across the area;**

- 3.37. The majority of needs for housing and employment development up to 2036 are already planned to be met through existing planning permissions, allocations in local plans and neighbourhood plans and small-scale windfall development. However, there remain unmet housing and potentially employment needs which are not currently planned for across local authority areas and a strategic approach is needed to determine the most sustainable locations to accommodate this development within the sub-region.
- 3.38. PfSH has agreed a programme of work to review the Spatial Position Statement, leading to a new Joint Strategy. Four workstreams are set out below:
- Strategic Development Opportunity Area (SDOA) assessments (including traffic modelling and transport impact assessments for the SDOAs)
  - Economic, Employment & Commercial Needs (including logistics) Study
  - Joint Strategy Strategic Environmental Assessment, Sustainability Appraisal, Habitats Regulations Assessment and Appropriate Assessment
  - Green Infrastructure Needs and Consideration of Mechanisms on how to achieve Green Belt Designation.
- 3.39. The Spatial Position Statement (2016) includes Strategic Development Locations. The review of this document and the need to plan where further strategic growth will take place means the identification of further Strategic Development Opportunity Areas (SDOAs) is required. Some of these areas are already being identified through adopted or emerging local plans, e.g. Mayflower Quarter (Southampton) and Southleigh (Havant). These sites are already included in the housing supply figures in Table 3. Whilst these major proposed allocations make significant contributions to accommodating housing needs, further SDOAs will inevitably be needed alongside smaller brownfield and greenfield developments.
- 3.40. The PfSH Planning Officers Group has agreed a process to identify potential SDOAs for further assessment. This involved the identification of all sites above a threshold<sup>23</sup> that have been previously promoted or considered as reasonable alternatives as part of local and strategic planning processes. Consultants have been appointed to identify any further options and potential choices for land to accommodate strategic development and then these potential SDOAs will be subject to analysis and appraisal to establish the most sustainable options and the infrastructure investment needed to deliver them.

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<sup>23</sup> 20 hectares or 500 dwellings. A number of smaller sites in the same general location could potentially be combined to form a larger strategic site above the threshold.

- 3.41. The assessment of the SDOAs is following the process below:
- Identification of potential SDOAs
  - Detailed assessments of potential SDOAs including:
    - constraint mapping and sustainability appraisal
    - habitat regulations assessment (including appropriate assessment)
    - transport modelling and transport impact assessments (commissioned as a separate study)
    - landscape impact / green infrastructure
    - strategic infrastructure requirements or opportunities.
- 3.42. PfSH has commissioned consultants to prepare the assessments and undertake the sustainability appraisal and habitat regulations assessment/appropriate assessment. The transport modelling and transport impact assessments are the subject of a separate commission and will be undertaken in conjunction with Solent Transport and its member organisations. The PfSH Planning Officers Group will then consider the results of the assessments before making recommendations to the Joint Committee as to the SDOAs to include in the Joint Strategy. The sustainability appraisal will be key to making these recommendations.
- 3.43. Whilst there is clear government policy on the method to be used to assess housing needs, a less prescriptive national policy applies to establishing the need for employment development, although there is the same requirement to meet those needs through plan-making. In order to establish the amount and type of land that needs to be allocated, as well as examining the existing supply, PfSH has commissioned consultants to produce an Economic, Employment and Commercial Needs (including logistics) Study. The results of this study will be considered alongside the SDOA assessments when considering the need for land allocation.
- 3.44. There are clear benefits in planning for a mix of uses when planning for new communities. There are also opportunities within the existing urban areas for significant redevelopment. The identification of Strategic Development Opportunity Areas will potentially include urban and greenfield sites, expanding upon those identified as Strategic Development Locations in the Spatial Position Statement.
- 3.45. The need to mitigate potential adverse impacts of new development on the environment is apparent through the evidence base from previous local plans and current issues relating to water and air quality and recreational pressure and potential harm to protected habitats. It is a major priority for the PfSH authorities to ensure that the natural environment is not diminished through new development and where possible, is enhanced. Furthermore, government policy now requires development to provide a net gain for biodiversity. Given the sub-region's location between two National Parks (the South Downs and the New Forest), the 'duty of regard' set out in Section 62(2) of the Environment Act 1995

is also relevant. This duty ensures that any decisions that could affect National Parks must have regard to the two statutory Park purposes.

- 3.46. There are legal requirements for carrying out strategic environmental assessment (incorporated within sustainability appraisal) and habitat regulations assessments (including appropriate assessments) when considering the location of new development. Given issues around recreational disturbance and the potential need to mitigate the impact of nutrient deposition from wastewater outputs and traffic emissions as a result of additional dwellings, there will be a requirement to allocate land to provide sustainable alternative natural greenspace and to reduce nitrate levels in the water environment. Consideration will need to be given to incorporating accessible natural green spaces within SDOAs to ensure that they are accessible to residents and assist with the delivery of appropriate environmental mitigation.
- 3.47. Climate change is an overarching theme that will be at the forefront of the strategy for new development. Matters such as flood risk and policy approaches to resilience can be explored through the sustainability appraisal and SDOA assessments. Any opportunities to reduce potential environmental impact through the location of development will be considered alongside mitigation measures that need to be addressed through planning policy.
- 3.48. The current Strategic Flood Risk Assessment (SFRA) for the PfSH area was completed in 2007, with subsequent interim updates and reviews in 2012 and 2016. PfSH is therefore commissioning a new level one SFRA for the majority of the PfSH region (not East Hampshire, which is in the process of completing an SFRA for its planning area), along with the whole local planning authority areas of Test Valley and Winchester. This is to take account changes in legislation and policy, as well as emerging updates to evidence, modelling and mapping of flood risk. The new SFRA is expected to be completed in 2021.
- 3.49. Dealing with climate change issues can have a long-term beneficial impact on the health and wellbeing of the new communities now being planned. Other issues, such as access to green spaces and opportunities for active travel can also be addressed through the strategy for new development.
- 3.50. Impacts on health caused by poor air quality will be considered through the sustainability appraisal. Development should be located so as to minimise adding to air quality problems and regard should be had to designated Air Quality Management Areas when determining strategic approaches to development.
- 3.51. The strategy will meet development needs, informed by the sustainability appraisal of SDOAs, which will take account of all relevant factors as set out above, of which green infrastructure is one. The '*Green Infrastructure Needs and Consideration of Mechanisms on how to achieve Green Belt Designation*' workstream will commence as the draft results of the SDOA assessments

become available. This will enable consideration of potential Green Belt designation to take place in the light of evidence as to development requirements and the most sustainable options for development in South Hampshire based on all relevant factors. It will also enable the green infrastructure needs of potential SDOAs to form part of the consideration of the justification for Green Belt designation. The policy approach to Green Belt designation, if appropriate, can then be included in the Joint Strategy where, along with other policies, it will be subject to sustainability appraisal. Any proposals for formal Green Belt designation would then need to be pursued through individual local plans.

3.52. PfSH intends that the review of the Spatial Position Statement will lead to a new Joint Strategy. Whilst the initial workstreams have been agreed and this work has commenced, further work remains to be undertaken to establish the full scope for the Joint Strategy. A timetable for the evidence workstreams is included in Table 1 at para 3.27 above. A detailed project plan has been prepared for the workstreams set out in this SoCG. As the evidence base nears completion further consideration will be given to the timing and scope for the production of the Joint Strategy.

3.53. The technical work outlined above will enable the preparation of a PfSH Infrastructure Delivery Plan which will be both evidence based and aligned to an agreed distribution of development to meet the need for homes and jobs. This will provide a strong statement to Government of our strategic infrastructure 'asks', in order to deliver development. This will include for example transport, flood risk management, water and environmental infrastructure.

**g. a record of where agreements have (or have not) been reached on key strategic matters, including the process for reaching agreements on these**

- 3.54. PfSH published a Spatial Position Statement in 2016. This SoCG sets out the process to update and replace that document and is agreed by the PfSH authorities. It is anticipated that the new Joint Strategy will set out the distribution of housing and employment provision between the respective Local Planning Authorities, particularly with respect to providing for unmet needs, amongst other strategic spatial policies (including the sub-regional approach to potential Green Belt designation).
- 3.55. PfSH Joint Committee agreed SoCG with Eastleigh and Havant in July 2019.

**h. any additional strategic matters to be addressed by the statement which have not already been addressed, including a brief description how the statement relates to any other statement of common ground covering all or part of the same area**

3.56. The SoCG sets out a process by which the PfSH authorities will review and update the Spatial Position Statement (2016). It is not intended to replace or supersede any existing SoCG that exists between PfSH and individual local planning authorities or bilateral agreements between local planning authorities.

3.57. There are no other strategic matters to be addressed by the SoCG that have not been referenced earlier in the SoCG.

## Signatories

Ken Moon  
East Hampshire District Council

Keith House  
Leader Eastleigh Borough Council

Seán Woodward  
Leader Fareham Borough Council

Stephen Philpott  
Chairman of Economic Development Board Gosport Borough Council

Judith Grajewski  
Executive Member for Public Health Hampshire County Council

Michael Wilson  
Leader Havant Borough Council

Edward Heron  
Deputy Leader New Forest District Council

Chairman New Forest National Park Authority

Gerald Vernon-Jackson  
Leader Portsmouth City Council

Christopher Hammond  
Leader Southampton City Council

Nick Adams-King  
Deputy Leader Test Valley Borough Council

Neil Cutler  
Deputy Leader Winchester City Council



## COUNCIL TAX - EMPTY HOMES PREMIUM

### 1. RECOMMENDATIONS

- 1.1 That the Cabinet recommends to Council that the current empty homes premiums remain unchanged from 1 April 2021; and
- 1.2 That the Cabinet agrees to review, by Task and Finish Group in 2021, the Empty Homes Premium applicable from 1 April 2022.

### 2. INTRODUCTION

- 2.1 The purpose of this report is to consider the Council Tax empty homes premium as recommended in the 4 December 2019 Cabinet report.
- 2.2 The effective date of any change would be 1 April 2021.

### 3. Background

- 3.1 The government have stated that they “want to address the issue of empty properties. It can’t be right to leave a property empty when so many are desperate for a place to live”. Two years is considered sufficient time for homeowners to sell, rent or complete any major renovations that might be required, and the premium seeks to incentivise owners to bring their properties back into use.
- 3.2 Under the Council Tax (Empty Dwellings) Bill 2018, from April 2019 local authorities have the discretion to charge up to 100% council tax premium on properties which have been unoccupied and substantially unfurnished for more than two years, thereby doubling the council tax on a property.
- 3.3 The government introduced additional changes so that:
  - From April 2020, local authorities can charge up to 200% council tax premium on properties which have been empty for more than 5 years
  - From April 2021 local authorities can charge a premium of up to 300% on properties which have been empty for more than 10 years
- 3.4 There are certain exemptions in place for homes that are empty due to the occupant living in armed forces accommodation for job-related purposes, or to annexes being used as part of the main property. While not an exemption, guidance states that consideration should be given for properties which are genuinely for sale or available to rent, and that owners should not be penalised in cases of hardship. These decisions are to be made on a case by case basis.

### 4. THE CURRENT COUNCIL TAX PREMIUMS

- 4.1 For properties that have been empty for more than two years, the council introduced an Empty Homes Premium of 50% from 2019, and increased this to 100% from April 2020.

4.2 For properties that have been empty for more than five years, the council considered an incremental approach and introduced an Empty Homes Premium of 150% from April 2020, with a recommendation to review this in 2020 and consider if the premium should be increased to 200%. The 2019 Task and Finish Group also recommend reviewing the Empty Homes Premium in 2020 for properties that have been vacant and unfurnished for more than 10 years.

4.3 The aim of introducing the premiums is to encourage owners of empty properties to bring them back into use.

4.4 The current number of empty properties are summarised as follows:

Conditions	Discretion available	Current premium applied by NFDC	Quantity
Vacant for 2 years or more	Up to 100%	100%	108
Vacant for more than 5 years	Up to 200%	150%	32
Vacant for more than 10 years	Up to 300%	150%	11

(Quantities are based on figures as at 21 August 2020)

4.5 Taxpayers affected could avoid the premium by furnishing the property so that the premium does not apply.

4.6 Tackling empty homes is part of our emerging Private Sector Housing Strategy and the council's Private Sector Leasing Scheme is promoted on any communication.

4.7 Due to the impact of COVID-19 the 2020 Task and Finish Group was not formed and the review did not take place. It is recommended by the Revenue and Benefits Service Manager, who has been in consultation with the Portfolio Holder for Finance, Investment and Corporate Services, to retain the current premiums and to review this in 2021. The aim of the premium has not been to generate additional income but to incentivise and encourage properties to become occupied.

## 5. IMPACT OF COVID-19

5.1 The impact of COVID-19 has affected some homeowners of empty properties, including building works having to be suspended and the housing market.

## 6. FINANCIAL IMPLICATIONS

6.1 The financial implications of the above are:

**Empty Homes Premium** – Increasing the premium to from 150% to 200% could increase income by £34,000 and introducing a 300% premium for properties which have been vacant and unfurnished for more than 10 years could increase income by £42,000, of which the council's share is 10%.

## 7. CRIME & DISORDER IMPLICATIONS

7.1 None

## 8. ENVIRONMENTAL IMPLICATIONS

8.1 None

**9. EQUALITY & DIVERSITY IMPLICATIONS**

9.1 None

**10. DATA PROTECTION IMPLICATIONS**

10.1 None

**11. CORPORATE OVERVIEW AND SCRUTINY PANEL COMMENTS**

11.1 The Corporate Overview and Scrutiny Panel, at its meeting of 24 September 2020, was supportive of the recommendations.

**12. PORTFOLIO HOLDER COMMENTS**

12.1 The driving force behind this policy is to encourage much needed housing back into use. Given the current nationwide issue I would endorse the recommendations as set out in the report.

**Further Information:**

Ryan Stevens, Service Manager – Revenues and Benefits

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## COUNCIL TAX REDUCTION SCHEME 2021/22

### 1. RECOMMENDATIONS

- 1.1 That the Cabinet recommends to Council to maintain the current Council Tax Reduction Scheme for 2021/22 with no changes.
- 1.2 That the Cabinet agrees to review, by Task and Finish Group in 2021, the Council Tax Reduction Scheme applicable from 1 April 2022.

### 2. INTRODUCTION

- 2.1 Members will recall that local authorities are responsible for setting up their own local Council Tax Reduction Scheme for those of working age on low income. The Government stipulated that there must be no change to the level of support that pensioners receive and there are no plans to localise the scheme for this group. Currently, there are also no plans to include Council Tax Reduction within Universal Credit.
- 2.2 The Council Tax Reduction Scheme must be formally made by the Council no later than 11 March in any year, to take effect from 1 April. The Government has constructed rules for a 'default scheme' which will have to be operated by any council that does not make a local scheme. It is contained in schedule 1 of The Council Tax (Default Schemes) (England) Regulations 2012.
- 2.3 The Council Tax Reduction Scheme fulfils the prescribed requirements for localised schemes.
- 2.4 There are 8,441 claimants receiving Council Tax Reduction. Of these 4,399 are working age and 4,042 are of pensionable age.
- 2.5 The current Council Tax Reduction Scheme costs approximately £8.9 million. This includes an additional cost of circa £400k as a result of new claims in light of COVID-19. This is split between:

Working Age	£4,393,395
Pensioner	£4,574,246

The cost is shared between all precepting authorities.

- 2.6 The amount of Council Tax Reduction awarded affects the tax base of each organisation and is not identified within the overall formula grant allocation.

### 3. REVIEW PROCESS

- 3.1 The Task & Finish Group met in 2019 to review the scheme and proposed changes effective from 1 April 2020. The group also recommended a full review of the scheme in 2020, to include the consideration of a banding scheme.

- 3.2 Due to the impact of COVID-19 it has not been possible to undertake a full review of the scheme. Additionally, making changes which may be detrimental may not be appropriate in the current uncertain climate. It is recommended by the Revenue and Benefits Service Manager, who has been in consultation with the Portfolio Holder for Finance, to retain the current scheme and to review this in 2021.
- 3.3 A full review of the scheme can be undertaken in 2021 when the impact of COVID-19 is understood. This will also include to consider a banding scheme, and review the impact of schemes implemented elsewhere, and to align the scheme with Universal Credit where appropriate, for example the treatment of childcare costs.

#### **4. THE CURRENT LOCAL COUNCIL TAX REDUCTION SCHEME**

- 4.1 The council's Council Tax Reduction Scheme protects the vulnerable. A person is vulnerable if they (or a partner) are in receipt of Disability Living Allowance, Personal Independence Payments or Severe Disablement Allowance.
- 4.2 The council's Council Tax Reduction Scheme for 2020/21 requires all working age claimants (except the vulnerable) to pay a minimum of 10% council tax.
- 4.3 The council's Council Tax Reduction Scheme also includes:
- A. Council Tax Reductions are capped at band D (so that claimants living in higher banded properties receive any reduction based on band D).
  - B. A savings limit of £6,000 (previously £16,000), so that claimants with a low income but with more than £6,000 in savings are not entitled to any reduction.
  - C. The council's Council Tax Reduction Scheme incentivises work by disregarding £25.00 a week of earnings. The government disregards in Housing Benefit are £25.00 for a lone parent, £20.00 for a disabled claimant, £10.00 for a couple and £5.00 for a single claimant.
  - D. The maximum period for backdating a claim is 3 months.
  - E. To limit the number of dependent children within the calculation for Council Tax Reduction to a maximum of 2 for new claims (some exemptions apply).
  - F. To use the gross Universal Credit payment as income in the calculation of Council Tax Reduction.

#### **5. MATTERS TO BE CONSIDERED BY CABINET**

- 5.1 Collecting council tax from those on low income is difficult, with significantly more work for officers. Administration has also increased, notably in working with those affected, and with the increase in caseload (see appendix 1). This increase in caseload will have an implication on the 2021/22 tax base. In 2020/21 council tax bills increased by an average of 5%, meaning council

taxpayers having to pay more. This is likely to continue in the forthcoming years.

5.2 The collection rate for those in receipt of Council Tax Reduction, who are not a pensioner or vulnerable, has increased from 79.54% to 80.20% and overall collection rate increased from 89.46% to 89.83%. See Appendix 2 for collection figures.

5.3 Many of the claimants have also been affected by other welfare reform changes, including Universal Credit, as well as an increase in the cost of living.

## **6. 2020/21 HARDSHIP FUNDING**

6.1 As a result of COVID-19, the government have provided one-off funding to support those in receipt of Council Tax Reduction. Our funding allocation is £886,486. All those in receipt of Council Tax Reduction of working age are entitled to a hardship payment. Government guidance stipulates an award up to a maximum of £150, however, in consultation with the Portfolio Holder for Finance, Investment and Corporate Services, we are awarding up to £200. To date, 3,379 claimants have had a hardship payment, totalling £524k. The residual funding will be fully utilised to support the expected new claims for Council Tax Reduction following furlough ending and to provide additional support to those in financial hardship and with council tax arrears.

## **7. CONSULTATION**

7.1 As there are no proposed changes to our scheme, there is no requirement to undertake any public consultation.

## **8. FINANCIAL IMPLICATIONS**

8.1 As there are no proposed changes to the scheme the only costs or savings will depend on caseload and changes to existing claimants' circumstances.

8.2 The overall impact of any changes to total expenditure to New Forest District Council will be approximately 10% of the total.

## **9. CRIME & DISORDER IMPLICATIONS**

9.1 None

## **10. ENVIRONMENTAL IMPLICATIONS**

10.1 None

## **11. EQUALITY & DIVERSITY IMPLICATIONS**

11.1 None

**12. DATA PROTECTION IMPLICATIONS**

12.1 None

**13. CORPORATE OVERVIEW AND SCRUTINY PANEL COMMENTS**

13.1 The Corporate Overview and Scrutiny Panel, at its meeting of 24 September 2020, was supportive of the recommendations.

**14. PORTFOLIO HOLDER COMMENTS**

14.1 With the uncertainty of COVID-19 and the impact that this is having on our residents this is not the time to add to that by making changes to this policy I therefore agree with the proposal to make no changes at this time.

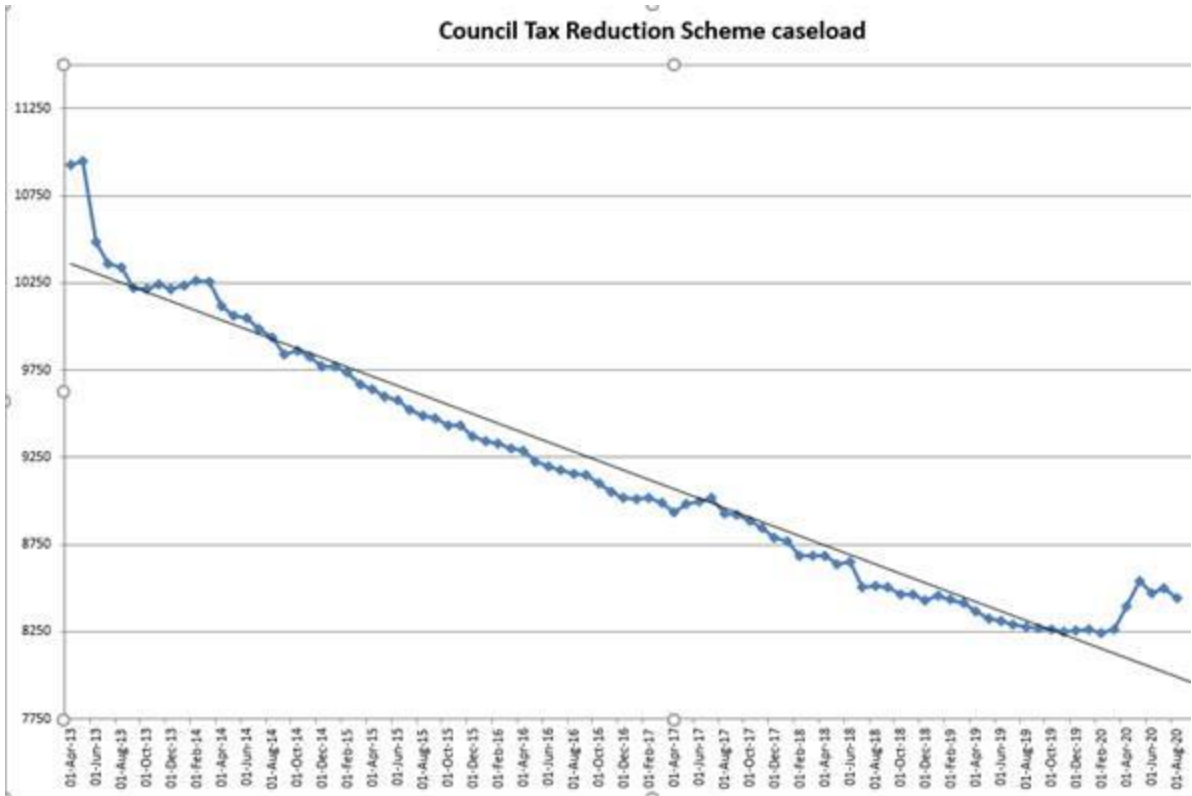
**Further Information:**

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CTR Caseload



## Collection stats

<b>POSITION STATEMENT AS AT 31.3.20</b>
---------------------------------------------

	Nett Amount Due	Total Amount Paid	Outstanding Balance	Collection %
<b>ALL DEBT</b>	£ 127,413,803.62	125,684,949	£ 1,728,854.91	98.64%
<b>REDUCTION SCHEMES</b>				
<b>WORKING AGE EMPLOYED</b>	£ 615,136.30	£ 502,194.35	£ 112,941.95	81.64%
<b>WORKING AGE OTHER</b>	£ 569,894.59	£ 448,173.22	£ 121,721.37	78.64%
<b>WORKING AGE CLAIMANT - MAXIMUM REDUCTION CAPPED AT 90%</b>	£ 1,185,030.89	£ 950,367.57	£ 234,663.32	80.20%
<b>PENSION AGE</b>	£ 841,892.88	£ 863,971.27	-£ 22,078.39	102.62%
<b>VULNERABLE</b>	£ 133,132.20	£ 126,114.88	£ 7,017.32	94.73%
<b>PROTECTED ENTITLEMENT (PENSION AGE AND VULNERABLE) - NO MAXIMUM CAP</b>	£ 975,025.08	£ 990,086.15	-£ 15,061.07	101.54%
<b>SUMMARY</b>				
<b>ALL REDUCTION SCHEME CASES</b>	£ 2,160,055.97	£ 1,940,453.72	£ 219,602.25	89.83%
<b>ALL NON-REDUCTION SCHEME CASES</b>	£ 125,253,747.65	£ 123,744,494.99	£ 1,509,252.66	98.80%

**POSITION STATEMENT AS AT 31.3.19**

	Nett Amount Due	Total Amount Paid	Outstanding Balance	Collection %
<b>ALL DEBT</b>	<b>£121,379,354,.35</b>	<b>£120,128.314</b>	<b>£1,251,040,.05</b>	<b>98.97%</b>
<b>REDUCTION SCHEMES</b>				
<b>WORKING AGE EMPLOYED</b>	£589,089.22	£484,698.71	£104,390.51	82.28%
<b>WORKING AGE OTHER</b>	£468,547.96	£356,574.94	£ 111,973.02	76.10%
<b>WORKING AGE CLAIMANT - MAXIMUM REDUCTION CAPPED AT 90%</b>	<b>£1,057,637.18</b>	<b>£841,273.65</b>	<b>£216,363.53</b>	<b>79.54%</b>
<b>PENSION AGE</b>	£842,256.90	£848,200.26	£-5,943.36	100.71%
<b>VULNERABLE</b>	£125,028.21	£121,990.95	£3,037.26	97.57%
<b>PROTECTED ENTITLEMENT (PENSION AGE AND VULNERABLE) - NO MAXIMUM CAP</b>	<b>£967,285.11</b>	<b>£970,191.21</b>	<b>£-2,906.10</b>	<b>100.30%</b>
<b>SUMMARY</b>				
<b>ALL REDUCTION SCHEME CASES</b>	<b>£2,024,922,.29</b>	<b>£1,811,464,86</b>	<b>£213,457.43</b>	<b>89.46%</b>
<b>ALL NON-REDUCTION SCHEME CASES</b>	<b>£119,354,432.06</b>	<b>£118,316,849.44</b>	<b>£1,037,582.62</b>	<b>99.13%</b>

## Recovery notices issued

<b>2015/16</b>	<b>CTR</b>	<b>Non-CTR</b>
Reminder	5,607	13,117
Summons	1,103	3,477

<b>2016/17</b>	<b>CTR</b>	<b>Non-CTR</b>
Reminder	5,485	13,250
Summons	1,082	3,321

<b>2017/18</b>	<b>CTR</b>	<b>Non-CTR</b>
Reminder	5,175	13,141
Summons	888	3,360

<b>2018/19</b>	<b>CTR</b>	<b>Non-CTR</b>
Reminder	4,622	11,339
Summons	909	3,368

<b>2019/20</b>	<b>CTR</b>	<b>Non-CTR</b>
Reminder	4,321	12,614
Summons	1,017	3,059

## MEDIUM TERM FINANCIAL PLAN 2020/21 - 2024/25

### 1. Recommendations

Cabinet are recommended;

- a) that the Revised Medium Term Financial Plan 2021/22 onwards, as outlined in the report and Appendix 1-3 be adopted; and
- b) that the actions required as set out in the report, be progressed

### 2. Purpose of Report

- 2.1 To set out the updated Medium Term Financial Plan (MTFP) to 2024/25.

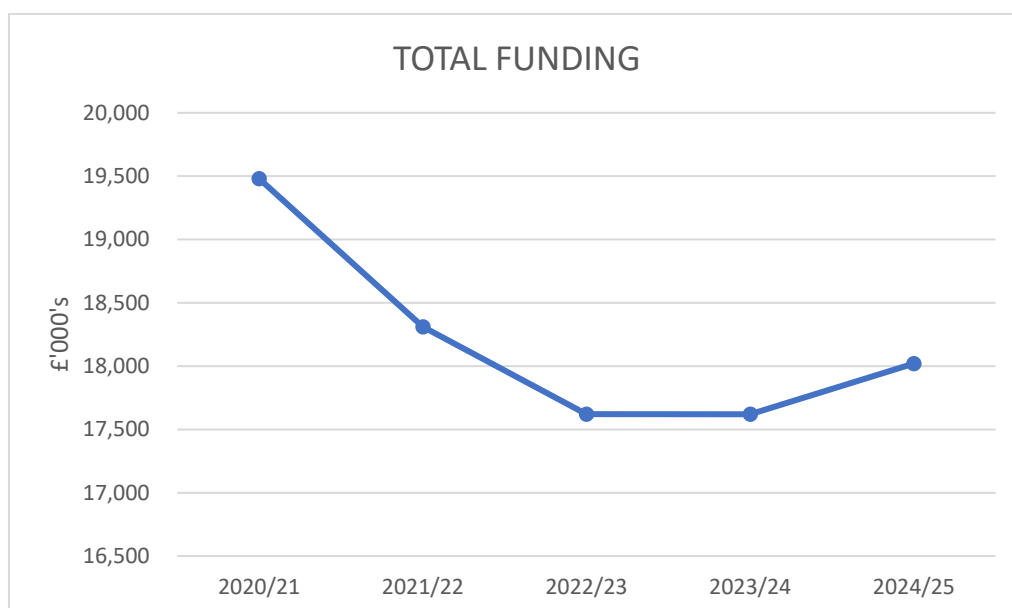
### 3. Background

- 3.1 The Council has a legal requirement to set an annual fully funded balanced budget and must plan its finances over a medium term period. The impact of COVID-19 will extend over the Medium Term and so the updated budget and MTFP report agreed by Council in September set out an updated Medium Term Financial Plan.
- 3.2 The Council's underlying financial strategy including cost reduction and the crystallisation of efficiencies from all services, supported latterly with the targeting of new and additional income generation will continue. **However, it will need to be supplemented with more fundamental delivery reviews and a re-prioritisation of services to align the budget and ultimately the funding the Council has available to Corporate Plan Priorities.**
- 3.3 To support the development and ultimate delivery of a balanced budget, it is necessary that an assessment is made of the likely financial scenario based upon latest available information. To help support the important work of Portfolio Holders and officers in developing future plans, the future outlook and the current uncertainties are set out within this report and a prudent forecast set out through appendices 1-3.
- 3.4 The long awaited Fair Funding Review (FFR) and Business Rate Reset (BRR) are still not confirmed, and the Autumn budget has now been deferred. This Councils MTFP continues to have to make assumptions on the most likely funding scenario over the Medium Term. The upcoming Comprehensive Spending Review (CSR) has the potential to have a significant impact on these assumptions.

### 4. The Medium Term Financial Plan: 2021/22 - 2024/25

- 4.1 Fundamentally, the MTFP will have regard to the Emergency budget for 2020/21, but the base starting point will be the original budget for 2020/21.

- 4.2 As well as allowing for typical expenditure pressures over the period, the Councils updated MTFP will have to make some judgements on the speed of financial recovery, especially in key income generating areas like Leisure and Car Parking and will need to reflect on the service reviews that are underway in order to make a significant contribution to the budget deficit over the Medium Term Period.
- 4.3 There are still many unknowns over the period covered by this MTFP (CSR, Business Rate Retention Scheme and baseline reset, the future of New Homes Bonus, on-going COVID implications to name a few), so this plan is presented on a mid-case basis, as it was in Sept.
- 4.4 Funding Assumptions over the Medium Term (Appendix 1)
- 4.4.1 The updated September 2020 MTFP outlined a mid-point scenario in relation to retained Business rates which would see the Council retain its above baseline growth to the tune of £1.2M in 2021/22, reducing to a £400k redistribution share thereafter. There is no additional information to suggest that this previous assumption isn't still valid and appropriate.
- 4.4.2 Assumptions also need to be made on the Council Tax Base and Collection levels. The working assumption is that the Council will have a reduced Collection Fund performance to contend with over a 3 year period (2021/22 – 2023/24) in line with the revised allowable treatment to account for losses that materialise during 2020/21.
- 4.4.3 There is also a working assumption that additional Council Tax Reduction claims may impact the tax base adjustment (i.e. the increase in new properties) for 2021/22. Baseline growth thereafter will be modelled on growth of 0.75% per annum.



#### 4.5 Pay & Price increases over the Medium Term

4.5.1 Increases in costs are expected to total c£2.65m over the next 4 year period, based on current activity and latest figures received. The assumptions include the following areas of pay and price increases;

- Annual Pay Award of 2% per annum (with the need to account for the additional 0.75% awarded in 2020/21)
- Incremental progression
- Fuel and Energy Cost Increases

All other increases to be absorbed within existing overall Portfolio budgets, except where they are agreed policy or strategy developments

#### 4.6 Budget Adjustments relating to one-off items

4.6.1 The September plan included assumptions as a result of decisions and reviews that have commenced in prior years, where work is currently underway or is scheduled to commence. These savings and income adjustments total £890,000 to 2021/22. Decisions will need to be taken through the budget setting process on how best to fund the ICT strategy and Community Construction Grants for 2021/22.

#### 4.7 Ongoing Savings

4.7.1 The plan also includes assumptions as a result of on-going savings / income generations totalling £170,000 that now need adding to the base budget going forward;

- Commercial Property Income (£139,000)
- Residential Property Income (£20,000)
- Reduction in Service Level Agreement to Citizens Advice New Forest (£21,000)

#### 4.8 New Budget Requirements

4.8.1 New Budget Requirements also exist over the period, including:

- The Hampshire County Council Waste Disposal Review is estimated to cost this Council £280,000 from 2021/22 and a further £400,000 the year after resulting in net additional costs to the Council of £680,000 per annum from 2022/23. More is included in this report on the implications of the National Waste Strategy at 5.5.1.
- The budget introduced to cover any costs associated with the boundary review can now be removed (£15,000)

#### 4.9 COVID-19 Recovery

4.9.1 Annual Health & Leisure Centre income levels pre covid-19 were forecast at £7m. The latest assumption as included in the MTFP is that income will be c£5M in 2021/22, taking a further 2 years to recover fully thereafter (for the start of year 3). To reflect on the lower levels of customer usage, a review of staffing has been undertaken, and mitigating savings of £150k have been identified. As customer usage and so income picks up, it is likely the majority of the staffing requirements will return. The full Financial Implications of the Health & Leisure Centres in the context of the delivery review will be picked up in a separate

report. More is covered on this in para 5.5.1.

- 4.9.2 Income generation within Parking and Planning is also likely to be impacted into the medium term, although recovery is expected to be a little swifter. To assist in balancing the income shortfalls in 2020/21 and into 2021/22, the Portfolio Holder has conducted a review of charging and has introduced new off-street parking to areas surrounding Keyhaven River (£50k annual income estimated) and has ended an arrangement with Totton and Eling Town Council, introducing charges (consistent with other areas) to the Town Centre car parks, which will generate a net additional £52k per annum.
- 4.9.3 Interest Earnings are likely to remain low during 2021/22. The base budget will need to be amended, with a partial recovery assumed within the MTFP by 2023/24.
- 4.9.4 The mitigation measures introduced and identified during 2020/21 will need to continue over the medium term. This includes;
  - the removal of £375,000 of Revenue Contribution to Capital Outlay
  - £500,000 identified through the vacancy freeze (with an allowance for £100,000 of removed posts to be reinstated)
  - £303,000 identified through the budget review

## 5. Forecast Budget Deficit and Actions Required and Underway

### 5.1 Forecast Budget Deficit

- 5.1.1 The budget deficit outstanding, after allowing for the items as outlined through section 6 above, is £2.405m to 2024/25. There is a significant deficit forecast for 2021/22, predominately as a result of the income adjustment required in Health & Leisure, with the deficit reducing over the following 2 financial years. The annual budget deficits as represented by the following table:

	2021/22	2022/23	2023/24	2024/25	Total to 2024/25
Estimated Budget Deficit <b>Before</b> Council Tax Contribution (£'000)	-2,539	361	-2	-224	-2,405

### 5.2 National Waste Strategy – Impact to MTFP: cost £700k - £800k (high)

- 5.2.1 A working group has been considering options and has made a recommendation to the Overview and Scrutiny Panel to develop plans to introduce a new twin stream waste service with separate food waste collection. More detail is covered elsewhere on this Cabinet agenda. The likely financial outcome as a result of the roll-out of the NFDC service aligned to the National Waste Strategy will result in an increased cost of collection of between £700k - £800k for 2022/23. The government have consistency said that new burdens transition funding would be forthcoming and the introduction of an 'Extended Producer Responsibility' tariff may see local authorities financially supported in their collection and disposal roles, but to date no details on values and the longevity of this financial support have been announced. The Council will need to plan for a scenario which sees the cost of collection increase, with this



increase ultimately being borne by the NFDC taxpayer. Due to the current uncertainties in timing and funding, the additional cost is not currently included in the forecast deficit of £2.405M, but clearly has the ability to worsen this position quite considerably.

### 5.3 Council Tax – Impact to MTFP: income £1.618M (high)

5.3.1 The government currently allows for the maximum allowable Council Tax increases in all of their funding assumptions going forward. At the present time, this is the greater of £5 or 2.99% per annum. Applying the maximum increase, the NFDC Band D precept would be set as follows over the period;

	2020/21	2021/22	2022/23	2023/24	2024/25
NFDC Band D Precept including Maximum Allowable increase	£178.36	£183.69	£189.18	£194.84	£200.67
Value of Increase		£5.33	£5.49	£5.66	£5.83
Cumulative Value of Additional Precept to NFDC		£382,283	£778,948	£1.191M	£1.618M

5.3.2 The value of these maximum increases starts at an additional £382,283 per annum to 2021/22, increasing with the tax base growth over the period to a cumulative additional precept of £1.618M by 2024/25. Council Tax therefore has the potential to make a significant contribution to the forecast deficit of £2.405M as outlined in 5.1.

### 5.4 Commercial and Residential Property Strategies – Impact to MTFP income £666k (high)

5.4.1 Officers are working on implementing the two approved strategies to invest in Commercial and Residential Property, with an outcome of both being the generation of new additional income, targeted at £1m once fully rolled out (£666,000 currently outstanding as so allowed for within the MTFP).

### 5.5 MTFP 24/25 Savings in Progress

5.5.1 Leisure Delivery Review – Impact to MTFP saving £400k (high)  
A task and finish group is currently considering an alternative model of delivery for the Council’s Health & Leisure Centres. The financial outcome of this review combined with the management led operational review is targeted at significantly reducing the annual subsidy on Health & Leisure. ‘Significant’ has previously been given context of £400k annually. The competitive tender with negotiation process is currently underway with a decision report due to come to Council in February 2021.

5.5.2 Boundary Review – Impact to MTFP saving £80,000 (Medium)  
The Electoral Review of the District Council has progressed throughout 2020, with the Local Government Boundary Commission for England (LGBCE) due to publish final recommendations in December. Should the LGBCE include the reduction of the number of NFDC councillors from 60 to 48 in its final recommendations, this will save the Council in the region of £80,000 per annum in basic allowance payments to councillors from May 2023 onwards. In addition, pro-rata savings in travel and subsistence claims would also be

achieved. Future allowances paid to councillors will be the subject of review by the Independent Remuneration Panel.

- 5.6 Appendices 1-3 summarise in numbers the MTFP information covered throughout this report. The ultimate estimated bottom line deficit (allowing for Council Tax increase and additional Commercial Property income) for 2021/22 of £1.741M can be funded by the Council's Budget Equalisation reserve. This reserve was established for the purpose of smoothing out one-off significant budget fluctuations, as is the case in 2021/22.

## **6. Community Support**

- 6.1 The annual and now well established Community Grants Process will be commencing shortly. To be consistent with funds made available last year, the panel will work within ceiling (not target) budgets of;
- Revenue Support; £175,000
  - Construction Grants (Capital); £100,000
- 6.2 The grants that are made by this Council aim to encourage and support participation in various arts and cultural activities within the District. It is likely the scheme will be oversubscribed in 2021/22 as organisations face their own difficult financial situations and changing practices as a result of COVID-19. As seen throughout this report however, the Council also has its own financial difficulties to deal with and manage.
- 6.3 As seen in para 4.7.1, a reduction of £20,655 is proposed in the value of the SLA the Council hold with Citizens Advice New Forest. This is the final reduction in a planned 3 year programme. At a meeting of the Community and Leisure Overview and Scrutiny Panel in June, the panel supported the recommendation to set the value of the SLA for 2021/22 in line with this reduction, hence the reduction now been being included in the Council's MTFP.

## **7. Capital Programme**

- 7.1 Officers are currently working on devising the Capital Programme for 2021/22 – 2023/24 and this will be included in later MTFP updates. The programme will be set in the context of facilitating approved strategy delivery and essential projects.
- 7.2 The Council's current ICT Strategy will be reflected upon during the November Corporate Overview and Scrutiny Panel and the financial implications of the necessary investment in ICT will be included in future MTFP reporting.

## **8. Reporting Timeline**

- 8.1 It is important that the Medium Term Financial Plan is continually updated based on new information. It must also support the ambition of the Council and remain driven by the objectives to be set out in the Corporate Plan. The organisation must be able to support both and must remain vigilant and susceptible to change. A timeline is set out below for Cabinet which supports the development of the MTFP, through to the final setting of the 2021/22 budget:

	<b>Cabinet Meeting</b>	<b>Report</b>
1.	November	Medium Term Financial Plan to 2024
2.	December	Setting the Council Tax Base Financial Monitoring Report
3.	February	MTFP to 2024 and setting of 2021/22 budget

## **9. Crime and Disorder / Equality and Diversity / Environmental Implications**

- 9.1 The MTFP at this stage does not include any specific sums set aside to assist in the Council's delivery of its green agenda, but there is a clear recognition that a financial commitment over the Medium term period will be required and so additional financial resources will need to be planned for. These resources will reflect on any outcomes that come about as a result of recommendations made by the Councils 'Greener Housing' Task and Finish Group that is already underway.

## **10. Portfolio Holder Comments**

- 10.1 At a time when change can occur on an almost daily basis and with government deferring decisions that could have significant impacts on this Council finances, it adds to the complexity of producing a Medium Term Financial Plan.
- 10.2 The paper before you takes a prudent approach to the numerous variables, both within the projected income and potential expenditure. This aligned with our reserves provides us with a flexibility to adapt to the changing financial world in which we find ourselves and ensures that we continue to provide not only the vital services to our community but can also respond to unforeseen events such as the Milford Sea Wall.

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

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## MEDIUM TERM FINANCIAL PLAN 2020/21 - 2024/25: MID-CASE

	2020/21	2021/22	2022/23	2023/24	2024/25
Original					
Budget	Forecast	Forecast	Forecast	Forecast	Forecast
£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
<b>FUNDING</b>					
Business Rates Baseline	3,997	4,077	4,158	4,242	4,326
- Business Rates Tariff Adjustment					
- Business Rates Retained Surplus	2,398				
- Business Rates Collection Fund Deficit(-) / Surplus	892				
Transition Grant / Business Rate Redistribution		1,200	400	400	400
Revenue Support Grant					
New Homes Bonus	286	249	182	0	0
Contribution to (-) Budget Equilisation Reserve	-1,062				
<b>Total Government Determined Resources</b>	<b>6,511</b>	<b>5,526</b>	<b>4,740</b>	<b>4,642</b>	<b>4,726</b>
Council Tax					
Base from Previous Year	12,321	12,969	12,785	12,881	12,978
Change in Collection Fund Surplus	218	-218			218
Tax Base Adjustment (Additional Properties)	73	34	96	97	98
Agreed Increase	357				
<b>Total Council Tax</b>	<b>12,969</b>	<b>12,785</b>	<b>12,881</b>	<b>12,978</b>	<b>13,294</b>
<b>TOTAL FUNDING</b>	<b>19,480</b>	<b>18,311</b>	<b>17,621</b>	<b>17,620</b>	<b>18,020</b>
Cumulative Change from Original 2020/21		1,169	1,859	1,860	1,460
%age change		6%	10%	10%	7%

## MEDIUM TERM FINANCIAL PLAN 2020/21 - 2024/25: MID-CASE

## SUMMARY OF BUDGET MOVEMENTS

## Baseline Funding 2020/21

## Budget Requirement 2021/22

## Pay &amp; Price Increases

Pay Award (2%)

Pay Award (+0.75% required in base budget for 2020/21)

Increments

Prices (Utilities, Fuel &amp; Maint.)

## Pay &amp; Price Increases

## Cumulative Pay &amp; Price Increases

## Budget adjustments relating to one-off items

Investment as outlined in ICT Strategy 18-22 (20/21)

Funding of One-off Community 'Construction Grants' (20/21)

Investment in back-up power contingency ATC

Transfer of Public Convenience to Totton &amp; Eling TC

Planning Income Adjustment (based on 19/20)

Pension Deficit Contribution

Pension Deficit Contribution to equilisation reserve

## Ongoing Savings

Commercial Property Income

Residential Property Income

Reduction in SLA to Citizens Advice New Forest

## Cumulative effect of Adjustments and Savings

## New Budget Requirements

HCC T19; Waste Collection

Investment in an Electoral Review of the District

## COVID-19 Recovery

Health &amp; Leisure Centre Income Recovery

Health &amp; Leisure Centre Mitigating Cost Reduction

Planning and Parking Income Recovery

Parking &amp; Charging Review Mitigation

Reduced Interest Earnings

Removal of RCCO

Vacancy Management

Budget Review

## Cumulative effect of New Requirements and COVID Recovery

## TOTAL BUDGET REQUIREMENT

## Total Funding Available (as above)

## Estimated Cumulative Surplus / Shortfall (-)

	2021/22	2022/23	2023/24	2024/25
	Forecast	Forecast	Forecast	Forecast
	£'000's	£'000's	£'000's	£'000's
Baseline Funding 2020/21	19,480	19,480	19,480	19,480
Budget Requirement 2021/22				
Pay & Price Increases				
Pay Award (2%)	400	400	400	400
Pay Award (+0.75% required in base budget for 2020/21)	150			
Increments	175	175	175	175
Prices (Utilities, Fuel & Maint.)	50	50	50	50
Pay & Price Increases	775	625	625	625
Cumulative Pay & Price Increases	775	1,400	2,025	2,650
Budget adjustments relating to one-off items				
Investment as outlined in ICT Strategy 18-22 (20/21)	-604			
Funding of One-off Community 'Construction Grants' (20/21)	-98			
Investment in back-up power contingency ATC	-100			
Transfer of Public Convenience to Totton & Eling TC	-50			
Planning Income Adjustment (based on 19/20)	-38	-100	-100	
Pension Deficit Contribution			1,250	
Pension Deficit Contribution to equilisation reserve			-1,250	
	-890	-100	-100	0
Ongoing Savings				
Commercial Property Income	-139			
Residential Property Income	-20			
Reduction in SLA to Citizens Advice New Forest	-21			
	-180	0	0	0
Cumulative effect of Adjustments and Savings	-1,070	-1,170	-1,270	-1,270
New Budget Requirements				
HCC T19; Waste Collection	280	400		
Investment in an Electoral Review of the District	-15			
	265	400	0	0
COVID-19 Recovery				
Health & Leisure Centre Income Recovery	2,100	-1,575	-525	
Health & Leisure Centre Mitigating Cost Reduction	-150	75	25	
Planning and Parking Income Recovery	500	-425	-75	
Parking & Charging Review Mitigation	-102			
Reduced Interest Earnings	230	-50	-50	
Removal of RCCO	-375			
Vacancy Management	-500		100	
Budget Review	-303			
	1,400	-1,975	-525	0
Cumulative effect of New Requirements and COVID Recovery	1,665	90	-435	-435
TOTAL BUDGET REQUIREMENT	20,850	19,800	19,800	20,425
Total Funding Available (as above)	18,311	17,621	17,620	18,020
Estimated Cumulative Surplus / Shortfall (-)	-2,539	-2,179	-2,180	-2,405

## MEDIUM TERM FINANCIAL PLAN 2020/21 - 2024/25: MID-CASE

## OPTIONS IDENTIFIED TO CLOSE BUDGET SHORTFALL

2.99% Council Tax Increase 2021/22  
 2.99% Council Tax Increase 2022/23  
 2.99% Council Tax Increase 2023/24  
 2.99% Council Tax Increase 2024/25

**Cumulative Council Tax Increase**

Commercial / Residential Property Investment 2020/21  
 Commercial / Residential Property Investment 2021/22  
 Commercial / Residential Property Investment 2022/23

**Cumulative Property Investment Income****MTFP 24/25 Savings In Progress**

In Progress: Leisure Delivery Review  
 In Progress: Boundary Review

**MTFP 24/25 Potential....**

Potential: Business Rate Changes  
 Potential: Fair Funding Review  
 Potential: Waste Strategy  
 Potential: Parking Strategy  
 Potential: Triennial Pension Valuation 2022  
 Potential: Asset Review

**Annual Contribution to (-) / Use of Budget Equilisation Reserves****Estimated Cumulative Surplus / Shortfall (-)**

2021/22	2022/23	2023/24	2024/25
Forecast	Forecast	Forecast	Forecast
£'000's	£'000's	£'000's	£'000's
382	382	382	382
	397	397	397
		412	412
			427
<b>382</b>	<b>779</b>	<b>1,191</b>	<b>1,618</b>
16	16	16	16
400	400	400	400
	250	250	250
<b>416</b>	<b>666</b>	<b>666</b>	<b>666</b>
<b>TBC</b>	<b>TBC</b>	<b>TBC</b>	<b>TBC</b>
		80	80
+/- ?	+/- ?	+/- ?	+/- ?
+/- ?	+/- ?	+/- ?	+/- ?
	+/- ?	+/- ?	+/- ?
	+/- ?	+/- ?	+/- ?
		+/- ?	+/- ?
+/- ?	+/- ?	+/- ?	+/- ?
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>-1,741</b>	<b>-734</b>	<b>-243</b>	<b>-41</b>

**Reserves Supporting the MTFP**

General Fund Balance  
 Budget Equilisation Reserve

3,000	3,000	3,000	3,000	3,001
2,837	2,837	2,837	2,837	2,837