

NOTICE OF MEETING

Meeting: CORPORATE AFFAIRS AND LOCAL ECONOMY
OVERVIEW AND SCRUTINY PANEL

Date and Time: THURSDAY, 23 SEPTEMBER 2021, AT 9.30 AM*

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

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PUBLIC PARTICIPATION:

Members of the public may watch this meeting live on the [Council's website](#).

*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 Corporate Affairs and Local Economy Overview and Scrutiny Panel'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 Tuesday, 21 September 2021.

Colin Read
Interim Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA
www.newforest.gov.uk

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

AGENDA

Apologies

1. MINUTES

To confirm the minutes of the meetings held on 5 May 2021 and 24 June 2021 as correct records.

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. CONTROL OF ASBESTOS POLICY AND CONTROL OF CONTRACTORS POLICY (Pages 5 - 58)

To consider policies for the control of asbestos and the control of contractors.

5. PROCUREMENT (SUPPLY CHAIN UPDATE)

To receive an update on Procurement.

6. REVIEW OF COMPLAINTS 2020/21 (Pages 59 - 78)

To receive the Annual Complaints Report for 2020/2021, which includes an overview of complaints received, including Local Government and the Housing Ombudsman complaints.

7. THE PERFORMANCE OF THE NEW FOREST ECONOMY (Pages 79 - 82)

To note key economic indicators on the local economy.

8. FILM: NEW FOREST REVIEW (Pages 83 - 88)

To receive an update.

9. THE CORPORATE PLAN 2020-2024 'COMMUNITY MATTERS' (REVISED 2021) (Pages 89 - 116)

To consider the revised Corporate Plan 2020 – 2024, 'Community Matters', to reflect the changes to the Cabinet portfolios and their responsibilities.

10. NEW ICT SYSTEM FOR OPERATIONAL SERVICES (TO FOLLOW)

To consider arrangements for procurement of a new ICT system for Operational Services.

11. PORTFOLIO HOLDER'S REPORTS

To receive an oral update from the Portfolio Holders on developments within their areas.

12. WORK PROGRAMME (Pages 117 - 118)

a) To consider the Panel's future Work Programme, including any reviews of previous work undertaken; and

(b) To receive any updates on Task and Finish Group work.

13. DATES OF MEETINGS 2022/23

To agree the following dates of meetings for 2022/23 (Thursdays at 9.30 am):

23 June 2022
22 September 2022
17 November 2022
19 January 2023
23 March 2023

14. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

To:

Councillors

Alexis McEvoy (Chairman)
Alan Alvey (Vice-Chairman)
Fran Carpenter
Keith Craze
Jack Davies

Councillors

Alison Hoare
Mahmoud Kangarani
Martyn Levitt
Alan O'Sullivan
Derek Tipp

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HOUSING AND HOMELESSNESS OVERVIEW AND SCRUTINY PANEL – 15 SEPTEMBER 2021

CORPORATE AFFAIRS AND LOCAL ECONOMY OVERVIEW AND SCRUTINY PANEL – 23 SEPTEMBER 2021

CONTROL OF ASBESTOS POLICY AND CONTROL OF CONTRACTORS POLICY

1. RECOMMENDATIONS

- 1.1 That the Housing and Homelessness and Corporate Affairs and Local Economy Overview and Scrutiny Panels consider the proposed Policies.

2. INTRODUCTION

- 2.1 This report introduces new policies relating to the Control of Asbestos and the Control of Contractors following a review. These policies will set a sound basis to ensure that the Council deals appropriately with its duties relating to asbestos.
- 2.2 As the policies bridge both Housing and Corporate buildings, this report will proceed through the Corporate Affairs and Local Economy and the Housing and Homelessness Overview and Scrutiny Panels, and thereafter Cabinet and Council.

3. BACKGROUND

- 3.1 Following a review of the Council's approach to asbestos, EMT considered a number of recommendations to strengthen the Council's approach to asbestos, including a new Asbestos Policy and a Contractors Policy.
- 3.2 The new Policies ensure that there is clarity in terms of structure and responsibilities for asbestos, as well as the setting up of a new Asbestos Working Group which will oversee the Council's approach to asbestos and ensure good practice. There will also be a need to roll out training for all staff who are either likely, in the course of their duties, to come into contact with asbestos or, who may have responsibility for managing it.
- 3.3 At the present time, work is ongoing to ensure that the Council's asset management systems include the correct information relating to asbestos and that up to date surveys are commissioned to ensure that the Council has up to date records.
- 3.4 It is proposed that Housing Services take a lead role in ensuring a corporate-wide and consistent approach to managing asbestos but all Service Managers who have responsibility for managing physical assets will be required to ensure day to day responsibility for complying with the new policies.

4. THE CONTROL OF ASBESTOS POLICY AND THE CONTROL OF CONTRACTORS POLICY

- 4.1 The new Policies sufficiently address the Council's duties and responsibilities and are structured to ensure the Council complies with the requirements of the respective legislation.

4.2 The Policies salient points are as follows:-

Control of Asbestos Policy (Appendix 1)

- (a) Statement of intent providing a framework of principle policies which will direct all other council policies, procedures and decisions concerning the management of asbestos;
- (b) Clearly identifies legislative and regulatory duties;
- (c) Clear definition of roles and responsibilities;
- (d) Creation of an Asbestos Working Group incorporating key officers to monitor, review and support those responsible managers effectively manage the risks related to asbestos.

4.3 Control of Contractors Policy (Appendix 2)

- (a) Clearly identifies legislative and regulatory duties;
- (b) Clear definition of roles and responsibilities;
- (c) Procurement of contractors for construction activities and appointment of relevant CDM duty holders;
- (d) Contractor incident notification protocol;
- (e) Creation of a CDM Working Group incorporating key officers to monitor, review and support those responsible managers effectively manage the risks related to construction work activities.

5. FINANCIAL IMPLICATIONS

5.1 Work will be required on an ongoing basis to ensure compliance with the new policies. There will be a need to carry out surveys both within HRA stock and the Council's corporate buildings and costs of these are estimated to be £45,000 and £17,000 respectively in 2021/22 with approximately £38,000 being required in 2022/23 for HRA stock and £10,000 for corporate buildings. These costs do not account for any potential removal of asbestos and should this be required, the costs will be dealt with as part of the remedial work, once identified.

6. ENVIRONMENT / CRIME & DISORDER / EQUALITY & DIVERSITY IMPLICATIONS

6.1 Asbestos can be damaging to the environment if not handled properly. The risk to personal health, is however, more acute. The Council is under legal responsibilities to ensure that its staff, contractors and anyone else coming into contact with asbestos, are not exposed to unacceptable risk arising out of the Council's failure to adhere to the law and standards in respect of asbestos. There are potential serious consequences for local authorities/employers if health and safety requirements are not met.

7. CONCLUSION

7.1 The Control of Asbestos Policy and the Control of Contractors Policy puts the Council on a sound basis in terms of dealing with the Control of Asbestos Regulations 2012, the Construction (Design and Management) Regulations 2015 and the Health and Safety at Work Act 1974.

For further information contact:

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Corporate control of asbestos policy

2021

DRAFT

Document history

Name of policy	Corporate Control of Asbestos Policy
Purpose of policy	Sets out clear roles and responsibilities in order for the Council to meet its legal duty to manage asbestos under The Control of Asbestos Regulations 2012, The Housing Act 2004 and the Defective Premises Act 1972.
Policy applies to	The policy and subsequent arrangements apply to all Council employees, contractors and tenants.
First issued	October 2002
Latest update	August 2021
Update overview	<ul style="list-style-type: none">• August 2009• March 2011• June 2017• January 2020• August 2021, updates to structure of service arrangements, roles and responsibilities and guidance notes, updated into new policy template.

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Statement of intent

This statement of intent provides a framework of principle policies which will direct all other council policies, procedures and decisions concerning the management of asbestos. It is supported by a policy document that sets out how New Forest District Council intend to assign specific responsibilities within the organisation to ensure asbestos risks are managed appropriately to meet our statutory obligations.

New Forest District Council will protect its staff, tenants, visitors, the public and others in the following ways:

1. As the duty holder, appoint an Executive Head with the responsibility to support the appointed person instructed to manage asbestos on behalf of New Forest District Council.
2. The Executive Head will appoint a 'Responsible Person' to ensure the day to day management of asbestos containing materials is upheld.
3. The 'Responsible Person' will name an appointed person as the Asbestos Management Officer with the appropriate knowledge, skill, training and experience to carry out the day to day management of asbestos containing materials within the New Forest District Council property portfolio.
4. Ensure that all job roles are assessed, and where there is a requirement to work with asbestos, staff will be provided with suitable and sufficient training and information to facilitate them to undertake their role competently.
5. Ensure that those with specific asbestos management responsibilities have the appropriate technical expertise, to protect the Council's interest and comply with best practice, at all times.
6. Ensure periodic assessments are made of training needs in line with current guidance and any future changes.
7. Ensure a corporate asbestos database and management system is in place and accessible to those who use it.
8. Ensure a comprehensive management plan is in place to effectively manage the portfolio.
9. Undertake suitable and sufficient asbestos management surveys of all premises in line with HSG 264: The Survey Guide. Where asbestos containing materials have been identified, ensure re-surveys are undertaken at suitable intervals as determined in this policy.
10. Ensure refurbishment & demolition surveys are undertaken at the earliest opportunity and prior to work commencing. Sufficient time and resources will be made available to manage any identified risks.
11. Undertake routine Regulation 4 inspections of properties within the determined time frames set out by the surveyor.
12. Ensure asbestos containing materials are removed as appropriate in accordance with any recommendations within the survey carried out.
13. Ensure routine inspections and compliance checks are undertaken as set out within this policy.
14. Ensure regular audits of the asbestos management system are undertaken by a member of the Corporate Health and Safety Team.
15. Ensure all contractors used in the asbestos management process are suitably vetted and competent to undertake their work.
16. Ensure all necessary insurances and licenses remain in place and are unconditional.
17. Ensure only contractors listed on the asbestos framework agreement carry out works on behalf of New Forest District Council, in line with the conditions set.
18. Ensure that contractors are subject to the Contractor Incident Notification Protocol and are managed in accordance with it, should the need arise.

This statement of intent is signed below by those acting with overall responsibility for the Duty to Manage asbestos containing materials.

Chief Executive

Signed Date

1. Introduction

1.1 Background

New Forest District Council acknowledges and accepts its responsibilities under this current asbestos legislation and will proceed with due diligence to address these by the provision of suitable, sufficient and risk appropriate controls to reduce the risks presented by asbestos containing materials to as low a level as is reasonably practicable.

1.2. Aims and Objectives

Set out the guiding principles and arrangements with regards to asbestos safety and asbestos risk management, to achieve and maintain full compliance with its duties under the Health & Safety at Work Act 1974, the Control of Asbestos Regulations 2012, The Housing Act 2004 and the Defective Premise's Act 1972.

1.3. Scope

This policy and subsequent arrangements apply to all Council employees, contractors and tenants.

1.4 The Standard Operating Procedures for Asbestos

In order for the Council to meet its legal duties as identified under The Health and Safety at Work Act 1974, The Control of Asbestos Regulations 2012, The Housing Act 2004 and the Defective Premises Act 1972, the appointed 'Responsible Person' must produce a Standard Operating Procedures for Asbestos. This document must set out specific arrangements and clear roles and responsibilities to ensure the Council is meeting its legal duties as identified in the relevant legislation. The Standard Operating Procedure for Asbestos, as a minimum, must meet the requirements set out in this policy and take the form of procedures and guidance for responsible managers and employees.

2. Legislative and regulatory context

2.1 The Control of Asbestos Regulations 2012

New Forest District Council acknowledges and accepts its responsibilities under this current asbestos legislation and will proceed with due diligence to address these by the provision of suitable, sufficient and risk appropriate controls to reduce the risks presented by asbestos containing materials to as low a level as is reasonably practicable.

The Control of Asbestos Regulations 2012 came into force on the 6th April 2012. They came into effect to help reduce the number of deaths caused from asbestos exposure and related diseases.

CAR 2012 superseded the Control of Asbestos Regulations 2006 and apply to all work with asbestos in the UK. These are supported by an approved code of practice ACOP L143. This ACOP describes in detail how such works should be carried out. Together they set out a framework for controlling exposure to asbestos and the duty to manage asbestos in buildings.

CAR 2012 places a duty to manage asbestos to those who manage or are responsible for maintenance and repairs in a non-domestic building.

New Forest District Council is classed as the Duty Holder if it:-

- Own the building;
- Is responsible through contract or tenancy agreement;
- Has control of the building but no formal contract or agreement; or
- In a multi-occupancy building, it is the owner and has taken responsibility for maintenance and repairs for the whole building. However, in a multi-occupied building, the duty can also be shared. The owner might take responsibility for the parts it occupies.

The Control of Asbestos Regulations 2012 applies to all non-domestic premises regardless of the nature of the business or industry. This includes all industrial, commercial and public buildings. The regulations also apply to the 'common' areas of certain domestic premises, such as blocks of flats. This includes the lifts, foyers, staircases, gardens and so on, but not the individual flats themselves.

The Control of Asbestos Regulations 2012 requires the duty holder to manage the risk of asbestos by:

- Taking appropriate steps to determine if there are any asbestos containing materials (ACMs) present. If found, the amount, location and condition must be recorded;
- Presuming that materials contain asbestos unless there is strong evidence to indicate otherwise;
- Produce and maintain up-to-date records of the location and condition of all ACMs;
- Assess the risk of the identified materials;
- Prepare a plan that clearly sets out in detail how the risks will be managed;
- Take the necessary steps to put the plan into action;
- Review and monitor the plan and arrangements to act on it so that it remains relevant and up to date;
- Provide information on the location and condition of the ACMs to anyone who is liable to work on or disturb them.

2. Legislative and regulatory context (cont'd)

2.2 The Housing Act 2004

The Housing Act 2004 introduced the Housing Health and Safety Rating System (HHSRS). The HHSRS is a risk-based evaluation tool used to assess potential risks and hazards to the health and safety of occupants from deficiencies identified in residential properties in England and Wales.

The assessment method focuses on the hazards that are present in housing and tackling these making housing healthier and safer to live in:

- The assessment covers 29 categories of hazard which includes the risk from asbestos and MMMF (Exposure to asbestos fibres and manufactured mineral fibres).

2.3 The Defective Premises Act 1972

The Defective Premises Act 1972 sets out the duties for landlords and its liabilities for poorly constructed and maintained buildings. Although asbestos is not specifically named, it requires landlords to take reasonable care to see that tenants and their visitors are safe from personal injury and disease caused by a defect in the state of the premises.

Although Regulation 4 of CAR2012 doesn't apply to residential tenanted properties, the Council does have an obligation under the Housing Act 2004 and the Defective Premises Act 1972 to ensure it manages asbestos within its domestic property portfolio. To ensure full regulatory compliance, it is therefore considered in this policy to apply these controls to houses, flats and other domestic premises that the Council is responsible for.

2.4 The Construction (Design & Management) Regulation 2015 (CDM 2015)

There were changes to the CDM 2007 Regulations in 2015, which accounted for new responsibilities. There is a duty on the Principal Designer (PD) and the Client, to ensure that exposure to asbestos is managed throughout the project.

The HSE guidance on the CDM Regulations places more explicit requirements on duty holders to follow the general principals of prevention. The principles also apply to the measures used to prevent or reduce the risk of exposure to asbestos fibres.

As the Control of Asbestos Regulations (CAR 2012) require the duty holders to effectively manage asbestos in buildings, clients should already have information about the location and condition in their building. CDM 2015 in accordance with CAR 2012 ensure a suitable Refurbishment & Demolition Survey is undertaken as forms part of the Construction Phase Plan (CPP).

3. Definitions

Term	Definition
Asbestos Containing Material	Any material that is identified as having, or presuming to have, asbestos fibres within its matrix. Abbreviated to ACM
Standard Operating Procedure for Asbestos	Document which details how asbestos will be managed within the organisation.
Asbestos Management Survey	Survey undertaken by a competent person that aims to ensure that, nobody is harmed by the continued presence of ACM in the premises or equipment; that the ACM remain in good condition; and that nobody disturbs it accidentally.
Asbestos Register	Record present or presumed ACMs, including its location, contain and materials.
Asbestos Working Group	Quarterly management meeting to ensure effective management of asbestos containing materials.
Competent Person	A person with sufficient skills, training, experience and knowledge to undertake their role.
Contractor Incident Notification Protocol	In accordance with the Corporate Control of Contractors Policy, breaches in health and safety legislation and safety standards must not be ignored. The contractor incident notification protocol has been implemented should breaches in legislation or poor health and safety practices be observed during a site inspection. Contractor Incident Notification Protocol (CINP) must be followed. Abbreviated to CINP
Duty Holder	The person within the organisation with overall responsibility of maintenance and repair within a non-domestic premise.
Duty to Manager	Regulation 4 of the Control of Asbestos Regulations 2012, places a requirement on duty holders to undertake a suitable and sufficient assessment as to whether asbestos containing materials (ACMs) are likely to be present in non-domestic premises under their control and then to manage the risk from these materials.
Notifiable Licensed Work	Work with asbestos, where workers exposure to asbestos is not sporadic and of low intensity; or where the risk assessment cannot clearly demonstrate that the control limit will not be exceeded i.e. 0.1 asbestos fibres per cubic centimetre of air (averaged over a four hour period), or on asbestos coating; or on asbestos insulation or asbestos insulating board where the risk assessment demonstrates that the work is not short duration work, e.g. when work with these materials will take no more than two hours in any seven day period, and no one person works for more than one hour in that two hour period. Abbreviated to NLW
Notifiable Non-Licensed Work	Types of work on ACMs where the employer must meet additional requirements, such as, notify work with asbestos to the relevant enforcing authority, designate areas where the work is being done, ensure medical examinations are carried out, maintain registers of work (health records). Abbreviated to NNLW
Refurbishment and Demolition Survey	A survey undertaken by a competent person that aims to ensure that, nobody will be harmed by work on ACMs in the premises or equipment; such work will be done by the right contractor in the right way.
Responsible Person	An individual appointed person by the Duty Holder to ensure the organisation meets its legal duties outlined within CAR 2012 Regulations.

4. Roles and responsibilities

4.1 Chief Executive must:

- Ensure those nominated with responsibilities for the management of asbestos containing materials have sufficient resources, time and competency to undertake their responsibilities as defined in this policy and within relevant legislation and approved codes of practice;
- Nominate an appropriate Executive Head to support the Responsible Person in their duties.

4.2 Executive Head of Governance and Housing must:

- Appoint a competent Service Manager to take on the duties of the Responsible Person;
- Ensure those nominated with responsibilities for the management of asbestos containing materials have sufficient resources, time and competency to undertake their responsibilities as defined in this policy and within relevant legislation and approved codes of practice;
- Ensure all employees under their control have sufficient training, experience, knowledge and skill to undertake their role competently;
- When appropriate assist Service Managers in following the CINP;
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce;
- Attend the Asbestos Working Group.

4.3 Service Manager - Housing Maintenance (Asset and Compliance) must:

- Appoint a competent person to manage the day to day operations of managing asbestos containing materials on behalf of the Council;
- Create and implement a suitable and sufficient Standard Operating Procedure for Asbestos;
- Ensure all properties are identified and recorded on Keystone, with a periodic review programme in place to monitor properties;
- Ensure a suitable and sufficient management survey is undertaken for all properties meeting the standards set out in The Control of Asbestos Regulations 2012 and HSG 264 – The Survey Guide;
- Ensure periodic Regulation 4 management inspections and remedial actions are undertaken within the set time frames;
- Seek reassurance from the Asbestos Management Officer that the inspection period set at the time of the management/ R&D survey is met and any actions completed, and records maintained;
- Ensure those nominated with responsibilities for the management of asbestos containing materials have sufficient resources, time and competency to undertake their responsibilities as defined in this policy and within relevant legislation and approved codes of practice;
- Ensure the systems in place are suitable to ensure the statutory compliance under the Council's duty to manage is met. These systems must be maintained, and access given to the level required of all Council staff, service users and external contractors where applicable;
- Ensure emergency procedures and controls are implemented on behalf of the council;
- Ensure that the relevant asbestos related information is considered as part of the fire risk assessment process and the details of any specific building related information is provided to the Hampshire Fire & Rescue Service by means of onsite records;
- Chair the Asbestos Working Group;
- Provide the Executive Management Team with regular updates in relation to the Council's position in managing asbestos containing materials.

4. Roles and responsibilities (cont'd)

4.4 Asbestos Management Officer must:

- Act as the corporate specialist for managing the asbestos database and all asbestos related advice;
- Maintain the asbestos database and ensure all relevant services are able to access the latest information available;
- Ensure that all service requests for management and refurbishment/demolition surveys are programmed and audited within the timeframes set out in the Asbestos Arrangements;
- Ensure the timely reporting to the relevant Service Contract Administrator prior to works commencing;
- Undertake routine audits, inspections and monitoring of asbestos related work activities to ensure compliance with this Policy and subsequent arrangements, the Control of Asbestos Regulations and the approved codes of practice;
- Ensure that a suitable framework is in place to allow for the commissioning of surveys by third party analysts appointed on behalf of the Council;
- To ensure assessments are undertaken to determine the location, condition, and risk presented by all known and suspected ACM's and recorded effectively on the asbestos database;
- Ensure that the asbestos database is populated with sufficient survey information as to allow for the management of asbestos within the Council's property portfolio;
- Ensure that a comprehensive and accurate Asbestos Register and Management Plan is in place for all Council properties to which it is the Duty Holder;
- Routinely report to the Responsible Person as to the status of asbestos maintained within the asbestos database, including where any significant changes in risks are identified;
- In line with the CAR2012, Reg 4, undertake routine management inspections of known ACM's, ensuring recommendations are reported to the relevant Service Manager;
- Carry out a programme of full management surveys on all stock as required under the CAR2012. A re-survey period of five years will be undertaken on a priority risk-based approach;
- Ensure refurbishment & demolition surveys are undertaken when advised and appropriate and reported to the relevant service. When works have been completed, ensure the relevant services provide action returns for the repair, encapsulation or removal of an ACM, which must be retained on the asbestos database;
- Act as the main point of contact for any emergency situations relating to asbestos;
- Ensure all asbestos related incidents are reported to their relevant Service Manager, a member of the Corporate Health and Safety Team and Housing Maintenance Health and Safety Officer;
- Ensure that works are notified to the HSE, where appropriate;
- Provide specialist advice on compliance, in line with all statutory and regulatory guidance;
- Attend the Asbestos Working Group.

4.5 Housing Maintenance Health and Safety Officer must:

- Provide competent advice and guidance to all services in relation to the management of asbestos containing materials;
- Ensure all asbestos related incidents which met the criteria set out in RIDDOR 2013 are reported to the HSE within 14 days;
- Support the Corporate Health and Safety team in undertaking accident investigations;
- Support the Corporate Health and Safety team in undertaking regular audits of the asbestos management system;
- Attend the Asbestos Working Group.

4. Roles and responsibilities (cont'd)

4.6 Servicing and Compliance Officer must:

- Maintain the Asbestos Management database system;
- Ensure that information uploaded to the database is accessible and available to all relevant employees;
- Liaise with the Asbestos Management Officer and Housing Maintenance Health and Safety Officer to ensure the functionality of the system meets the requirements set out in CAR 2012 and relevant industry guidance;
- Provide system support and administrative support in the data gathering and recording processes;
- Audit data entry to ensure accuracy and quality of input;
- Provide quarterly statistical reports at the Asbestos Working Group;
- Provide statistical reports to the relevant responsible persons when requested;
- Liaise with ICT to ensure systems are functioning correctly and are fit for purpose.

4.7 Service Manager - Housing Maintenance (Operations) must:

- Ensure all employees under their control have sufficient training, experience, knowledge, and skill to undertake their role competently;
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce;
- Ensure that the asbestos register for the property and locations of intended work have been checked prior to commencement of work;
- Ensure that any works involving the repair, encapsulation or removal of asbestos containing materials is undertaken in line with the plan of work and reported back to the Asbestos Management Officer;
- Contact the Asbestos Management Officer where it has been identified that works may disturb asbestos containing materials;
- Ensure all accidents and incidents involving asbestos containing materials are reported to a member of the Corporate Health and Safety team, Asbestos Management Officer and Housing Maintenance Health and Safety Officer;
- Ensure all contractors are selected in line with the corporate procurement procedures and contractors have demonstrated their competence and training to undertake the work;
- Ensure employees who are required to undertake notifiable non-licensed work (NNLW) undertake medical surveillance every three years.

4. Roles and responsibilities (cont'd)

4.8 Service Manager – Estates and Valuation must:

- Ensure all employees under their control have sufficient training, experience, knowledge, and skill to undertake their role competently;
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce;
- Ensure that the asbestos register for the property and locations of intended work have been checked prior to commencement of work;
- Ensure that any works involving the repair, encapsulation or removal of asbestos containing materials is undertaken in line with the plan of work and reported back to the Asbestos Management Officer;
- Contact the Asbestos Management Officer where it has been identified that works may disturb asbestos containing materials;
- Ensure all accidents and incidents involving asbestos containing materials are reported to a member of the Corporate Health and Safety team, Asbestos Management Officer and Housing Maintenance Health and Safety Officer;
- Ensure all contractors are selected in line with the corporate procurement procedures and contractors have demonstrated their competence and training to undertake the work;
- Ensure employees who are required to undertake notifiable non-licensed work (NNLW) undertake medical surveillance every three years.

4.9 Service Managers must:

- Ensure all employees under their control have sufficient training, experience, knowledge, and skill to undertake their role competently;
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce;
- Ensure that the asbestos register for the property and locations of intended work have been checked prior to commencement of work;
- Ensure that any works involving the repair, encapsulation or removal of asbestos containing materials is undertaken in line with the plan of works and reported back to the Asbestos Management Officer;
- Contact the Asbestos Management Officer where it has been identified that works may disturb asbestos containing materials;
- Ensure all accidents and incidents involving asbestos containing materials are reported to a member of the Corporate Health and Safety team, Asbestos Management Officer and Housing Maintenance Health and Safety Officer;
- Ensure all contractors are selected in line with the corporate procurement procedures and contractors have demonstrated their competence and training to undertake the work;
- When required, attend the Asbestos Working Group.

4. Roles and responsibilities (cont'd)

4.10 Line Managers must:

- Ensure all employees under their control have sufficient training, experience, knowledge and skill to undertake their role competently;
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce;
- Contact the Asbestos Management Officer where it has been identified that works may disturb asbestos containing materials;
- Ensure that any works involving the repair, encapsulation or removal of asbestos containing materials is undertaken in line with the plan of works and reported back to the Asbestos Management Officer;
- Ensure all contractors are selected in line with the corporate procurement procedures and asbestos framework;
- Ensure contractors have demonstrated their competence and training to undertake the work;
- Ensure contractors submit suitable and sufficient risk assessments and method statements for any works carried out on asbestos containing materials.

4.11 Corporate Health and Safety team must:

- Provide competent advice and guidance to all services;
- Carry out investigations into accidents and near misses as necessary, record findings and root causes and provide recommendations for consideration by senior management;
- Undertake periodic audits of the asbestos management system;
- Attend the Asbestos Working Group.

4.12 Employees must:

- Attend any asbestos related training and refresher training as required and identified within their role and risk assessments;
- Follow all risk assessments, safe working procedures, construction phase plan and toolbox talk information and instruction given;
- Follow emergency procedures when identifying unexpected materials during any works;
- Report any materials that have been proven to be, or suspected/presumed to be asbestos containing, that has either deteriorated or been exposed to their line manager immediately;
- Comply fully with any investigation process into incidents relating to confirmed or potential asbestos exposure. Where required complete the necessary incident reporting forms in a timely manner and as per instruction;
- Ensure that the asbestos register for the property and locations of intended work have been checked prior to commencing. This will include ensuring any refurbishment and demolition completion documents are in place where required;
- Ensure that they comply with any stipulated control measures as identified within the risk assessment. This will include the controls set out in the asbestos essential task sheet where being followed;
- Ensure all issued PPE and RPE is used in accordance with the risk assessment, instruction and training given. This includes ensuring safe operation, maintenance and recording as required;
- Attend any health screening appointments as required where undergoing a medical examination;
- Ensure that a dynamic risk assessment is undertaken on each site to ensure their own safety and that of others, including colleagues, contractors, tenants, members of the public etc.

4. Roles and responsibilities (cont'd)

4.13 Contractors must:

- Demonstrate their competence and training required to undertake asbestos related tasks;
- Submit relevant risk assessments and method statements to the relevant line manager or contract administrator prior to work being undertaken;
- Seek asbestos related information from the Council at the planning stage of the work, based on the relevant scope provided. Where it is agreed by the Council that the contractor can source the refurbishment & demolition survey as part of the contract, they must be undertaken in line with the asbestos framework and provided to the Housing Maintenance Asbestos Team for review and audit prior to works commencing;
- Ensure that they consider all hazards and risks within the construction phase plan and provide all necessary risk assessments and method statements for review within a timely manner. Any asbestos related works must be fully considered and planned and will be subject to audit by the Asbestos Management Officer;
- Where the construction phase plan and relevant risk assessments identify a task is notifiable licensed work (LW), the contractor must notify the HSE with a minimum of 14 days notification period. They must also provide the Council's Housing Maintenance Asbestos Team with the relevant RAMS, a copy of the notification form and demonstrate the competency of the suitably trained individual(s) who are undertaking the task;
- Where asbestos works require the scrutiny of an asbestos analyst for the purposes of works such as reassurance background air testing, site clearances, further analysis etc., the use of an UKAS accredited analyst from the asbestos framework must be used. This must be commissioned directly by the client and not the principal contractor as a sub-contractor or via the licensed contractor as sub-contractor, to ensure impartiality;
- Make provision for and fully cooperate with any inspections and audits undertaken by the Council's Asbestos Management Officer or an approved analyst, to carry out pre and post removal inspections. Ensuring that any findings or outcomes of the investigations are acted upon where required to ensure best practice;
- Have a suitable emergency procedure in place, which is in line with those controls set out in the Council's emergency procedures.

4.14 Legal Services must:

- Provide appropriate advice and guidance in accordance with the CINP.

4.15 Transport Manager must:

- Procure vehicles for the use of transporting ACMs in line with the specifications provide by the Housing Maintenance (Operations) Service Manager;
- Ensure all fleet vehicles are maintained in line with the MOT and service schedule;
- Ensure all drivers and the workshop are notified in advanced of any upcoming MOT and Service dates.

5. Asbestos working group

In order to ensure the Councils safe and effective management of asbestos containing materials, the Asbestos Working Group has been implemented. The Asbestos Working Group will help those responsible managers effectively manage the risks related to asbestos.

The Asbestos Working Group will be held quarterly with the key aims being: -

- Report and be accountable to the Executive Head of Governance & Housing;
- Discuss all asbestos related accidents/incidents, including the action taken to prevent reoccurrence;
- To ensure consistency of approach to any notifiable and non-notifiable asbestos incidents, in investigating and managing these appropriately;
- To ensure investigations are discussed and records of any exposures reported and retained in the appropriate locations;
- To ensure appropriate procedures are followed and those affected by any incidents are communicated with consistently and informatively, such as:
 - a) Members of staff;
 - b) Tenants;
 - c) Contractors;
 - d) Members of the public.
- Ensure strategy and plans are implemented within set time frames;
- To ensure periodic reviews of policy, procedures and systems are undertaken. This must include where Regulations or Guidance change or dictates, or where an incident outcome determines it.

5.1 Membership

Role	Job title
Working Group Sponsor	<ul style="list-style-type: none"> • Executive Head of Governance & Housing
Working Group Chair	<ul style="list-style-type: none"> • Service Manager - Housing Maintenance (Asset and Compliance)
Working Group Champions	<ul style="list-style-type: none"> • Service Manager - Housing Maintenance (Operations) • Service Manager – Estates and Valuation • Service Manager – Waste and Transport
Key Working Group Officers	<ul style="list-style-type: none"> • Corporate Health and Safety Manager • Corporate Health and Safety Advisor • Asbestos Management Officer • Housing Maintenance Health and Safety Officer • Asset Maintenance Manager • Servicing and Compliance Officer • Civic Buildings and Facilities Manager • Estates and Valuation Manager

6. Training, information and instruction

Training is an integral part of demonstrating competency and ensuring best practice when managing asbestos. The Control of Asbestos Regulations 2012 emphasises the importance of training and sets out expectations.

New Forest District Councils has assessed the training requirements of all employees and created an Asbestos training and competency framework. The framework identifies relevant post holders and covers the level of training and competency as set out below:

Tier	Competency	Accreditation	Assessment
1	Asbestos awareness		E-learning
2	Asbestos awareness	UKATA	Certificate of Attendance
3	Non-licensed HSE Task Essentials	UKATA	Certificate of Attendance
4	Asbestos Management for Supervisors and Managers	UKATA	Certificate of Attendance
5	Asbestos Surveying	BOHS	Certificate of Attendance
6	Asbestos Management	BOHS	Certificate of Attendance
7	Managing Asbestos in Premises	BOHS	Certificate of Attendance

7. Legislation

- Health and Safety at Work Act 1974
- The Management of Health and Safety at Work Regulations 1999
- The Reporting of Injuries, Diseases and Dangerous Occurrences Regulation 2013
- The Control of Asbestos Regulations 2012
- The Housing Act 2004
- Defective Premises Act 1972
- The Hazardous Waste (England and Wales) Regulations 2005

8. Guidance

- HSG 264 Asbestos: The Survey Guide
- HSG247: The Licensed Contractors Guide
- HSG248: The Analysis Guide for Sampling, Analysis and Clearance Procedures
- HSG210: Asbestos Essentials
- HSG53: Respiratory Protection Equipment at Work
- L143: Managing and Working with Asbestos

9. Appendices

Appendix 1 – Asbestos working group terms of reference

Introduction

The Asbestos Working Group will assist the Council in ensuring the safe and effective management of asbestos containing materials. The Asbestos Working Group will help those responsible managers effectively manage the risks related to asbestos.

Context

The Asbestos Working Group will be undertaken quarterly and provide relevant managers and employees with:

- A facility to ensure all services are following their legal requirements as outlined under The Control of Asbestos Regulations 2012, Housing Act 2004, Defective Premises Act 1972, Health and Safety at Work Act 1974 and all relevant Council policies, arrangements and procedures;
- A culture of co-operation and trust through listening, gaining a better understanding and collective problem solving;
- A facility to identify potential risks within current on-going projects and future projects.

Timing and process

It is understood that health and safety matters can require immediate action. It is expected that management will undertake such local and timely consultation with the relevant Health and Safety Advisor, Asbestos Management Officer and Housing Maintenance Health and Safety Officer. Subsequently, it is expected that matters with implications and impact for the Service as a whole are brought to the Working Group at the earliest practicable opportunity.

Matters of wider impact discussed at the Working Group will be disseminated as early as practicable, identified as actions in the notes of working group meetings.

Functions

The principal function of the Asbestos Working Group will be to:

- Report and be accountable to the Executive Head of Governance & Housing;
- Discuss all asbestos related accident/incidents, including the action taken to prevent reoccurrence;
- Ensure consistency of approach to any notifiable and non-notifiable asbestos incidents are investigated and managed appropriately;
- Ensure investigations are discussed and records of any exposures reported and retained in the appropriate locations;
- Ensure appropriate procedures are followed and those effected by any incidents are communicated to consistently and informatively, such as:
 - a) Members of staff;
 - b) Tenants;
 - c) Contractors;
 - d) Members of the public.

9. Appendices (cont'd)

Membership

Role	Job title
Working Group Sponsor	<ul style="list-style-type: none"> Executive Head of Governance & Housing
Working Group Chair	<ul style="list-style-type: none"> Service Manager - Housing Maintenance (Asset and Compliance)
Working Group Champions	<ul style="list-style-type: none"> Service Manager - Housing Maintenance (Operations) Service Manager – Estates and Valuation Service Manager – Waste and Transport
Key Working Group Officers	<ul style="list-style-type: none"> Corporate Health and Safety Manager Corporate Health and Safety Advisor Asbestos Management Officer Housing Maintenance Health and Safety Officer Asset Maintenance Manager Servicing and Compliance Officer Civic Buildings and Facilities Manager Estates and Valuation Manager

Operation of the Working Group

The Working Group Chair will chair each Asbestos Working Group meeting, in the unlikely circumstance that the Working Group Chair is unable to attend then the Service Manager - Housing Maintenance (Operations) will take on this responsibility.

For the meeting to be held, at least one responsible Working Group Champion must attend, additionally either the Asbestos Management Officer or Housing Maintenance Health and Safety Officer must attend.

In the unlikely event that the Asbestos Management Officer, Housing Maintenance Health and Safety Officer, Service Manager - Housing Maintenance (Asset and Compliance) and Service Manager - Housing Maintenance (Operations) are unable to attend the Working Group, the Asbestos Working Group should be postponed until all relevant persons can attend.

Documents

- Minutes must be recorded and made available as soon as possible after their completion;
- Accident statistics will be circulated by a member of the Corporate Health and Safety Team one week prior to the working group;
- The agenda and any specific papers for the Asbestos Working Group must be communicated one week prior to the working group;
- All members of the Working Group are expected to read any specific papers prior to the meeting.

Agenda



Distribution	
Present	
Minutes	
Apologies	
Chairperson	

1. Introduction and welcome	Action
2. Previous minutes review	
All comments listed under updates	
3. Health and Safety Monitoring	
3.1. Accident/Incident Report observations	
3.2. Accident Investigations	
4. Procedures	
5. Site inspections	
6. On-going projects	
7. Training	
8. AOB	

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Corporate control of contractors policy

2021

DRAFT

Document history

Name of policy	Corporate Control of Contractors Policy
Purpose of policy	Sets out clear roles and responsibilities in order for the Council to meet its legal obligation under The Construction, Design and Management (CDM) Regulations 2015, The Health and Safety at Work etc Act 1974 and all other associated legislation.
Policy applies to	The policy and subsequent arrangements apply to all Council services using external contractors to undertake works on behalf of New Forest District Council.
First issued	February 2006
Latest update	August 2021
Update overview	<ul style="list-style-type: none">• August 2021, updates to structure of service arrangements, roles and responsibilities and guidance notes, updated into new policy template.

Contents

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p.5	2. Legislative and regulatory context
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p.19	10. Contractor incident notification protocol
p.20	11. CDM Working Group
p.21	12. Training
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p.24	15. Appendices
p.28	Agenda

1. Policy

1.1 Introduction

New Forest District Council ('the Council') has a duty to ensure compliance with the Construction, Design and Management Regulations (CDM) 2015, The Health and Safety at Work etc. Act 1974 and other associated legislation for all construction projects it undertakes. The Council also has a duty to ensure so far as is reasonably practicable, the health, safety and welfare of its staff, members of the public and any contractors working

on their behalf, this also includes non-construction related contractors. This policy sets out clear roles and responsibilities to ensure all construction projects involving one or more external contractors, and the management of non-construction related contractors.

1.2 Scope

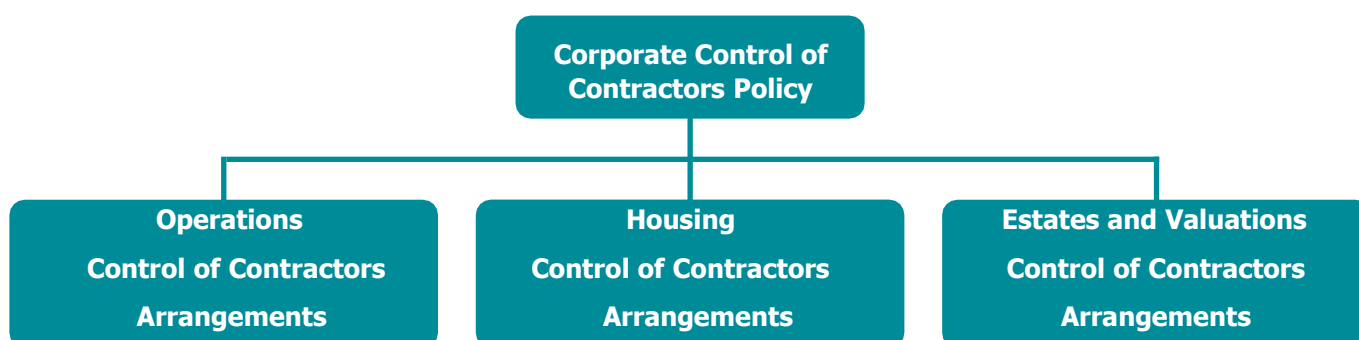
This policy applies to:

- All managers who are responsible for engaging contractors and service providers.
- All employees of New Forest District Council.
- All contractors and service providers working on behalf of the Council.

1.3 The Standard Operating Procedures for CDM

In order for the Council to meet its legal duties as identified under The Construction, Design and Management (CDM) Regulations 2015. All services who undertake construction projects with one or more external contractors must produce service specific arrangements, these arrangements must set out specific procedures that must be followed and detail clear roles and responsibilities.

All arrangements must as a minimum meet the requirements set out in this policy and take the form of standard operating procedures, including guidance for responsible managers and employees working in each service. The below hierarchy sets out those specific service arrangements and Management System.



2. Legislative and regulatory context

2.1 The Construction (Design and Management) Regulations 2015

New Forest District Council acknowledges and accepts its responsibilities under this current construction related legislation and will proceed with due diligence to address these by the provision of suitable, sufficient and risk appropriate controls to reduce the risks presented by construction activities to as low a level as is reasonably practicable.

2.2 The Health and Safety at Work etc. Act 1974

The Health and Safety at Work Act 1974 is the primary piece of legislation covering occupational health and safety in Great Britain. This piece of legislation sets out the general duties which employers have towards employees and members of the public, employees have to themselves and to each other. New Forest District Council acknowledges and accepts its responsibilities under The Health and Safety at Work Act 1974 and will ensure to control all risks to its employees, contractors and those who may be affected by the work they undertake are controlled so far as is reasonably practicable.

3. Definitions

Term	Definition
Asbestos register	The Council's online asbestos management database.
Client (construction)	A client is anyone for whom a construction project is carried out.
Client (non-construction)	The member of staff who is held responsible, on behalf of the client service, for a contract, services, or goods.
Client representative	The member of staff who has been delegated the Client responsibilities under CDM 2015 by the relevant Service Manager or Executive Head.
Competent	Someone who has sufficient training and experience or knowledge.
Construction	<p>The carrying out of any building, civil engineering or engineering construction work and includes:</p> <ul style="list-style-type: none"> (a) the construction, alteration, conversion, fitting out, commissioning, renovation, repair, upkeep, redecoration or other maintenance (including cleaning which involves the use of water or an abrasive at high pressure, or the use of corrosivetoxic substances), de-commissioning, demolition or dismantling of a structure; (b) the preparation for an intended structure, including site clearance, exploration, investigation (but not site survey) and excavation (but nor pre-construction archaeological investigations), and clearance or preparation of the site or structure for use or occupation at its conclusion; (c) the assembly on site of prefabricated elements to form a structure or the suchdisassembly, formed a structure; (d) the removal of a structure, or of any product or waste resulting from demolition ordismantling of a structure, or from disassembly formed such a structure; (e) the installation, commissioning, maintenance, repair or removal of mechanical, electrical, gas compressed air, hydraulic, telecommunication, computer or similar services which are normally fixed within or to a structure.
Contractor	Anyone who is commissioned by written or verbal contract or instruction to supply goods, services or undertake work for the Council, but is not a Council employee.
Contractor Incident Notification Protocol	<p>Breaches in health and safety legislation and safety standards must not be ignored. The contractor incident notification protocol will be implemented should breaches in legislation or poor health and safety practices be observed during a site inspection. Contractor Incident Notification Protocol (CINP) must be followed.</p> <p>Abbreviated to CINP</p>
Design	Includes drawings, design details, specifications and bills of quantities (including specification of articles or substances) relating to a structure, and calculations prepared for the purpose of design.
Designer	<p>Means any person (including a client, contractor or other person referred to in this policy) who is in the course or furtherance of a business.</p> <ul style="list-style-type: none"> (a) prepares or modifies a design; or (b) arranges for, or instructs, any person under their control to do so.
Suitable and sufficient	Suitable for the level and complexities of the project.

4. Roles and responsibilities

4.1 Executive Management Team (EMT) must:

- Ensure suitable resources and time is available to all staff involved with the management of construction projects;
- Ensure all employees under their control have sufficient training, experience, knowledge and skill to undertake their role competently;
- Commission all contracts in accordance with the Council's Procurement procedures and protocols;
- When appropriate assist Service Managers in following the CINP;
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce.

4.2 Service Managers must:

- Ensure all employees under their control have sufficient training, experience, knowledge and skill to undertake their role competently;
- Commission all contracts in accordance with the Council's Procurement procedures and protocols;
- Ensure all construction works are carried out in compliance with the CDM Regulations, and other Regulation as applicable;
- Ensure robust control of contractor arrangements are in place and communicated to all their employees;
- Ensure suitable resources and time is available to all staff involved with the management of construction projects;
- Regularly monitor the health and safety performance of staff under their control;
- When appropriate, ensure the CINP is followed;
- Attend the CDM Working Group where identified or requested to;
- Ensure their service has adequate professional advice to enable them to comply with the legal expected standards applicable to the project;
- Ensure all contractor incident and accidents are reported and investigated when appropriate.

4. Roles and responsibilities (cont'd)

4.3 Client representative must:

- Ensure all Services who may be affected by a project are consulted when creating a project specification;
- Commission all contracts in accordance with the Council's Procurement procedures and protocols;
- Ensure all designers and contractors have the appropriate skills, knowledge, and experience to undertake their role competently;
- Make suitable arrangements for managing a project and ensure those arrangements are maintained and reviewed throughout the project;
- Ensure a principal designer and principal contractor have been appointed and confirmed in writing where there is more than one contractor, or it is reasonably foreseeable that more than one contractor will be working on the project at any time;
- Cooperate with any other person working on or in relation to a project;
- Ensure that all construction work can be carried out, so far as is reasonably practicable, without risks to health or safety of any person effected by the project;
- Provide pre-construction information to all designers and contractors appointed or being considered for appointment;
- Ensure a suitable and sufficient construction phase plan is drawn up by the principal contractor or by the contractor where there is only one contractor;
- Ensure the principal designer prepares a health and safety file when appropriate;
- Ensure all duty holders comply with their duties under The Construction, Design and Management Regulations 2015;
- Take on the duties of the Client under The Construction, Design and Management Regulations 2015;
- Ensure suitable welfare facilities are available throughout the construction phase;
- Ensure an F10 notification of construction project notice is completed for all notifiable projects;
- Ensure that an up to date F10 notice is displayed in the construction site office;
- Ensure all contractor incidents and accidents are reported to a member of the Corporate Health and Safety Team;
- Attend the CDM Working Group when requested to;
- When appropriate, ensure the CINP is followed.

4.4 Principal designer must:

- Plan, manage and monitor the pre-construction phase and coordinate matters relating to health and safety during the pre-construction phase;
- Ensure all designers comply with their duties under The Construction, Design and Management Regulations 2015;
- Assist the client in preparing the pre-construction information during the pre-construction phase;
- Liaise with the principal contractor for the duration of the project;
- Ensure that the principal contractor has prepared a suitable and sufficient construction phase plan prior to the construction phase beginning;
- Prepare the health and safety file;
- Take into account the general principles of prevention and pre-construction information when preparing or modifying designs.

4. Roles and responsibilities (cont'd)

4.5 Designer must:

- Take into account the general principles of prevention and pre-construction information when preparing or modifying designs;
- Eliminate, so far as is reasonably practicable, foreseeable risks to health and safety of any person when preparing or modifying designs;
- Take all reasonable steps to provide with the design, sufficient information about the design, construction or maintenance of the structure, to adequately assist the client, other designers and contractors to comply with their duties under The Construction, Design, Management Regulations 2015.

4.6 Principal contractor must:

- Plan, manage and monitor the construction phase;
- Take into account the general principles of prevention;
- Ensure that, as far as is reasonably practicable, construction work is carried out without risks to health and safety;
- Organise and cooperate with contractors and sub-contractors for the duration of the project;
- During the pre-construction phase, ensure a suitable and sufficient Construction Phase plan is drawn up and shared with the relevant persons;
- Ensure all contractors and sub-contractors follow the Construction Phase Plan;
- Ensure a suitable and sufficient site induction is provided;
- Ensure suitable and sufficient welfare facilities are provided for the duration of the project;
- Provide the principal Designer with any information in their possession relevant to the project;
- Ensure the health and safety file is appropriately reviewed, updated and revised from time to time to take account of the work and any changes that have occurred, when the health and safety file is passed to the Principal Contractor;
- Ensure that all contractors and sub-contractors are competent to undertake their work.

4.7 Contractor must:

- Ensure all construction work is carried out in line with the relevant risk assessments and method statements;
- Familiarise themselves with the Construction Phase Plan;
- Follow the site rules at all times;
- Report all accidents and incidents to the site manager;
- Ensure that, so far as is reasonably practicable, construction work is carried out without risk to health and safety.

4.8 Line Managers must:

- Ensure suitable and sufficient health and safety arrangements are in place for all works and services being carried out on behalf of the Council;
- Ensure suitable and sufficient risk assessments and method statements are submitted by contractors at the earliest opportunity;
- Where appropriate, provide contractors with information on potential hazards;
- Undertake regular monitoring of contractor health and safety performance.

4. Roles and responsibilities (cont'd)

4.9 Procurement must:

- Provide competent advice and guidance to all employees in relation to the procurement of contractors and services.

4.10 Corporate Health and Safety must:

- Provide competent advice and guidance to relevant Council Services;
- Carry out investigations into accidents and near misses as necessary, record findings and root causes and provide recommendations for consideration by management;
- Attend the CDM Working Group;
- Present a quarterly accident/incident report at the CDM Working Group.

4.11 Housing Maintenance Health and Safety Officer must:

- Provide competent advice and guidance to Housing Maintenance employees and Client Representatives;
- Carry out investigations into accidents and near misses as necessary, record findings and root causes and provide recommendations for consideration by management for all Housing Maintenance projects.

4.12 Asbestos Management Officer must:

- Provide competent advice and guidance to all services in relation to asbestos containing materials;
- Provide suitable and sufficient information on asbestos containing materials within Council properties including its location, type and condition when requested to;
- Ensure refurbishment and demolition surveys are undertaken when appropriate and findings are reported to the relevant services;
- When works have been completed, ensure that relevant services provide action returns for the repair, encapsulation or removal of an ACM, which must be retained on the asbestos database;
- When appropriate, ensure notifiable works are notified to the HSE;
- Carry out investigations into all asbestos related accidents and near misses, record findings, root causes and provide recommendations for consideration by management.

4.13 Legal Services must:

- Provide appropriate advice and guidance in accordance with the CINP.

5. Procurement of contractors

Service Managers are responsible for ensuring all contractors and sub-contractors working on behalf of the Council are competent to undertake their work.

In order to ensure contractors are competent to undertake their work, Service Managers must ensure contractors have been appropriately vetted at the earliest opportunity. Vetting requirements must be in proportion to the level of risk of the contract.

As a minimum all contractors must submit method of work statements and site-specific risk assessments, employer's liability insurance and public liability insurance verification, relevant training certification and a copy of their health and safety policy (if appropriate).

For all contracts with a value of over £25k, Service Managers must follow the relevant procurement procedures. For contracts valued over £25k contractors will be asked to provide further information, this includes appropriate third-party accreditation. The Council offers a flexible approach and recognises organisations registered under the SSIP Safety Schemes.

Service Managers completing the Gateway documents must also provide appropriate information on the risk relating to the contract, specific information on health and safety arrangements and details on how contractors performance will be monitored throughout its duration, including information on the established KPIs.

6. Pre-construction phase

6.1 The Client's Brief

The Client Representative must make suitable arrangements to ensure that health, safety and welfare matters are appropriately managed throughout the project.

At the earliest opportunity the Client Representative should undertake a Client's Brief with all relevant parties. The Client's Brief may take the form of a verbal discussion however for more complex projects it should be recorded. The Client's Brief should include the following:

- The main function and operational requirements of the finished project;
- Outline the motivation for beginning the project;
- Establish points of contact and key stakeholders;
- Set a realistic timeframe and budget;
- Give expectations of the project, including how health and safety risks should be managed.

6.2 Project Arrangements

The Client Representative is responsible for making suitable arrangements to ensure that, throughout the planning, design and construction of a project, adequate consideration is given to health, safety and welfare of all those affected and involved in the construction work.

The project arrangements must be in proportion to the complexity and level of risk of the project. They must also enable all duty holders to carry out their work without risk to themselves or anyone affected by their work. All project arrangements must be recorded and should include:

- Requirements on how the project is to be run, taking into account any risks to the public and other members of staff who may be affected by the works;
- Explain the necessary capabilities of designers and contractors for the work they are required to do;
- Allocate sufficient time and resources to the project;
- Ensure suitable and sufficient welfare facilities are available prior to the construction phase

beginning. For more complex and high-risk projects, the project arrangements should also include:

- What is expected of the design team to ensure health, safety and welfare matters during the construction phase and when maintaining and using the building once built;
- The process for ensuring all designers and contractors are adequately trained and have the right skills and experience in managing health and safety effectively;
- The arrangements for monitoring the performance of all contractors;
- The arrangements for progress meetings to ensuring the project runs in line with expectations and all legal requirements are met;
- The format for the health and safety file and any additional building manuals for occupants.

6.3 Selecting Duty Holders

If more than one contractor will be working on a project, the Client has a legal requirement to appoint a Principal Designer and Principal Contractor in writing. Therefore, the Client Representative must appoint, in writing, a Principal Designer and Principal Contractor to all projects where one or more contractors will be working on the project at any time. Appointment letter templates are set out in Appendix 1.

The procurement procedures outlined under Section 3 must be followed to ensure contractors have the appropriate competencies to undertake their duties.

6. Pre-construction phase (cont'd)

6.4 Notifiable projects

Projects that are expected to last longer than 30 working days and have more than 20 workers working on the project at any time, or where the project exceeds 500 person days, the Client Representative must notify the HSE of the project.

This must be done by completing the F10 notification form on the HSE website.

6.5 Pre-Construction Information

As soon as is reasonably practicable the Client Representative must provide designers and contractors with the appropriate Pre-construction information, this information should include:

- Details of the project including key dates of construction;
- Information in any existing health and safety file;
- Information on all asbestos containing materials;
- Health and safety hazards from the design and construction work.
- Operational health and safety hazards such as the collection of household waste, fire evacuation and access for disabled employees and members of the public.

The Principal Designer must assist the Client Representative in obtaining and communicating the pre-construction information to all designers and contractors.

The pre-construction information should be detailed and recorded in proportion to the complexity and level of risk associated with the project.

6.6 Communication and co-operation

Communication and co-operation between all duty holders is a key aspect in ensuring projects are undertaken safely. Under the CDM Regulations, all duty holders have a responsibility to co-operate and coordinate with each other, this means working with each other to ensure health and safety for those concerned is effectively managed.

For low risk and less complex projects involving one or more contractors this may be regular informal meetings. However, for higher risk and more complex projects more formal arrangements must be agreed and implemented during the pre-construction phase. Minutes of formal project meetings should be recorded and save in the relevant project folders.

Effective communication and co-operation between different organisations and members of the public, where the work is in close proximity or on the same site is a key part of effective health and safety management. Duty holders must ensure regular updates are provided to members of the public or organisations in close proximity or who may be affected by the work.

6. Pre-construction phase (cont'd)

6.7 Health and Safety File

For projects involving more than one contractor it is the responsibility of the Principal Designer to prepare, review and update the health and safety file as the project progresses. If the Principal Designer's appointment finishes prior to the completion of the project the file must be passed to the Principal Contractor to maintain.

The health and safety file must contain relevant information about the project which should be taken into account when the construction work is carried out on the building after the current project has finished.

The health and safety file should include the following:

- A brief description of the work carried out;
- Information on any hazard that has not been eliminated through the design or construction process;
- Key structural principles, for example the safe working loads of floors and roofs;
- Any hazardous materials used;
- Information regarding the removal or dismantling of installed plant and equipment;
- Health and safety information about equipment provided for cleaning or maintaining the structure;
- The nature, location and marking of significant services including, gas supplies, firefighting services and underground cables;
- Information and as-built drawings of the building, its plant and equipment, the means of safe access to and from service voids, the position of fire doors etc;
- The health and safety file must be passed to the Client Representative when the project finishes.

7. Construction phase

For projects with more than one contractor, the Principal Contractor is responsible for planning, managing and monitoring the construction phase of the project. The Client Representative must ensure a competent Principal Contractor is appointed in writing during the pre-construction phase.

7.1 Construction Phase Plan

Prior to the start of the construction phase the Client Representative must ensure a suitable and sufficient construction phase plan is drawn up. For projects involving just one contractor it is the contractor's responsibility to draw up the construction phase plan. For projects involving more than one contractor it is the responsibility of the Principal Contractor.

The construction phase plan must set out the arrangements for the management of health and safety throughout the construction phase. The construction phase plan must also include the site rules and where relevant, specific measures concerning work that falls within one or more of the categories listed in schedule three of The Construction (Design, Management) Regulations 2015.

The specific detail outlined within the construction phase plan should be in proportion to the level of risk and complexity of the project.

The following topics should be included within the construction phase plan:-

- A description of the project such as key dates and details of key members of the project team;
- The health and safety aims for the project;
- Arrangements to ensure cooperation between the project team and coordination of their work;
- Information on site inductions;
- Information on welfare facilities;
- Fire and emergency procedures;
- The control of any specific site risks listed in schedule 3, where they are relevant to the work.

7.2 Monitoring the Construction Phase

The Client Representative is responsible for ensuring all duty holders comply with duties under the CDM Regulations 2015. To ensure health and safety is being appropriately managed on site, the Client Representative must make suitable arrangements for monitoring contractors during the construction phase. Arrangements for monitoring should be established at the earliest opportunity. When significant health and safety concerns or breaches are identified, the Client Representative must follow the Contractor Incident Notification Protocol (CINP) and ensure appropriate action is taken.

7.3 Accident and Incident Reporting

The Principal Contractor and Contractors must ensure all accidents and incidents are reported to the Client Representative as soon as possible. The Client Representative must ensure all incidents and accidents are reported to the relevant Corporate Health and Safety Advisor / Housing Maintenance Health and Safety Officer.

It is the responsibility of the Principal Contractor to ensure appropriate action is taken as a result of any incidents/accidents. However, when appropriate the relevant health and safety advisor/ officer must undertake a full accident investigation. Accident investigation reports and findings must be passed to the relevant Service Manager and Client Representative.

The Corporate Health and Safety Team must present a quarterly accident/incident report and any findings from accident investigations at the CDM Working Group.

7. Construction phase (cont'd)

7.4 Securing the Site

The Principal Contractor must take reasonable steps to prevent unauthorised access to the site. Duty holders must ensure operational requirements are also allowed to continue, such as household waste collection, without placing members of the public at harm.

Site boundaries must be clearly marked out using means depending on the risk, such as signage and fencing. Site plans and boundary plans must be communicated to surrounding residents and organisations which may be affected by the work.

7.5 Risks identified under Schedule 3

Under schedule 3 of The Construction (Design and Management) Regulations 2015, the following risks are identified:

1. Work which puts workers at risk of burial under earthfall, engulfment or falling from height, where the risk is particularly aggravated by the nature of the work or process use or by environment at the place of work or site;
2. Work which puts workers at risk from chemical or biological substances consisting at particular danger to the health or safety of workers or involving a legal requirement for health monitoring;
3. Work with ionizing radiation requiring the designation of controlled or supervised areas under regulation 16 of the Ionising Radiation Regulation 1999;
4. Work near high voltage power lines;
5. Work exposing workers to the risk of drowning;
6. Work on wells, underground earthworks and tunnels;
7. Work carried out by divers having a system of air supply;
8. Work carried out by workers in caissons with a compressed air atmosphere;
9. Work involving the use of explosives;
10. Work involving the assembly or dismantling of heavy prefabricated components

8. Handover

The arrangements for the handover of the project should be agreed at the earliest opportunity. During the handover the Client Representative should be provided with the following, where appropriate:

- The Health and Safety file;
- The building operational and maintenance manuals;
- As built drawings;
- Building user guides and manuals;
- Compliance certificates and documents;
- Guarantees and warranties;
- Keys, fobs, security codes etc.

Before the formal handover of the project, the Client Representative or appointed person should undertake an inspection of the site to ensure the project specification has been met. This inspection should be formally recorded and include any snagging.

9. Non-construction works

The Council has a legal and moral duty to ensure, so far as is reasonably practicable, the health, safety and welfare of their employees, other people at work on their site and members of the public who may be effected by the work. This duty also extends to contractors who are undertaking work on behalf of the council.

9.1 Management of Contractors

No matter how small the job, or how fast it needs to be completed, health and safety must be considered. In order to effectively manage contractors and hazards the following must be considered:

1. Planning: Define the job;
Identify the hazards; Assess the risks;
Eliminate and reduce the risks identified; Contractor monitoring arrangements; Contractor risk assessments and method statements.
2. Working on Site:
Are contractors required to sign in and out of site? Name of contractors who will be attending site?
Has the appropriate access been provided?
3. Monitoring:
Ensure contractors are following all control measures outlined within risk assessments and method statements;
Check the work has been completed to the agreed standard.

9.2 Risk Assessments and Method Statements

Under The Management of Health and Safety at Work Regulations 1999, contractors have a responsibility to undertake a suitable and sufficient risk assessment of the work they undertake. Their risk assessment and method statements should fit in with your own, when appropriate.

In order for contractors to prepare a suitable and sufficient risk assessment, the relevant Line Manager must provide contractors with information about the job, hazards, persons effective etc.

Under the Management Regulations, employers with 5 or more employees must record the significant findings of any risk assessment. In order to ensure all hazards are controlled as far as is reasonably practicable, all contractors undertaking work for, or on behalf of the Council must provide a written record of their risk assessment for the work.

When appropriate the relevant Line Manager should provide support to smaller contractors (those with less than 5 employees). All contractor risk assessments and method statements must be reviewed by the relevant Line Manager. Line Managers should contact a member of the Corporate Health and Safety Team for further advice and guidance if required.

10. Contractor incident notification protocol

The Council has a legal duty to ensure that the Principal Contractor complies with their legal duties under the CDM Regulations. Therefore, it is the responsibility of the Client Representative managing the project to make suitable arrangements to regularly monitor contractor's health and safety practices onsite.

Breaches in health and safety legislation and safety standards must not be ignored. If breaches in legislation or poor health and safety practices are observed during a site inspection, the Contractor Incident Notification Protocol (CINP) must be followed.

If the Client Representative becomes aware of any incident raised during a site visit, the flowchart set out in Appendix 2 must be followed.

All action/potential action taken by a Client Representative under the CINP must be reported to the CDM Working Group for further consultation.

11. CDM Working Group

The CDM Working Group will fulfil the requirements of consultation on health, safety and welfare as laid down in the relevant legislation and regulation. It will also act as a group to help those responsible managers to effectively manage construction projects and contractors in relation to health and safety policies, procedures, and practises.

The CDM Working Group will convene quarterly and provide the relevant managers and employees with:-

- A facility to ensure all services are following their legal requirements as outlined under The Construction, Design and Management Regulations (CDM) 2015 and all relevant Council policies, arrangements and procedures;
- A culture of co-operation and trust through listening, gaining a better understanding and collective problem solving;
- A facility to consult on ongoing health and safety concerns and issues with contractors;
- A facility to identify potential risks within current on-going projects and future

projects. The principle functions of the Working Group are to:-

- Consider and comment on the introduction of any measures, initiatives, equipment or process which may substantially affect the health, safety or welfare of employees, public or contractors;
- Develop measures, procedures and information to eliminate reduce, isolate and control risk;
- Plan and organise health and safety training;
- Monitor service compliance with health and safety legislation and industry standards;
- Monitor and provide statistical analysis of contractor incidents;
- Present accident investigation reports and findings;
- Consider all safety issues raised by both employee and employer side and take action as appropriate;
- Provide regular updates to project sponsors.

11.1 Membership

Role	Job title
Working Group Sponsors	<ul style="list-style-type: none"> • Executive Head of Operations • Executive Head of Governance & Housing • Executive Head of Finance and Corporate Services
Working Group Champions	<ul style="list-style-type: none"> • Service Manager - Housing Maintenance (Operations) • Service Manager - Housing Maintenance (Asset and Compliance) • Service Manager - Coastal • Service Manager - Estates and Valuations • Service Manager - Waste and Transport
Key Working Group Officers	<ul style="list-style-type: none"> • Corporate Health and Safety Manager • Corporate Health and Safety Advisor • Asbestos Management Officer • Housing Maintenance Health and Safety Officer • Asset Maintenance Manager • Civic Buildings and Facilities Manager • Estates and Valuation Manager
Supporting Officers	<ul style="list-style-type: none"> • Contract Relationship Officer - Procurement

12.Training

The Executive Management Team are responsible for ensuring all staff under their control have sufficient training, experience, knowledge, and skill to undertake their roles competently.

As a minimum, all employees who have responsibilities under this policy must attend a toolbox talk outlining their responsibilities in this policy and any associated arrangements.

Employees with greater responsibilities such as Service Managers, Line Managers and Client Representatives should attend additional CDM specific training to ensure they are competent to undertake their role.

Training should include:-

- Overview of the CDM Regulations;
- Client responsibilities under CDM 2015;
- Principal Designer responsibilities under CDM 2015;
- Risk assessments and method statements.

All training records, including toolbox talks must be recorded.

13. Legislation

- The Construction (Design and Management) Regulations 2015
- Health and Safety at Work Act 1974
- The Management of Health and Safety at Work Regulations 1999
- The Reporting of Injuries, Diseases and Dangerous Occurrences Regulation 2013
- The Control of Substances Hazardous to Health Regulation 2002
- The Provision and Use of Work Equipment Regulations 1998
- The Control of Asbestos Regulation 2012
- The Manual Handling Operations Regulations 1992
- The Work at Height Regulations 2005

14. Guidance

- L153 – Managing Health and Safety in Construction
- 1NDG411 – A short guide for clients on the CDM regulation 2015
- Citb - webpages
- HSE CDM webpages
- HSG159 – Managing Contractors

15.Appendices

Appendix 1 - Duty holder appointment letter templates

Appointment of Principal Contractor Under the CDM Regulation 2015

Dear xxx

In accordance with the requirements of Regulation 5(1) of The Construction, Design and Management Regulation 2015, in my role of Client, on behalf of New Forest District Council, I hereby appoint **name of organisation** as Principal Contractor for the **name of project and site location**.

Would you please acknowledge receipt of this Letter of Appointment?

Signed

Client Representative

Appointment of Principal Designer Under the CDM Regulation 2015

Dear xxx

In accordance with the requirements of Regulation 5(1) of The Construction, Design and Management Regulation 2015, in my role of Client, on behalf of New Forest District Council, I hereby appoint **name of organisation** as Principal Designer for the **name of project and site location**.

Would you please acknowledge receipt of this Letter of Appointment?

Signed

Client Representative

15. Appendices (cont'd)

Appendix 2 - CINP flowchart

The Council has a legal duty to ensure that the Principal Contractor complies with their legal duties under the CDM regulations. Therefore, it is the responsibility of the Client Representative managing the project to make arrangements to regular monitor contractor's health and safety practices onsite.

Breaches in health and safety legislation and safety standards must not be ignored. If breaches in legislation or poor health and safety practices are observed during a site inspection the Contractor Incident Protocol must be followed.

If the Client Representative becomes aware of any incident raised during a site visit the following process must be followed.



Actions arising from formal meetings

- Increase health and safety monitoring visits
- Improvement plan to improve health and safety performance of contractor
- Increase site management (contractor)
- Increasing the frequency in meetings with the contractor and client
- Termination of Contract

Decisions to terminate a contract will be made in consultation with the relevant Service Manager/s, Procurement and the Service Manager for Legal Services.

15. Appendices (cont'd)

Appendix 3 - CDM Working Group terms of reference

Introduction

The CDM Working Group will assist the Council in ensuring the safe and effective management of construction work activities. The CDM Working Group will act as a group to help those responsible managers effectively manage the risks related to construction work activities.

Context

The CDM Working Group will convene quarterly and provide relevant managers and employees with:

- A facility to ensure all services are following their legal requirements as outlined under The Construction, Design and Management Regulations 2015, Health and Safety at Work Act 1974 and all relevant Council policies, arrangements and procedures;
- A culture of co-operation and trust through listening, gaining a better understanding and collective problem solving;
- A facility to identify potential risks within current on-going projects and future projects.

Timing and process

It is understood that health and safety matters can require immediate action. It is expected that management will undertake such local and timely consultation with the relevant Health and Safety Advisor, Asbestos Management Officer and Housing Maintenance Health and Safety Officer. Subsequently, it is expected that matters with implications and impact for the Service as a whole are brought to the Working Group at the earliest practicable opportunity.

Matters of wider impact discussed at the Working Group will be disseminated as early as practicable, identified as actions in the notes of Working Group meetings.

Functions

The principal function of the CDM Working Group will be to:

- Report and be accountable to the Executive Management Team.
- Discuss all construction project related accident/incidents, including the action taken to prevent reoccurrence.
- Ensure consistency of approach to any notifiable and non-notifiable construction project related incidents and that they are investigated and managed appropriately.
- Ensure appropriate procedures are followed and those effected by any incidents are communicated to consistently and informatively, such as:
 - a) members of staff
 - b) tenants
 - c) contractors
 - d) members of the public

15. Appendices (cont'd)

Membership

Role	Job title
Working Group Sponsors	<ul style="list-style-type: none"> • Executive Head of Operations • Executive Head of Governance & Housing • Executive Head of Finance and Corporate Services
Working Group Champions	<ul style="list-style-type: none"> • Service Manager - Housing Maintenance (Operations) • Service Manager - Housing Maintenance (Asset and Compliance) • Service Manager - Coastal • Service Manager - Estates and Valuation • Service Manager - Waste and Transport
Key Working Group Officers	<ul style="list-style-type: none"> • Corporate Health and Safety Manager • Corporate Health and Safety Advisor • Asbestos Management Officer • Housing Maintenance Health and Safety Officer • Asset Maintenance Manager • Civic Buildings and Facilities Manager • Estates and Valuation Manager
Supporting Officers	<ul style="list-style-type: none"> • Contract Relationship Officer - Procurement

Operation of the Working Group

The chairman of each Working Group will be one of the relevant Working Group Champions as identified above.

For the meeting to be held, at least one responsible employee from each service identified must attend, additionally at least one competent Health and Safety Advisor/Officer must attend.

In the unlikely event one or more employees from responsible services are unable to attend the Working Group, all Working Group Champions must decide whether the CDM Working Group should be postponed until all relevant persons can attend.

Documents

- Minutes must be recorded and made available as soon as possible after their completion.
- Accident statistics will be circulated by a member of the Corporate Health and Safety Team 1 week prior to the meeting.
- The agenda and any specific papers for the CDM Working Group must be communicated 1 week before the meeting.
- All members of the Working Group are expected to read any specific papers prior to the meeting.

Agenda

Distribution	
Present	
Minutes	
Apologies	
Chairperson	

1. Introduction and welcome	Action
2. Previous minutes review	
All comments listed under updates	
3. Health and Safety Monitoring	
3.1. Accident/Incident Report observations	
3.2. Accident Investigations	
4. Procedures	
5. Site inspections	
6. On-going projects	
7. Training	
8. AOB	

CORPORATE AFFAIRS & LOCAL ECONOMY OVERVIEW & SCRUTINY PANEL – 23 SEPTEMBER 2021

REVIEW OF COMPLAINTS 2020/21

1. RECOMMENDATIONS

- 1.1 That the report be noted;
- 1.2 That Service Managers and Executive Heads be encouraged to ensure that employees respond appropriately to customers who appear not to have received an expected standard of service from the Council;
- 1.3 That Service Managers and Executive Heads be reminded to review complaints about their services regularly, and to implement any learning from them.

2. INTRODUCTION

- 2.1 This report provides an overview of complaints received, and dealt with, by the Council's Complaints Team during the period 1 April 2020–31 March 2021. It includes those complaints which the Council is aware were made to the Local Government and Social Care Ombudsman and the Housing Ombudsmen (the Council is not always advised of complaints made direct to the Ombudsmen). Some comparisons with previous years are included.

3. PROCEDURE AND RECORDING OF COMPLAINTS

- 3.1 The Council's Corporate Complaints Procedure can be found on the Council's [website](#). It provides that:
 - all complaints at stage 1 are dealt with by the relevant Service Manager;
 - if the complainant is not satisfied with the Service Manager's response, the complaint is dealt with at stage 2 by the relevant Executive Head; and
 - if the complainant remains dissatisfied, they may pursue their complaint to stage 3, when it is investigated by the Executive Head of Governance and Housing on behalf of the Chief Executive.
- 3.2 A tiered approach to complaints is commonplace amongst other authorities and in line with Local Government and Social Care Ombudsman and Housing Ombudsman advice.

4. INFORMATION GOVERNANCE AND COMPLAINTS TEAM

- 4.1 Following a recent review of the Information Governance and Complaints arrangements at the Council, undertaken by the Executive Head of Governance and Housing and the Executive Head of Finance and Corporate Services, there have been some changes to the central team with responsibility for corporate complaints.
- 4.2 One of the Council's Solicitors has now been appointed as the Information Governance and Complaints Manager and reports directly to the Executive Head of Governance and Housing on all Information Governance and Complaints matters. The role of the Information Compliance and Complaints Officer remains as it was

previously and, there has been the appointment of a new Information Governance and Complaints Assistant.

- 4.3 These new arrangements are intended facilitate the Council's Information Governance agenda and support the efficient handling of corporate complaints.

5. COMPLAINTS FOR 2020/21

- 5.1 Please see the following tables of information which all provide a breakdown of information for 2020/21 compared to 2019/20:

- **Appendix 1** - Complaints received by the Council
- **Appendix 2** - Complaints referred to the Local Government and Social Care or the Housing Ombudsman.
- **Appendix 3** – Complaints found to be justified locally and financial settlements.

- 5.2 At meeting of the Corporate Overview and Scrutiny Panel on, 24 September 2020, officers undertook to provide members with a visual representation of any trends in relation to corporate complaints. Accordingly, **Appendix 4** has been prepared. This covers the years 2017/18, 2018/19, 2019/20 and 2020/21 with a comparison of the total number of complaints per year, together with a comparison between complaints by business area and findings locally for the years 2019/20 and 2020/21.

- 5.3 It will be noted that a total of 73 complaints were received and logged in 2020/21, compared with 78 in 2019/20, 97 in 2018/19 and 66 in 2017/18.

6. COMPLAINTS TO THE LOCAL GOVERNMENT OR THE HOUSING OMBUDSMAN

- 6.1 On 21 July 2021, the Local Government and Social Care Ombudsman wrote to the Council with an annual review letter, providing statistical information regarding complaints received about the Council. The total number of Local Government and Social Care Ombudsman complaints recorded by the Council for 2020/21 was 7. Of those 7 only 3 were subject to detailed investigations and 1 complaint was upheld (33%). This was regarding Planning Development and there was no injustice caused as included in **Appendix 2**. The average number of complaints upheld in similar authorities was 53%.

- 6.2 The Ombudsman will generally not investigate a complaint unless the complainant has exhausted all stages of a Council's Corporate Complaints Procedure. However, there are instances where complainants contact the Ombudsman directly and, therefore, in **Appendix 1**, there are some examples where a complaint is being recorded as having progressed to the Ombudsman without being recorded as having progressed to Level 3 of the Council's Corporate Complaints Procedure.

- 6.3 For the year 2020/21 there were no complaints to the Housing Ombudsman.

7. HOUSING OMBUDSMAN'S COMPLAINT HANDLING CODE

- 7.1 In July 2020 the Housing Ombudsman published a Complaint Handling Code. This Code has been prepared to provide a high-level framework to support landlords in handling housing related complaints.

- 7.2 One of the requirements of the Code is that landlords are expected to carry out regular self-assessments against it and take appropriate action to ensure that

complaint handling is in line with the Code. The initial self-assessment was due to be completed and published by 31 December 2020. The Council carried out the self-assessment and it is published on the Council's [website](#).

- 7.3 In accordance with the Code, the Council is required to report the outcome of the self-assessment to elected members. A copy of the Council's 2020 self-assessment is included as **Appendix 5**.

8. LEARNING FROM COMPLAINTS

- 8.1 It remains important for Services to review each complaint received and, where appropriate, to take action to avoid or to minimise complaints of a similar nature. As part of their initial responses to any complaints received, Service Managers are expected to address any underlying causes that might remove the reason for the complaint.
- 8.2 If complaints are escalated to Stage 2, the Executive Head will examine the reasons for the complaint and, if considered appropriate, ensure that changes in practices are put in place.
- 8.3 When undertaking stage 3 reviews or responding to complaints to an Ombudsman, the Executive Head of Governance and Housing will discuss the complaint with the relevant Service Manager and/or the appropriate Executive Head, and encourages actions or changes. If the matter is one which appears to affect other services as well, those services are involved.

9. CONCLUSIONS

- 9.1 The Council's Corporate Complaints Procedure continues to provide a robust system for investigating and resolving complaints.
- 9.2 It is important that all services of the Council accurately record complaints received and notify the Information Governance and Complaints Team so that proper records are maintained and action monitored.
- 9.3 The Ombudsman has upheld one complaint for the period 1 April 2020 to 31 March 2021. This was regarding Planning Development and there was no injustice caused.

For further information please contact:

Amanda Wilson
Information Governance and Complaints Manager
Tel: 023 8028
Email: Amanda.wilson@nfdc.gov.uk

or

Karen Grimes
Information Compliance and Complaints Officer
Legal Services
Tel: 023 8028 5301
Email: karen.grimes@nfdc.gov.uk

Background Papers:

Public documents and
exempt info

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NUMBER OF NEW COMPLAINTS BY SERVICE AREA 2020/21

Service	Complaints received	Progressed to level 3	Progressed to Ombudsman	Started at Ombudsman
Building Control	0			
Cemeteries	0			
Coastal (Beach Huts)	0			
Community Alarms	0			
Corporate Complaints	0			
Legal	2		1	
Environmental Health	1			
Elections	0			
Grounds Maintenance	0			
Health & Leisure	1			
Housing – Private Sector Housing	2		1	
Housing – Maintenance	10	1		
Housing – Estate Management	4	1		
Housing - Options	17	2		
Housing – Strategy & Development	1	1		
HR	0			
ICT	0			
Parking	4			
Dog Warden	1			
Planning – Development Control	12	9	3	
Planning – Enforcement	0		1	
Planning – Policy & Strategy	2			
Street Scene	3			
Tax & Benefits	4			1
Tree Team	4			
Waste & Recycling	5			
Total	73	14	6	1

NUMBER OF COMPLAINTS BY SERVICE AREA 2019/20

Service	Complaints received	Progressed to level 3	Progressed to Ombudsman	Started at Ombudsman
Building Control	1			
Cemeteries	4			
Coastal (Beach Huts)	2	1	1	
Community Alarms	1			
Corporate Complaints				2
Environmental Health	3	3	1	
Elections	4	3		
Grounds Maintenance	1			
Health & Leisure	3			
Housing – Private Sector Housing	2	1		
Housing – Maintenance	7	2		
Housing – Estate Management	8	4		1
Housing - Options	5	4		
HR	1			
ICT	2			
Parking	2		1	
Planning – Development Control	13	5		
Planning - Enforcement	6	3	1	
Street Scene	4			
Tax & Benefits	2			
Tree Team	1			
Waste & Recycling	6	1		
Total	78	27	4	3

COMPLAINTS TO OMBUDSMAN BY SERVICE AREA 2020/21

APPENDIX 2

65

Service	Ombudsman	Details	Ombudsman's Decision
Planning - Development Control	3	<ol style="list-style-type: none"> 1. Council didn't deal with the new build application correctly 2. Lack of response to enquiry and issues raised regarding project 3. Concerns with Officer's report re development next door 	<p>Upheld.—No maladministration No injustice. Failed to identify a breach during initial visit</p> <p>Closed after initial enquiries - Out of jurisdiction</p> <p>Not investigated. Late complaint (over 12 months)</p>
Planning – Enforcement	1	Fence - Enforcement case	Closed after initial enquiries – Out of jurisdiction.
Housing – Private Sector	1	Refused rent in advance and deposit scheme regarding renting out property to tenant	Not upheld – No maladministration
Tax & Benefits	1	Refusal for a small business grant fund application. Minstead Community Shop Ltd	Not upheld - No maladministration
Legal/Corporate Complaints	1	Parish Councilor complaint	Closed after initial enquiries - no further action
Total	7		

Complaints to Ombudsman 2019/20

Service	Ombudsman	Details	Ombudsman's Decision
Environmental Health	1	Noise nuisance regarding cockerel crowing	Not upheld. No maladministration
Beach Huts	1	Quality of beech hut doors	Not upheld No maladministration

Parking	1	Oak Road car park, Dibden Purlieu – request for enforcement by the Council.	Declined to investigate. Complaint made outside the normal 12-month period.
Planning	1	Land ownership/boundary dispute between neighbours	Closed after initial enquiries – Dispute for the courts
Housing Management	1	Neighbour dispute. Concerns over data protection	Closed after initial enquiries - Out of jurisdiction
Legal/Corporate Complaints	2	1. Persistent complainant status 2. Persistent complainant status & breaching privacy	Will not investigate – No evidence of fault by the Council Closed after initial enquiries – No further action
Total	7		

NUMBER OF COMPLAINTS CONSIDERED JUSTIFIED OR PARTLY JUSTIFIED INTERNALLY - 2020/21

Service	Total Complaints	Justified or Partly Justified including delay in dealing with complaint (along with apology offered)	Financial settlements
Building Control	0		
Cemeteries	0		
Coastal (Beach Huts)	0		
Community Alarms	0		
Corporate Complaints	0		
Legal	2	2 (Data breach incidents in connection with a subject access request response)	2 (2 x £400 good will gesture).
Environmental Health	1		
Elections	0		
Grounds Maintenance	0		
Health & Leisure	1		
Housing – Private Sector Housing	2		
Housing – Maintenance	10	9 (Delays & incorrect information provided. Delay with maintenance. Damage to flooring, leaking roof and damage to walls. Lack of action regarding roof repair. Council driver speeding. Works not completed properly by contractor)	1 (£200 Contributory payment towards replacement flooring).
Housing – Estate Management	4	1 (Rodent issue from neighbouring property)	
Housing - Options	17	14 (Online home search not working. Delay & lack of response re housing need. Lack of response to emails. No help with housing situation. Decision process for allocating housing priority. Issues with temporary accommodation. Unhappy with priority band. Complaint re conduct of council officer).	1 (£250 Compensation for additional costs and inconvenience caused). 2 (£1,200. Value of loss for disposal of contents plus time and trouble). 3 (£78.86. Full amount that was paid in respect of the rent for the property).
Housing - Strategy & Development	1		
HR	0		

ICT	0		
Parking	4		
Dog Warden	1		
Planning – Development Control	12	5 (Lack of response to enquiry. Inconsistencies with planning permission. Complainant didn't receive a comprehensive reply. Lack of response to issues raised and information not provided)	
Planning - Enforcement	0		
Planning – Policy & Strategy	2	1 (Error made by officer regarding TPO application due to lack of clarity given in the application)	
Street Scene	3	2 (Wrongful removal of vehicle. Overnight parking and litter left)	
Tax & Benefits	4	1 (Council tax charges)	
Tree Team	4	1 (Delayed contact regarding encroaching tree)	
Waste & Recycling	5	4 (Garden waste non collection. Non delivery of waste sacks for years. Stack pile of sacks left on drive)	
Total	73	40	6

NUMBER OF COMPLAINTS CONSIDERED JUSTIFIED OR PARTLY JUSTIFIED LOCALLY 2019/20

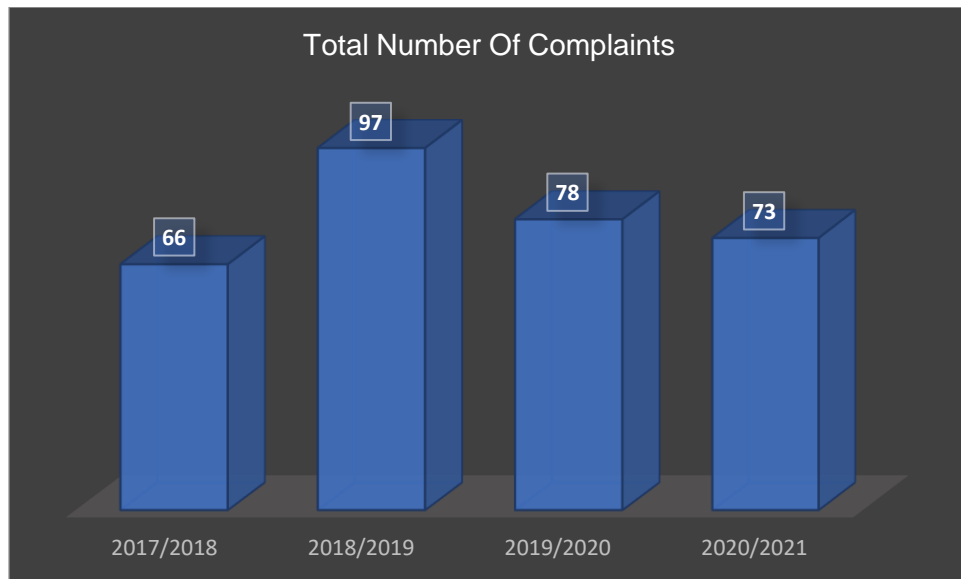
Service	Total Complaints	Justified or Partly Justified including delay in dealing with complaint (along with apology offered)	Financial settlements
Building Control	1		
Cemeteries	4	2 (help required completing forms for transfer of exclusive right of burial)	1 (£30 application fee refunded for ashes plot)
Coastal (Beach Huts)	2		
Community Alarms	1		
Environmental Health	3		
Elections	4	1 (incorrect information provided when talking to the department about registration)	

Grounds Maintenance	1	1 (lack of grass cutting)	
Health & Leisure	3	1	1 (Swimming lessons - refunded 1 lesson at Lymington £6.50 gave 6 months on the swim fit class at New Milton priced at £130)
Housing – Private Sector Housing	2	2	2 (£100 goodwill gesture regarding disabled facilities grant; £250 goodwill gesture regarding
Housing – Maintenance	7	6 (issues relating to lack of grounds maintenance. Uncompleted work access rd to garages. Lack of action regarding bathroom improvements)	3 (£1,000 goodwill payment for damp, structural issues and offered to rehouse; 2 x £750 goodwill payment for delay in carrying out remedial works)
Housing – Estate Management	8	4 (issues relating to delay with response to H&S issues raised at sheltered housing. Lack of action with housing priority)	
Housing - Options	5	2	2 (£350 goodwill gesture regarding non communication in respect of notification on warning markers register; £69 reduction in debt owed due to error in advice)
HR	1		
ICT	2	1 (Form on website timed out without warning)	
Parking	2		
Planning – Development Control	13	10 (service issues relating to the Council's handling of planning matters, including delays/lack of response in responding to complaints, error in letter, inconsistencies at site visit)	
Planning - Enforcement	6	2 (delay with responding to complaint)	
Street Scene	4	1 (Lack of action or response re reports of street mess)	
Tax & Benefits	2	1	1 (£290 repayment)

Tree Team	1		
Waste & Recycling	6	5 (issues relating to continued missed bins, lack of garden waste collection, paint tins and batteries not allowed in waste sacks, lack of assisted collection)	
Total	78	39	10

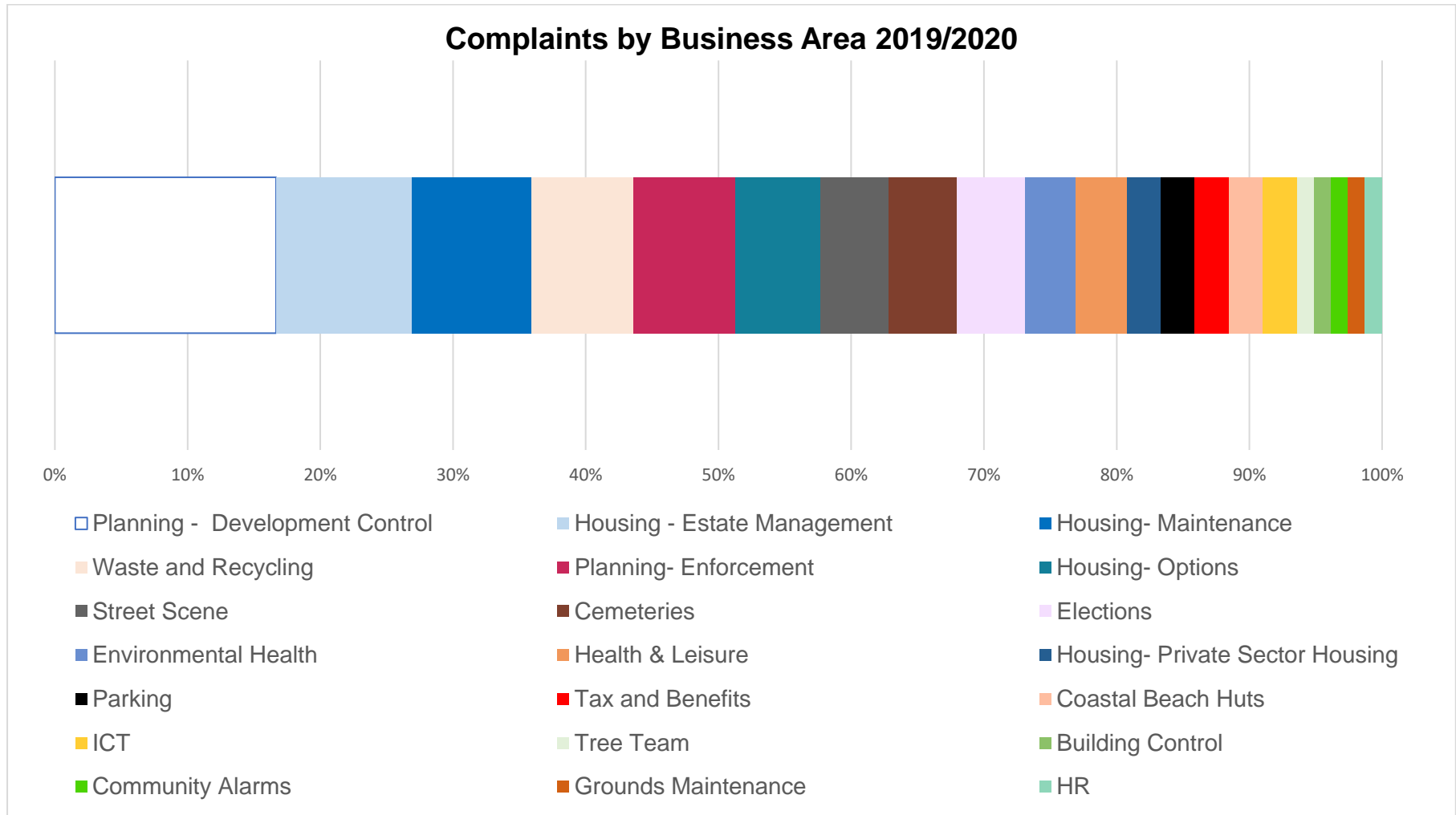
1. COMPARISON OF TOTAL NUMBER OF COMPLAINTS PER YEAR

Total number of complaints received 2017/2018, 2018/2019, 2019/2020 and 2020/2021

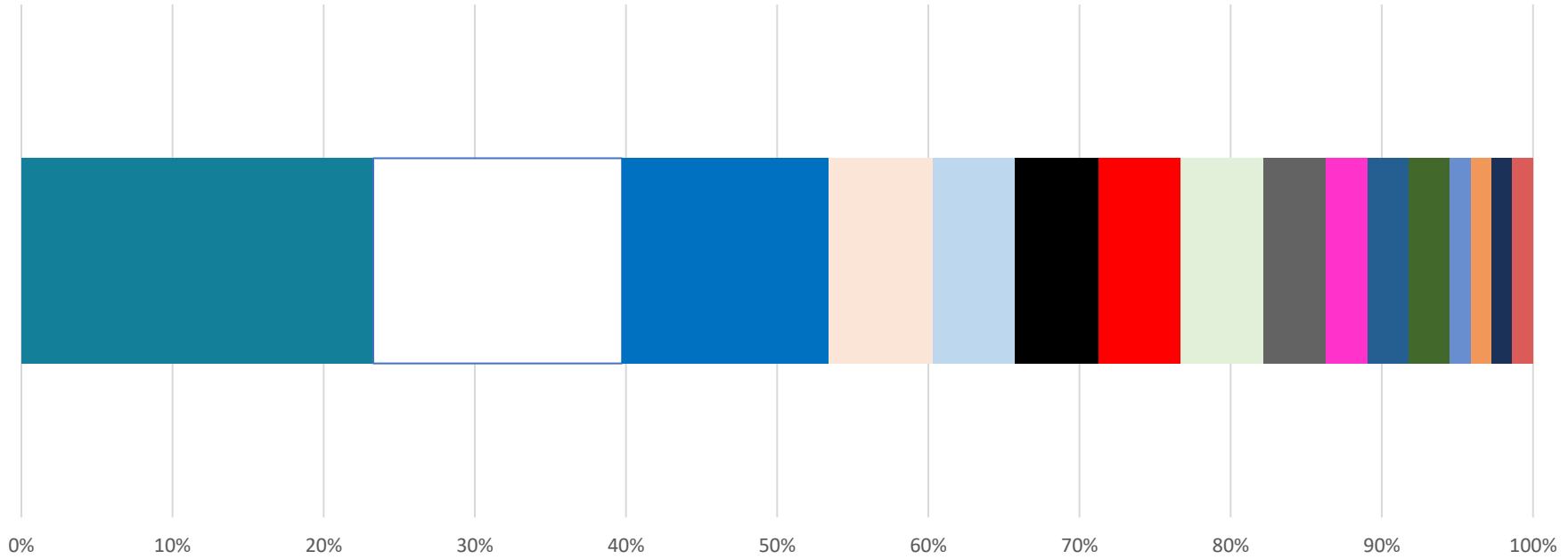


Total number of complaints received in 2020/2021 is 73, this is reduction of 6.4% from 2019/2020 when there was 78.

2. COMPARISON OF COMPLAINTS RECEIVED BY BUSINESS AREA FOR 2019/2020 AND 2020/2021

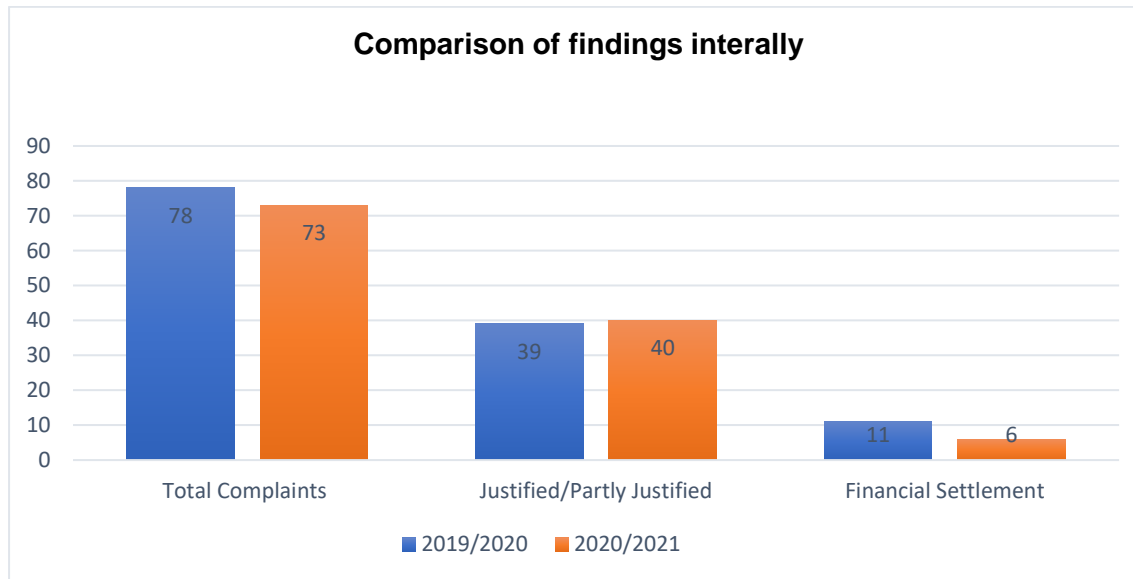


Complaints by Business Area 2020/2021



- Housing- Options
- Planning- Development Control
- Housing- Maintenance
- Waste and Recycling
- Housing - Estate Management
- Parking
- Tax and Benefits
- Tree Team
- Street Scene
- Legal
- Housing- Private Sector Housing
- Planning - Policy and Strategy
- Environmental Health
- Health & Leisure
- Housing -Strategy and Development
- Dog Warden

3. COMPARISON OF FINDINGS INTERNALLY FOR 2019/2020 AND 2020/2021



The number of complaints found to be justified/partly justified internally by NFDC has increased by 2.5% between 2019/2020 and 2020/2021. The number of complainants that have been offered a financial settlement by NFDC has reduced by 45% between 2019/2020 and 2020/2021.

Housing Ombudsman Complaint Handling Code: Self-assessment form

Compliance with the Complaint Handling Code			
1	Definition of a complaint	Yes	No
	Does the complaints process use the following definition of a complaint? <i>An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.</i>	Yes	
	Does the policy have exclusions where a complaint will not be considered?	Yes	
	Are these exclusions reasonable and fair to residents? Evidence relied upon: <i>Our complaints policy has procedures to deal with persistent and unreasonable complaints. These are dealt with on a case by case basis</i>	Yes	
2	Accessibility		
	Are multiple accessibility routes available for residents to make a complaint?	Yes	
	Is the complaints policy and procedure available online?	Yes	
	Do we have a reasonable adjustments policy?	<i>Our complaints policy details the alternative formats available and how to request these</i>	
	Do we regularly advise residents about our complaints process?	Yes	
3	Complaints team and process		
	Is there a complaint officer or equivalent in post?	Yes	
	Does the complaint officer have autonomy to resolve complaints?	Yes	
	Does the complaint officer have authority to compel engagement from other departments to resolve disputes?	Yes	
	If there is a third stage to the complaints procedure are residents involved in the decision making?		<i>No - not currently</i>
	Is any third stage optional for residents?	Yes	

	Does the final stage response set out residents' right to refer the matter to the Housing Ombudsman Service?	Yes	
	Do we keep a record of complaint correspondence including correspondence from the resident?	Yes	
	At what stage are most complaints resolved?	Stage 1	
4	Communication		
	Are residents kept informed and updated during the complaints process?	Yes	
	Are residents informed of the landlord's position and given a chance to respond and challenge any area of dispute before the final decision?	<i>Tenants are able to ask for a review of a decision made under level 1 and 2 of the procedure, with the final level 3 decision taken by the Executive Head on behalf of the Chief Executive</i>	
	Are all complaints acknowledged and logged within five days?	Yes	
	Are residents advised of how to escalate at the end of each stage?	Yes	
	What proportion of complaints are resolved at stage one?	<i>The Majority of complaints are resolved at stage 1</i>	
	What proportion of complaints are resolved at stage two?	<i>Any complaints escalated to stage 2 or 3 are resolved with a very small number being referred to the Housing Ombudsman (in 2019/20 this amounted to 1 referral)</i>	
	What proportion of complaint responses are sent within Code timescales? <ul style="list-style-type: none"> • Stage one Stage one (with extension) • Stage two Stage two (with extension) 	<i>Stage 1 - majority (small minority required extension, all responded to within extension deadline) Stage 2 - majority (with extension – all)</i>	
	Where timescales have been extended did we have good reason?	Yes	
	Where timescales have been extended did we keep the resident informed?	Yes	
	What proportion of complaints do we resolve to residents' satisfaction	<i>Majority, with only one being referred to the Housing Ombudsman in 2019/20</i>	

5	Cooperation with Housing Ombudsman Service		
	Were all requests for evidence responded to within 15 days?	Yes	
	Where the timescale was extended did we keep the Ombudsman informed?	Yes	
6	Fairness in complaint handling		
	Are residents able to complain via a representative throughout?	Yes	
	If advice was given, was this accurate and easy to understand?	Yes	
	How many cases did we refuse to escalate? What was the reason for the refusal?	0	
	Did we explain our decision to the resident?	N/A	
7	Outcomes and remedies		
	Where something has gone wrong are we taking appropriate steps to put things right?	Yes	
8	Continuous learning and improvement		
	What improvements have we made as a result of learning from complaints?	<i>Any improvements identified by complaints officer are actioned</i>	
	How do we share these lessons with: a) residents? b) the board/governing body? c) In the Annual Report?	<i>Plans to share through annual report to residents</i> <i>Shared with Corporate Overview & Scrutiny Panel</i> <i>Plans to share through annual report being developed</i>	
	Has the Code made a difference to how we respond to complaints?	Yes	
	What changes have we made?	<i>Enhancing the role of the Ombudsman throughout procedure</i>	

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CORPORATE AFFAIRS AND LOCAL ECONOMY OVERVIEW AND SCRUTINY PANEL 23 SEPTEMBER 2021

THE PERFORMANCE OF THE NEW FOREST ECONOMY

1. RECOMMENDATIONS

- 1.1 That the Panel note the contents of the report.

2. INTRODUCTION

This report provides a snapshot of the performance of the New Forest Economy using headline data.

3. BACKGROUND

- 3.1 The New Forest economy is hugely diverse in terms of the geographical landscape of the district, the workforce which shapes the local economy and the businesses located within it.
- 3.2 The New Forest economy is amongst the largest in Hampshire, however its overall growth does not reflect this for a variety of reasons. An ageing workforce, an underrepresentation of high value added sectors and a high proportion of unskilled residents are all limiting factors.
- 3.3 These influences on the New Forest Economy, as well as the impact of the Covid pandemic, are demonstrated through a variety of different data sources.
- 3.4 This report provides a snapshot of the number of people claiming benefits principally for the reason of being unemployed. Future updates will cover other indicators including businesses demography (business births, deaths and survival rates). The business demography data for 2020 will be published in November 2021.

4. New Forest Economic Snapshot:

- 4.1 **National & South-East region Headlines relating to July 2021** (latest available data):

The latest update from the Economic & Business Intelligence Service, Hampshire County Council: Hampshire Monthly Labour Market Update (August 2021) stated:

'The UK economy accelerated with the relaxation of Covid-related restrictions, and adjusted for inflation, the UK's economy grew by 4.8% between April and June (Q2).

Office for National Statistics (ONS) Headline (Survey-based) Labour Market statistics shows the labour market in July continuing to rebound well, with record vacancies, a rise in employment and pay-rolled employees, and falling unemployment'.

There was a strong increase in demand for labour with a monthly increase in hiring intentions in Hampshire and Isle of Wight'.

- 4.2 **New Forest Claimant Count:**

The monthly Claimant Count is a measure of the number of people claiming benefits principally for the reason of being unemployed, based on administrative data from the

benefits system. The monthly Claimant Count rate is the best proxy for unemployment at the local level. There is a data lag of approximately six weeks from month end.

- 4.3 **The Claimant Count for ages 16-64 to July 2021:** The New Forest Claimant Count has been consistently lower than the national average but more closely aligned to the Hampshire average with both seeing similar rates and trajectories.

The chart in Appendix 1 shows the impact of Covid restrictions, and the resultant economic shock, on the New Forest Claimant Count from March 2020 onwards. In May 2020 this peaked at 4,435 individuals claiming benefits. This trajectory and rates closely mirrored that for Hampshire.

Latest figures for the period to July 2021 show a decrease in the Claimant Count for the New Forest, Hampshire and England as restrictions were relaxed and recruitment increased. In the New Forest, the influence of the hospitality sector and associated vacancies in seasonal roles meant the reduction in the Claimant Count was more pronounced than in the rest of Hampshire.

A chart illustrating the Claimant Count for ages 16-64 to July 2021 can be found at **Appendix 1.**

- 4.4 **The Claimant Count for ages 16-24 to July 2021:** Of the 4,435 individuals aged 16 – 64 claiming benefits in May 2020, approximately 835 were young people aged 16-24. The industries that typically employ young people: retail, hospitality and leisure, are all key sectors in the New Forest and all disproportionately impacted by the pandemic. As with the claimant count for all ages 16 – 64; the influence of the hospitality sector and associated vacancies in seasonal roles has resulted in a decrease in claimants since restrictions were lifted.

A chart illustrating the Claimant Count for ages 16-24 to July 2021 can be found at **Appendix 2.**

5. Initiatives to support the Economy

- 5.1 The Economic Development team are working with partners to provide access to training and support for those who are currently unemployed. Current initiatives include:

The Rebel Business School: 18 – 22 October 2021. This is a collaborative project with three other local councils. The award winning Rebel courses promote a new way of thinking and practical ways to get business ideas off the ground. It is targeted at both start up and early stage businesses and entrepreneurs. At a previous Rebel school in Dec 2020; 37% of the attendees were unemployed at the time the event started (many were referrals from Job Centre Plus). 35% of attendees started their businesses following the course and 65% were almost ready to start. Promotion of the scheme across the District will commence shortly and members will be provided with further information.

The Youth Employment Hub: Economic Development, with partners in Eastleigh Borough Council, Test Valley Borough Council and Winchester City Council, have combined with the DWP (Department of Work & Pensions) to develop a new 'Youth Employment Hub'. The Hub will support young people across the four districts and is a virtual, face to face (if restrictions allow) and telephone-based support service with resources and opportunities designed to connect, listen to and provide solutions for young people to find employment, enhance their career prospects and secure their futures. The project aims to reduce the barriers for young people aged 16-24 and will work closely with employers, training providers, schools and colleges to give young

people the chances they deserve. The project is currently recruiting advisers and will be formally launched later in the autumn. Further information is available at <https://www.newforest.gov.uk/article/1107/Employment-skills-and-training-support>

Supporting Young Entrepreneurs: Economic Development is working with partners to develop support for the next generation of entrepreneurs through a 'New Forest Young Entrepreneurs Programme' of events. This will provide young people with the skills and knowledge to help them consider self-employment as a career option. Further information will be available in due course.

6. CONCLUSIONS

- 6.1 It is important that there is an understanding of how our economy is performing and target initiatives to address identified issues. Future reports will be brought to the Panel tracking the performance of the economy of the District.

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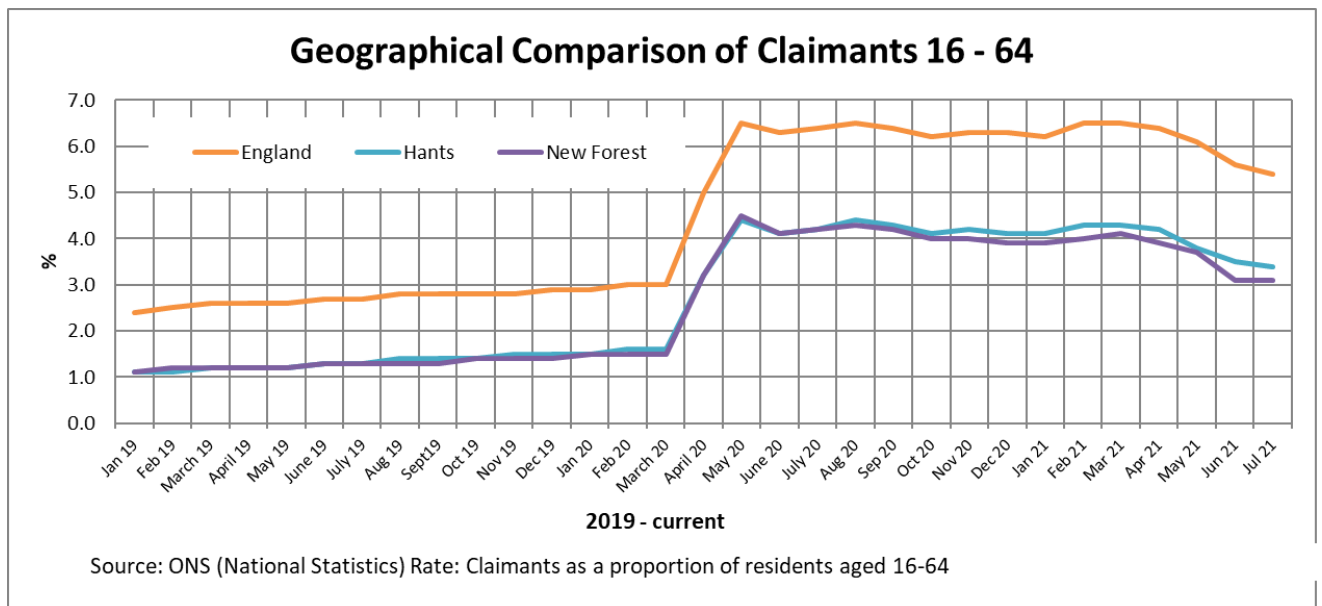
Background Papers:

Data Source: ONS (National Statistics)
Claimants as a proportion of residents
aged 16-64 & 16-24

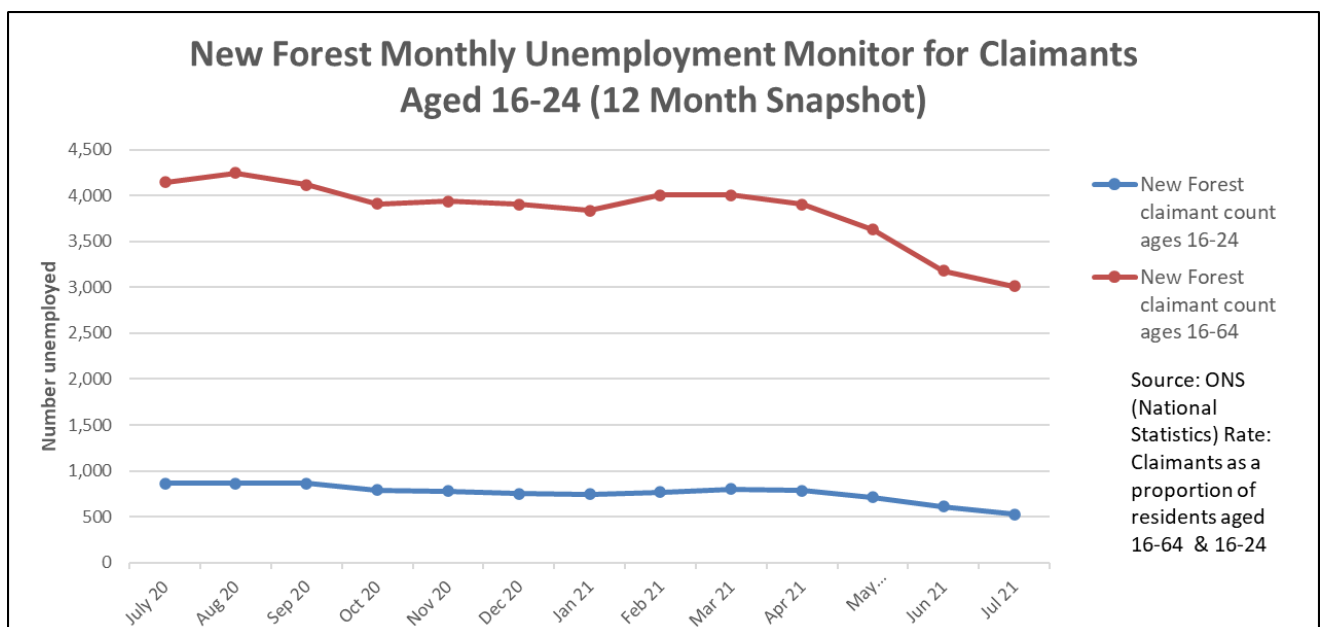
Economic & Business Intelligence
Service (EBIS), Hampshire County
Council:
Hampshire Monthly Labour Market
Update August 2021

Appendix

Appendix 1: Illustrating the Claimant Count as a proportion of residents aged 16-64 to July 2021



Appendix 2: Illustrating the Claimant Count as a proportion of residents ages 16-24 to July 2021



CORPORATE AFFAIRS AND LOCAL ECONOMY OVERVIEW & SCRUTINY PANEL – SEPTEMBER 2021

FILM:NEW FOREST REVIEW

1. RECOMMENDATIONS

- 1.1 That the Panel note the process of Film:New Forest
- 1.2 That the Panel establishes a Task and Finish Group to consider options for future working relationship with Creative England.

1. INTRODUCTION

- 1.1 The purpose of the report is to provide an update on the progress of the Film:New Forest Project and to seek agreement from the Panel to set up a Task and Finish Group to consider options for future working arrangements with Creative England.

2. BACKGROUND

- 2.1 At its meeting in November 2015, the Panel agreed that the Screen Tourism Task and Finish Group be set up:

‘To consider whether the Council should pay a subscription to Creative England, which would facilitate promotion of the New Forest for film making. If successful, it was hoped the initiative could result in companies wanting to film in the New Forest, with the related commercial benefits to hotels, the hospitality sector and other organisations’

- 2.2 The Task and Finish Group received a presentation from Creative England, and considered a range of evidence. At its meeting of the 17th March 2016 the Corporate Overview and Scrutiny Panel agreed the recommendation of the Screen Tourism Task and Finish Group:

That the Council enter into an enhanced Partnership Agreement (EPA) with Creative England for a four year commitment to include the Platinum level service at an initial cost of £12,000 for the first year to be reviewed after 12 months with a view to a lower cost investment in the subsequent three years.

- 2.3 The ‘Film:New Forest’ project was launched with the primary objective of creating film and television related spend in the local economy. Other objectives of the project are to boost visitor related spend through screen tourism and to provide young people with opportunities to work in the film and television industry by working alongside colleges and universities with specialities in this area.
- 2.3 Through this partnership with Creative England, Film:New Forest has been successful in securing a wide range of appropriate productions including film, documentaries and commercials. Each of these has provided valuable spend on local goods and services.
- 2.4 The Film:New Forest project is managed by the Council’s Economic Development Team.

3. ACHIEVEMENTS TO DATE

- 3.1 Since the project launch, NFDC have hosted a series of events under Film:New Forest branding. These have included information for businesses and residents on being a filming location, local crew networking evenings and educational events for local students to provide advice on securing a career in the film industry. The Crew networking events have benefitted from having an added dimension of training attached to them such as Securing Funding for your Filming Project with Creative England EPA providing access to quality speakers.
- 3.2 As part of the Creative England EPA a dedicated Website has been created www.filmnewforest.com together with a promotional film highlighting the New Forest as a filming location.
- 3.3 Film:New Forest has joined Film Offices UK (FO:UK) which has opened a network of other local authority film offices to enable NFDC to learn from established offices such as Liverpool, Manchester and Bristol.
- 3.4 In 2019 Film:New Forest invested in a new location management system called 'Movie Site'. This system allows for location owners to register properties themselves and to manage their details should any changes occur at the property. Movie Site is also used by several other film offices within the UK, many of whom are members of FO:UK. This system is also used daily by Creative England when it creates location briefs for various productions. This promotes New Forest locations at a national and international level.
- 3.5 Since Film:New Forest was established filming projects have injected over £3.82 million into the New Forest economy. During this time locations across New Forest District have featured in films some examples include 'Star Wars – A Solo Story', ITV's 'Unforgotten' and the Channel 4 documentary 'A Year in the New Forest'. Season 3 of the Netflix drama 'The Crown' was shot at Rhinefield House and on Ornamental Drive.
- 3.6 A project steering group consisting with representatives from NFDC, National Park Authority, Forestry England, local colleges and local businesses support the project. This group has significant value for the project and has helped to overcome the resistance and barriers to delivering filming projects in the New Forest.
- 3.7 New Forest District Council was 'Highly Commended' in the FSB Wessex Regional Local Authority Small Business Friendly Awards 2018 in recognition of Film:New Forest in the category of Most Innovative Small Business Friendly Programme, Campaign or Project.
- 3.8 The New Forest Film Festival took place from 8th to 16th June 2019. The festival celebrated films with a New Forest connection and promoted local talent whilst generating an economic boost to the local economy. The festival saw a total of 46 events held across the district in 15 venues and included the area's first ever Comic Con, workshops, Q&As hosted by local film makers and short-film competitions. Over 3,000 people took part in one or more of the events during the festival. As well as supporting the local talent in the New Forest, it is estimated this activity generated a £15,000 boost to the New Forest economy.
- 3.9 In May 2019, Film:New Forest were invited to be a guest speaker on the panel at the inaugural Creative England Filming in England Summit as a case study of being a proactive local authority who make the most of the film and TV industry to boost the local economy.
- 3.10 In collaboration with FO:UK, Film:New Forest attended FOCUS in 2018 and 2019. FOCUS is an international exhibition aimed at all the creative screen industries – including film, TV, advertising, animation and interactive – and is the only UK trade

event where attendees can meet with content makers, film commissions, production services and locations providers from over 60 countries. This raised the profile of New Forest as a filming destination.

- 3.11 The Pandemic paused filming nationally for a period, active has resumed over the past months.

4. FUTURE OPTIONS

- 4.1 While the current partnership agreement with Creative England ended on 30th September 2020. There are some outstanding elements of the agreement yet to be delivered which were postponed due to COVID. There has continued to be a working relationship with Creative England with a one year rolling Enhanced Partnership Agreement.
- 4.2 Several options have been identified for the future development of the Film: New Forest Project. Considerable momentum has been gathered over the past four years which will need to be reflected in the terms of any subsequent Agreement. As such, these options need to consider how best a new project could add value to the work which has already taken place.
- 4.3 One example of this is that over the last four years, it has become clear that 'interactive entertainment' is an emerging and rapidly growing sector within the creative industry. Creative England has recognised this and the benefits this brings to local economies and a 2019 study by The Entertainment Retailer Association found that at £3.86bn, the UK industry is now larger than video and music combined.
- 4.4 The scope of the interactive entertainment sector is vast and stretches significantly beyond the mainstream game console or PC gaming market. For example, mobile gaming is a rapidly expanding market which often incorporates interaction with the surrounding natural environment.
- 4.5 Development of local skills has emerged as an important component of the Film:New Forest Project. Any future development of the project to incorporate interactive entertainment should consider this to include animation, graphic design, coding and audio engineers. The district's colleges and surrounding universities have strong representation in these subject areas.
- 4.5 Appendix A sets out the 5 options for future development of the Film: New Forest project. These range from no further (EPA) agreement to a dual focused approach supporting Interactive Entertainment and Filming in equal measure. Initial work has been done to identify the case for each option.

5. FINANCIAL IMPLICATIONS

- 5.1 There will be financial implications in all but one of the options detailed in Appendix 1. Funding for the EPA has historically come from the Initiative Budget, all options could be funded from this budget.

For further information contact:

Claire Upton-Brown

Background Papers:

Published Document: Economic

**Executive Head for Planning, Regeneration
and Economy**

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Business Support Officer
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natasha.davies@nfdc.gov.uk**

Development Strategy 2018-2023

**Published Document: Minutes COSP
17.3.16**

**Published Document: Screen Tourism
Task and Finish Group 17th-Mar-2016
09.30 Corporate Overview and Scrutiny
Panel**

Appendix A

Option	Detail	Advantage	Disadvantage	Cost (Over 4 years)
1	No future Enhanced Partnership Agreement (EPA) with Creative England. This means Film:New Forest will operate entirely independently with no support from Creative England	No costs to be incurred by NFDC	<p>Lost momentum on achievements made to date</p> <p>No ongoing support of existing initiatives (e.g. Crew Nights, Film Festival, Training etc.)</p> <p>Reduced likelihood of attracting key filming projects owing to lower profile of the New Forest as a location resulting in lost income generated for local businesses</p>	£0
2	New EPA with Creative England focused solely on Filming (as per existing arrangement)	<p>Maintaining of the strong relationships with Creative England which have aided the project significantly to date</p> <p>Would enable the project to build on success already achieved, enhancing Film:New Forest as an established brand</p> <p>Would deliver project outcomes which are measurable (e.g. spend generated in the local economy)</p>	Would limit the scope of the project and not allow for support of a quickly emerging and growing sector	£28-30k
3	New Creative England EPA focusing solely on interactive entertainment	<p>Focus on a sector which is rapidly growing and has high value with low environmental impact</p> <p>Ability to engage with local colleges and universities offering qualifications in this sector</p>	<p>Insufficient existing business base to justify full EPA at this stage</p> <p>Lack of measurable outcomes (e.g. spend generated in the local economy cannot be calculated)</p>	£28-30k
4	Two separate EPAs (one each for Interactive Entertainment and Filming)	Would allow equal prominence to be given to both Film and Interactive Entertainment sectors	<p>Cost prohibitive</p> <p>Insufficient internal resources to be able to deliver value across two separate EPAs</p>	£56-60k
5	Single EPA which covers elements of both Filming and Interactive Entertainment	<p>Enables support for both sectors</p> <p>Allows for integration of currently disjointed Interactive Entertainment and Filming sectors which have many commonalities</p> <p>Maintains support for Filming whilst developing the Interactive Entertainment sector which is currently too small to justify its own agreement</p> <p>Works towards achieving aims of Economic Development Strategy (Skills, retention of workforce)</p>	Diluting of the currently very clear objectives	£28-30k

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CORPORATE AFFAIRS & OVERVIEW AND SCRUTINY PANEL – 23 SEPTEMBER 2021

THE CORPORATE PLAN 2020-2024 – ‘COMMUNITY MATTERS’ (REVISED 2021)

1. RECOMMENDATIONS

- 1.1 That the Panel;
 - a) Considers revisions to the corporate plan 2020-2024, ‘Community Matters’ following changes in Portfolio responsibilities and taking into account the impact of Covid-19 on priorities; and
 - b) Provides feedback to Cabinet on the revised plan.

2. INTRODUCTION & PURPOSE

- 2.1 In March 2020 Cabinet approved the Corporate Plan for 2020 to 2024 entitled ‘Community Matters’.
- 2.2 The Corporate Plan is the single most important strategy that shapes the way the Council works and defines its ambitions. In doing so it brings together strategic and service objectives, helping the organisation to work towards the same vision, values and priorities. It is underpinned by a suitable and proportionate performance management framework that monitors delivery of the plan.
- 2.3 Although the plan sets out the four-year strategic direction, the impact of the pandemic and the change in portfolio responsibilities has given rise to an interim review of the plan to ensure that priorities continue to reflect the needs of the community, to update associated actions and to align responsibilities with the new Cabinet structure that came in to effect in April 2021.
- 2.4 The revised plan is attached at Appendix 1, reflecting the strategic priorities of each portfolio and accompanied by an action plan for delivery that is updated annually.

3. DELIVERING THE PLAN

- 3.1 The Corporate Plan informs the Medium Term Financial Plan to ensure the available resources are appropriately directed to deliver the vision and priorities. Its delivery will continue to be supported by a proportionate performance management framework that will ensure priorities and necessary actions filter through to portfolio resource planning and service action plans. Portfolio dashboards will be updated to reflect the changes to the plan and will continue to be presented regularly to the appropriate overview and scrutiny panels.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from this report, although a clear focus of the plan continues to be financial responsibility and ensuring value of money for the tax payer.

5. CRIME & DISORDER, EQUALITY & DIVERSITY AND ENVIRONMENTAL IMPLICATIONS

5.1 Community Matters contributes to positive outcomes in each of these areas, as detailed within the plan itself.

For Further Information Please Contact:

Background Papers

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The Corporate Plan 2020-2024 ‘Community
Matters’ – Cabinet 4 March 2020

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Community Matters Corporate Plan 2020-2024

**Delivering a prosperous
New Forest and putting
the community first**



Introduction

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

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

Sustainability and the protection of our natural resources, as well as support for the local economy, run through this plan. With each portfolio contributing towards these two significant issues and placing them at the heart of all our decisions.

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

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

Vision

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

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

Values

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

Community

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

Teamwork

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

Integrity

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

Services

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

Ambition

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

Leader's PORTFOLIO

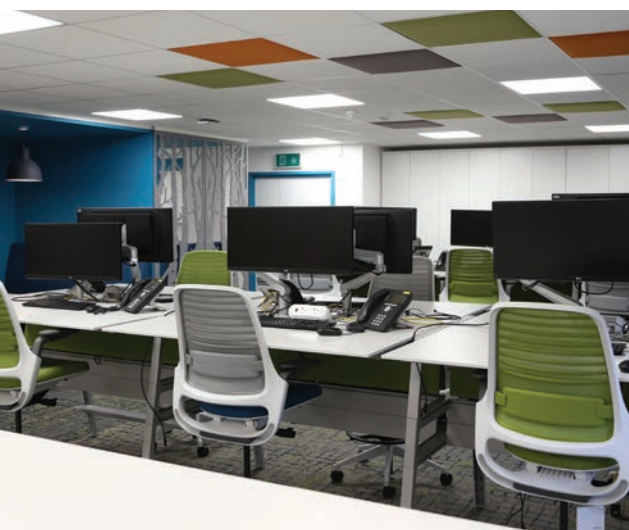
*'Delivering a
sustainable and
prosperous New
Forest and putting our
community first'*

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Portfolio holder
Cllr Edward Heron





Portfolio holder introduction

The accelerating impact of Climate Change, the use of natural resources and the damage to nature with habitat erosion and the disappearance of cherished wildlife are all areas of concern. We recognise these challenges, and we will prioritise actions to increase sustainability, protect our natural resources, and reduce our impact on the environment.

Partnership working remains a key priority to achieve more together. This includes working with the Local Enterprise Partnership and other public bodies to co-ordinate and encourage businesses and appropriate infrastructure connectivity opportunities, delivering a prosperous New Forest. The establishment of the Solent Freeport will provide a hub for global trade and investment, promoting regeneration and job creation in support of the local economy. We will actively engage with Government, the County Council and our other Hampshire and Isle of Wight partners in exploring a County Deal.

There is continued commitment to delivering modernised and innovative services, putting our community first and the outcome of the electoral review will ensure continued, effective democratic representation for all our residents.

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

Cllr Edward Heron

Leader

Priorities

- Ensuring sustainability is at the centre of our decisions to preserve resources and the environment for future generations
- Excellence in services to our residents and continuing to maintain front line services
- Being an employer of choice
- Working with regional and local partners to ensure the prosperity of the New Forest area
- Ensuring effective democratic engagement and representation

Key activities

- Development of a strategy and action plan that ensures sustainability underpins all of our actions
- Deliver the Organisational Strategy and respond to changes in working arrangements through the continued roll out of the smarter working initiative, looking at where and how our staff work
- Respond to the outcomes of the staff survey and deliver the HR Strategy to support recruitment and retention
- Work with partners to deliver the greenest Freeport, securing sustainability and prosperity for the New Forest area
- Annual review of the economic investment in the New Forest
- Ensure that all council assets are used in the most sustainable way to support communities and the local economy
- Actively engage with partners, including the Hampshire & Isle of Wight Local Government Association, in exploring a County Deal

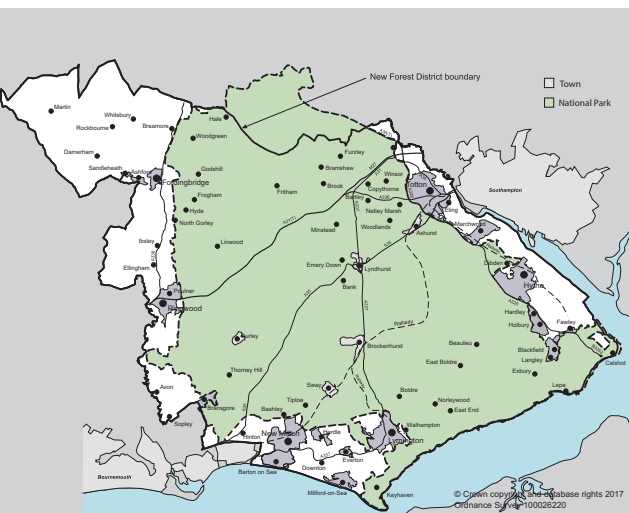
Planning, Regeneration and Infrastructure PORTFOLIO

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



Portfolio holder
Cllr Diane Andrews





Portfolio holder introduction

Delivering the vision of the Local Plan and ensuring a mix of homes and employment space, together with green infrastructure and sustainable transport options to meet the needs of residents is core to this portfolio. The approach to development must be proactive and enabling, encouraging development that meets local needs whilst delivering positive economic and social outcomes, while protecting and enhancing the special environmental qualities of the district.

Aligned to this is the delivery of a range of green infrastructure projects that enhance the natural environment and improve the quality of life for residents by creating places where communities can flourish. We will continue to work with partners across south Hampshire to develop a joint spatial strategy which will provide part of a robust evidence base for the next Local Plan. Greater emphasis will be placed on the early engagement of Building Control to add value to development proposals and ensure that buildings are safe. We will develop town centre regeneration plans, acknowledging the role our town centres need to play in supporting communities and providing the right mix of uses.

Cllr Diane Andrews

Planning, Regeneration and Infrastructure

Priorities

- Delivering the vision of the Local Plan and encouraging development that meets local needs and delivers positive economic, social, and environmental outcomes
- Working with partners, applicants, and developers to ensure a positive, timely and enabling attitude to development
- Using contributions to deliver green infrastructure projects that address the impact of development on the natural environment
- Ensuring Building Control are engaged at the earliest stage to make future development projects safe
- Working with the Partnership for South Hampshire authorities on a Joint Strategy and Statement of Common Ground to address future growth and unmet housing need
- Explore different delivery models to deliver our housing target including maximising the number of affordable homes
- Set a vision for the future of each of our towns

Key activities

- Enabling the delivery of sustainable development set out in the Local Plan supported by appropriate infrastructure
- Ensure that all development within the district is sustainable, resilient to changes in climate and creates healthy and biodiverse environments
- Deliver additional open space, play equipment, sports provision, cycling and walking opportunities and habitat creation areas
- Increase the number of developments that use NFDC Building Control service
- Progress work on the Joint Strategy for South Hampshire
- Develop a clear programme for spending monies collected through Community Infrastructure Levy
- Review the current issues within our town centres and work towards developing town centre plans or regeneration plans
- Explore how Local Design Codes could be developed for specific areas across the district
- Work with partners to develop and deliver infrastructure projects to provide sustainable transport options and manage water resources in a sustainable manner

Housing and Homelessness

PORTFOLIO

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

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Portfolio holder
Cllr Jill Cleary





Portfolio holder introduction

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

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

CLlr Jill Cleary

Housing and Homelessness

Priorities

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

Key activities

- Deliver the key priorities identified within the Housing Strategy 2018
- Provide 600 new council homes by 2026 across social rent, affordable rent, and shared ownership tenures, including within New Forest villages
- Reduce homelessness through the provision of multi-agency support to sustain homes and tenancies and through the increase in access to private sector rented homes
- Protect the health and safety of tenants in private rented properties
- Minimise the use of emergency Bed and Breakfast accommodation for homeless households
- Design, deliver and enhance a multi-agency approach and housing pathway to achieve long-term accommodation solutions to end rough sleeping in the district
- Implement a new strategy to tackle empty properties and bring them back in to use
- Ensure that our existing housing stock is maintained to a high and safe standard
- Promote and implement greener housing initiatives when maintaining council stock and in the development of new council dwellings

People and Places

PORTFOLIO

'Engaging with our communities and maintaining the quality of the place in which they live'

100



Portfolio holder
Cllr David Russell





Portfolio holder introduction

The People and Places portfolio brings the community together with the place that they live in, ensuring access to services and a safe and clean environment. It recognises the importance of engagement and communication to provide information and seek the views of residents, listening to their needs.

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

The upkeep and maintenance of our trees and open spaces and the cleanliness of our streets is central to the quality of the place in which we live, and we will continue to deliver these services to ensure this remains the case.

Understanding and working with our communities has never been more important and we are committed to meaningful engagement with town and parish councils and the voluntary sector to deliver sustainable support, with continued support for the district's arts and cultural heritage.

Clr David Russell

People and Places

Priorities

- Putting residents at the centre of what we do and how we do it
- Modernising customer services and responding to changing needs
- Engaging with partners and the community to inform and contribute towards wider outcomes
- Ensuring our open space is clean, accessible, and well maintained, and contributes to the sustainable and natural environment of the New Forest
- Supporting the arts and cultural heritage of the New Forest

Key activities

- Continue to upgrade the back-office systems in preparation for enhanced website functionality designed around the customer
- Understand and respond to residents' demand and expectations in the delivery of customer services
- Provide grant funding to community groups and charitable organisations in support of the council's objectives in the community
- Continued engagement with town and parish councils
- Respond to future environmental, social and pest/disease challenges through the Tree Strategy
- Work with partners on initiatives to reduce the levels of littering and fly tipping
- Continue to provide more land to meet the demand for burial space

Finance, Investment and Corporate Services

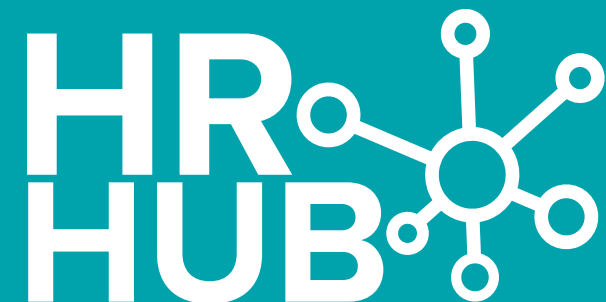
PORTFOLIO

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



Portfolio holder
Cllr Jeremy Heron





Portfolio holder introduction

National pressures on funding for local authorities will remain a significant challenge and there is an ongoing need to respond to this to ensure the continued provision of frontline services which are underpinned by efficient and effective support services. Continued investment in ICT will be instrumental in delivering flexibility and efficiencies.

The acquisition and managing of quality assets local to the New Forest will ensure growth and employment opportunities are directed at the local economy, as well as providing a new source of income generation and a return on investment to help support the council's financial resilience and ensure value for money for the council tax payer.

We will continue to invest in the maintenance and upkeep of our assets and facilities to ensure they remain fit for purpose. Those in our community impacted by welfare reform will be supported with the migration to universal credit.

Cllr Jeremy Heron

Finance, Investment and Corporate Services

Priorities

- Protecting front line services through sound financial planning, including the collection of taxation with appropriate support for individuals and businesses
- Modernisation and innovative use of ICT to enhance operational efficiencies across all services
- Using investments to support financial resilience and the local economy
- Providing support to residents with benefits and welfare reforms, and supporting businesses to access financial reliefs and grants

Key activities

- Deliver the council's Medium-Term Financial Plan
- Modernise our corporate and line of business ICT applications
- Identify sites and opportunities in line with the Commercial Property Investment Strategy
- Continue to acquire properties through the council's Residential Property Company
- Deliver improved, more sustainable infrastructure to support operational services
- Deliver government support to businesses, including business support grants and retail discounts
- Continue to manage the impact of Universal Credit and review our Council Tax Reduction scheme to maximise automation

Partnering and Wellbeing PORTFOLIO

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

104



Portfolio holder
Cllr Mark Steele





Portfolio holder introduction

Improving the health and wellbeing of our community and sustaining a healthy lifestyle legacy for future generations is an important focus of the portfolio, collaborating with partner agencies to ensure the wider health outcomes are achieved.

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

Our regulatory services will continue to help protect our residents and visitors from risks to safety and health by working with businesses to provide support, advice and enforcement and improving the knowledge and choice by publishing inspection ratings. Environmental risks to health will also be prioritised to improve air quality.

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

Cllr Mark Steele

Partnering and Wellbeing



Priorities

- Working with partners to improve the health and wellbeing of our residents
- Ensuring that public health prevention principles are embedded within core services of the council
- Increasing the level of physical activity within the district
- Providing affordable, accessible, and sustainable leisure facilities
- Ensuring regulatory services are delivered for the benefit of our residents
- Ensuring the New Forest remains a safe place to live, work and visit

Key activities

- Develop and deliver a Health and Wellbeing Strategy focussing on both physical and mental health, tackling health inequalities, and creating healthier communities
- Deliver the strategic objectives set out in the review of NFDC leisure centres
- Work with partners to increase the levels of activity within targeted groups
- Work with partners to help improve air quality in the area
- Create a safe environment for our residents and level playing field for local businesses to help them grow and develop
- Deliver the licensing function in line with policies which are relevant and legally compliant and address the challenges faced in the New Forest
- Deliver the Safer New Forest Partnership Plan through collaborative and innovative working with our strategic partners

Environment and Coastal Services

PORTFOLIO

‘Working to reduce the impact on our special environment and protecting communities by managing our changing coastlines’

106



Portfolio holder
Cllr Steve Davies





Portfolio holder introduction

To help us reduce our impact on the environment we will aim to provide the New Forest with a cost effective, sustainable and carbon efficient waste and recycling service that will maximise the recovery of valuable natural resources, align with the national strategy and meet the needs of our residents.

Managing our coastline remains a priority to protect our communities from the impacts of flooding and coastal erosion risk or to enable them to adapt to future flooding and coastal erosion risk. We will further explore our options for delivering our coast protection function as well as securing partnership funding to support the delivery of future flood and coastal erosion risk management activities.

Modernisation of car parking will ensure up to date facilities, contribute towards air quality and support the local economy.

Cllr Steve Davies

Environment and Coastal Services

Priorities

- Working with others to protect and enhance our natural environment
- Reducing waste and increasing recycling
- Developing plans and funding opportunities to protect our coastline
- Supporting sustainability and the local economy through the strategic review and use of car parking assets
- Developing a strategy for our assets at Keyhaven, considering environmental objectives, flood protection and the local economy

Key activities

- Contribute towards the overarching Sustainability Strategy which will set out our actions to protect the local environment and reduce our impact on climate change
- Develop and implement a new modern Waste Strategy for the Council working with the Project Integra Board
- Adoption of the Christchurch Bay & Harbour Flood & Coastal Erosion Risk Management (FCERM) Strategy to identify future flood and coastal erosion projects
- Review car parking infrastructure and technology and deliver the actions from the Parking Working Group to develop and implement a modern Car Park Strategy

Business, Tourism and High Streets

PORTFOLIO

*'Helping local
businesses to grow
and prosper'*

108



Portfolio holder
Cllr Michael Harris



Portfolio holder introduction

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

We recognise that High Streets are changing, and we will support these businesses in new and different ways. There is an increasing need to respond to the social, environmental and technological challenges to businesses. We will support our High Streets to thrive and diversify and provide support for specific industries including forestry, agriculture and maritime.

We will support the visitor economy across the entirety of the New Forest district, including the National Park. We acknowledge that there will be challenges ahead for the hospitality industry due to the current issues with labour supply, and we will work with Go New Forest and other partners to address this.

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

Cllr Michael Harris

Business, Tourism and High Streets

Priorities

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

Key activities

- Identify all businesses within the district and target engagement
- Lobby and work with partners to improve broadband and mobile connectivity
- Work in partnership to increase the uptake of apprenticeships and upskilling opportunities
- Encourage inward investment for the New Forest
- Support networking for changing High Streets. Encourage direct communication with landlords to consider new and vibrant uses for vacant premises for community or economic use
- Encourage communities to maintain behavioural changes developed during the pandemic around shopping locally to support the green economy
- Work with Go New Forest to promote tourism within the New Forest
- Establish a single point of entry to the council for businesses

Action plan and achievement measures

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

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

Progress updates on specific actions and achievement indicators will be reported to the relevant Overview and Scrutiny Panel during the year.



Leader	Planning, Regeneration and Infrastructure
<p>Specific actions</p> <ul style="list-style-type: none"> • Annual review of the economic investment in the New Forest • In partnership with the LEP and other public bodies, support funding bids to the government to enable improvements in infrastructure • Actively contribute to the development of the Solent Freeport • Implement actions to make the council an employer of choice and continue to implement smarter working initiatives responding to the changes in where and how our people work • All council projects to demonstrate sustainability in their outcomes and the best use of assets • Actively engage with Government and Hampshire and Isle of Wight partners in exploring a County Deal 	<p>Specific actions</p> <ul style="list-style-type: none"> • Ensure that the planning system supports housing delivery across the district and delivers actions in the Housing Delivery Action Plan, monitored through an annual report to Cabinet • Develop and deliver an annual programme of projects to enhance natural green spaces and maximise the associated benefits including biodiversity and air quality • Review all supplementary planning documents and the community infrastructure levy process • Design and deliver new ICT system to improve and modernise delivery of the service by 2023, enabling officers to focus on delivering positive planning outcomes and enhancing the competitiveness of building control • Increase the market share for Building Control to ensure the safety of development • Determine planning applications and related submissions within the appropriate timeframe • Work with developers, businesses and land agents to identify development sites and promote employment land within the Local Plan strategic allocations • In partnership with others, work to develop and deliver sustainable transport and water management projects across the district that support our communities and local economy
<p>Achievement indicators</p> <ul style="list-style-type: none"> • Proportion of portfolio indicators above or on target (%) • Increase in vacancies filled first time (%) • Level of customer satisfaction (%) • Number of projects that NFDC are leading on with key partners that will result in more sustainable use of assets (Number) 	<p>Achievement indicators</p> <ul style="list-style-type: none"> • Increase in the number of houses completed each year (as set out in the Annual Authority Monitoring Report) (Number) • Increase in the number of green infrastructure projects delivered each year (Number) • Increase the number of Biodiversity Net Gain projects delivered each year (Number) • Year on year increase in the total amount of open space, play and sports provision, and cycling and walking infrastructure (Hectares/Metres) • Increase in NFDC Building Control Market Share (%) • Determination of planning applications within the nationally prescribed time frames (%) • Amount of additional employment floorspace created within the district (m²) • Number of projects that NFDC are leading on with key partners to promote and/or deliver sustainable transport options (Number)

Housing and Homelessness	People and Places
<p>Specific actions (awaiting response)</p> <ul style="list-style-type: none"> • Provide 600 new council homes by 2026 • Prevent the homelessness of at least 60% of clients deemed to be threatened with homelessness • Monitor and review the delivery of the Allocation Policy 2019 • Continue to work through actions from the Private Sector Housing Strategy including publishing the Empty Homes Strategy by 2021/22 • Deliver at least 40 units of council owned emergency accommodation by 2021/22 • Design, deliver and enhance a multi-agency approach and Housing pathway through twice-yearly multi-agency forums and meetings with operational partners • Improve standards by setting up a landlord's forum to meet twice-yearly by 2021/22 • Implement a new strategy to tackle empty properties by end of 2021/22 	<p>Specific actions</p> <ul style="list-style-type: none"> • Annual awarding of community grants • Working with others, develop a Community Strategy that aims to embed sustainable outcomes • Respond to changing customer needs through the Customer Task and Finish Group review of face to face, telephone and online service delivery • Develop a Grass Strategy, designed to support biodiversity • Monitoring of Tree Strategy, in response to future challenges • Develop a Litter Policy, working with the Community Task and Finish Group • Work with partners on initiative such as 'Operation Wolf' as part of fly tipping enforcement and continue to promote behavioural change on littering
<p>Achievement indicators (awaiting response)</p> <ul style="list-style-type: none"> • Number of additional council homes delivered (Number) • Increase in prevention duty cases successfully prevented (%) • Maintain the number of private sector lease properties (%) • Reduction in private sector property inspections resulting in Category 1 hazards (%) • Increase in rough sleepers entering accommodation pathway (%) • Reduction in the number of households in external emergency B&B accommodation at year end (Number) 	<p>Achievement indicators</p> <ul style="list-style-type: none"> • % of standard fly tipping incidents responded to within 24hrs (%) • % of specialist fly tipping incidents responded to within 3 days (%) • Number of trees removed from NFDC land (Number) • Number of trees planted on NFDC land (Number) • Website optimisations resulting in an improved customer experience (Number) • Website accessibility (%) • Increase in subscribers to resident's email (Number) • Average customer satisfaction rating of resident's email (%)

Finance, Investment and Corporate	Partnering and Wellbeing
<p>Specific actions</p> <ul style="list-style-type: none"> Balanced budget agreed annually in February Deliver the ICT strategy to modernise applications and infrastructure Identify opportunities and progress the Commercial Property Investment and the Residential Property Investment strategies Continue to work closely with the Department for Work and Pensions, New Forest Citizens Advice and stakeholders on preparing for the migration to Universal Credit Design new depot facilities for future requirements and in response to any changes to national waste strategy Deliver the Test and Trace Support payments to support those having to self-isolate 	<p>Specific actions</p> <ul style="list-style-type: none"> Development and delivery of the New Forest Health and Wellbeing Strategy during 2021/22 Monitor the delivery of the strategic outcomes from the Health and Leisure partnership with Freedom Leisure Monitor delivery of Mytime Active contract for Dibden Golf Centre to improve participation in golf and associated activities Undertake and develop community safety engagement opportunities to promote the work of the partnership and ensure the views of residents are reflected within key priorities Develop and promote the Safer New Forest Webinar, maximising participation of the wider partnership including the voluntary sector Report on the delivery and successes of the Safer New Forest Partnership Plan Manage the transition of digital switchover for Appletree Careline and focus activities on developing new areas of business growth opportunities Inspections and investigations to be prioritised based on high-risk activities that are critical to public safety and in line with the Food Standards Agency and Health and Safety Executive strategies for food safety, infectious disease control and health and safety Begin the recovery phase to the Covid-19 pandemic, providing sector specific business advice, supporting new businesses, and investigating complaints to meet the needs of residents Increase activity and engagement in targeted communities as part of the recovery from the Covid-19 pandemic
<p>Achievement indicators</p> <ul style="list-style-type: none"> Maintain high level of council tax collected (%) NNDR collected (%) Achieve a balanced budget with reasonable council tax increases (%) Budget variations (General Fund) (%) Increase in the value of residential investment (£million) Increase in the value of commercial investment (£million) ICT incidents resolved within SLA (%) Maintain a Remote Access Solution (VPN) (%) 	<p>Achievement indicators</p> <ul style="list-style-type: none"> Reduction in inactivity levels (%) Number of sedentary adults with recognised medical conditions enrolled in the freedom leisure active lifestyles referral programme (Number) Level of investment in the leisure centres by Freedom Leisure (£ value) Advice, support and guidance provided on food safety and compliance with covid requirements, to all new food businesses which have started up during the pandemic and those requesting assistance following reopening after lockdowns (%) Inspection of all higher risk food establishments to improve public safety (%) Increase participation in Community Safety engagement events and completion of annual crime and disorder survey (Number) Maintain residents' satisfaction on the low level of reported crime and anti-social behaviour within the district (%) Support Communities through programmes to improve the mental wellbeing of residents (Number) Increase the engagement with lower socio-economic communities (Number of projects)

Environment and Coastal	Business, Tourism and High Streets
<p>Specific actions</p> <ul style="list-style-type: none"> • Contribute towards the overall Sustainability Strategy, identifying local actions to address the impact of climate change • Cabinet approval of Waste Strategy by December 2021 • Procure an operations ICT system in order to support the council's waste strategy • Explore opportunities to support in the delivery of future FCERM activities and the council's role as the Coast Protection Authority • Develop a business case for submission to the Environment Agency to support beach management plan operations for Hurst Spit in the short-term • Work with the Environment Agency to develop a FCERM strategy for Hurst Spit to Lymington • Work with BCP Council in the delivery of the Christchurch Bay & Harbour Flood & Coastal Erosion Risk Management (FCERM) Strategy • Implement the findings of the Depot review • Review of car parks across the district to inform Car Parks Strategy including looking at the introduction of cycling parking in key locations and increasing the number of electric charging points • Review of Keyhaven Strategy 	<p>Specific actions</p> <ul style="list-style-type: none"> • Identify all businesses within the district using a range of sources and continue to engage with businesses on a regular basis using business e-news email contact • Establish a single point of entry to the council for businesses by 2022 • Identify options for improved connectivity in the district and develop an action plan • Establish a programme of activities across the year to support an increase in footfall in our High Streets, commencing with an online conference for local High Street businesses and stakeholders • Work in partnership to increase the uptake of apprenticeships and upskilling opportunities, including through Solent Apprenticeship Hub • Forge connections with location finders within the filming industry to promote the New Forest as a filming location • Launch new programmes and networks with partners to enhance support for businesses in the district • Work with partners to set up the youth employment hub and collaborate on New Forest Young Entrepreneurs • Work in partnership with Go New Forest to share key messages. Promote wider use of the of the district in order to manage capacity and improve visitor experience
<p>Achievement indicators</p> <ul style="list-style-type: none"> • Increase in household waste sent for reuse, recycling, and composting (%) • Increase in coastal funding to achieve specific actions (£) • Increase the number of electric charging points by 10 by 31/12/2022 (Number) • Total CO2 emissions saved through electric vehicle charging points (Number) 	<p>Achievement indicators</p> <ul style="list-style-type: none"> • Increase in apprenticeships within the district (Number) • Increase in businesses engaged in the economic development programme (Number) • Increase in subscribers to 'Helping local businesses grow' e-news (Number) • Participants in initial High Streets online conference (Number) • Participants in European Regional Development Fund business network (Number) • Participants in Youth Employment Hub (Number) • Participants in New Forest Young Entrepreneurs (Number) • Value of grants distributed by March 2022 (£) • Film New Forest - Value of filming in the district (£) • Location finding contacts within the filming industry (Number)

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**CORPORATE AFFAIRS AND LOCAL ECONOMY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME
2021/2022**

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
18 NOVEMBER 2021			
Council Tax Reduction Scheme and Council Tax Empty Homes Premium	To consider these Schemes and make a recommendation to Cabinet	Report	Ryan Stevens
To receive feedback from the Financial Strategy Task and Finish group	To gather an understanding of how the Council's overall financial strategy brings together various financial workstreams. To include income maximisation and prioritisation of resources to ensure the delivery of the Council's priorities, and to challenge how the plans and assumptions made by the Portfolio Holders fit in with the overall strategy.	Report	Alan Bethune
ICT strategy delivery update	To receive and update on progress against the delivery of the ICT strategy.	Report	Alan Bethune
Universal Credit Update	To be aware of issues arising	Regular update from Finance, Investment & Corporate Services Portfolio Holder/Service Manager – Revenues & Benefits	Ryan Stevens
20 JANUARY 2022			
Asset Maintenance and Replacement Programme	To receive an update on the Programme	Report	Alan Bethune

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
Capital Strategy	To receive an update on the capital strategy	Report	Alan Bethune
24 MARCH 2022			
TBC			
DATES TO BE ALLOCATED			
Procurement Update	To receive regular updates summarising procurement activities	Report	Gary Jarvis
Staff Efficiency/Innovation Ideas Survey	To receive an update on staff ideas put forward, 12 months after of the inception of the scheme.	Report	Alan Bethune
Economic Development Performance Indicators		TBC	Claire Upton-Brown