

NOTICE OF MEETING

Meeting: CORPORATE AFFAIRS AND LOCAL ECONOMY
OVERVIEW AND SCRUTINY PANEL

Date and Time: THURSDAY, 23 JUNE 2022, 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 Monday, 20 June 2022.**

Kate Ryan
Chief Executive

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

AGENDA

Apologies

1. MINUTES

To confirm the minutes of the meeting held on 24 March 2022 as a correct record.

2. DECLARATIONS OF INTEREST

To note any declarations of interest made by members in connection with an agenda item. The nature of the interest must also be specified.

Members are asked to discuss any possible interests with Democratic Services prior to the meeting.

3. PUBLIC PARTICIPATION

To note any issues raised during the public participation period.

4. SUPPORT TO BUSINESSES, HOUSEHOLDS AND THE COMMUNITY (Pages 3 - 14)

To receive a summary of support to businesses, households and communities over the previous 12 months.

5. PERFORMANCE OF THE NEW FOREST ECONOMY (Pages 15 - 18)

To note key economic indicators on the local economy.

6. DIGITAL STRATEGY - CUSTOMER FIRST, DIGITAL BY DESIGN (Pages 19 - 46)

To consider a proposed Digital Strategy, which sets out the Council's digital transformation plan for 2022/25.

7. COMMERCIAL AND RESIDENTIAL PROPERTY ANNUAL REPORT 2021/22 (Pages 47 - 68)

To receive a presentation incorporating the commercial and residential property annual report.

8. RESIDENTS SURVEY - PRESENTATION

To note proposed arrangements for a future residents survey.

9. ANNUAL PERFORMANCE AND PROVISIONAL BUDGET OUTTURN (Pages 69 - 92)

To consider the Annual Performance and Provisional Budget Out turn.

10. PORTFOLIO HOLDER'S REPORTS AND PERFORMANCE DASHBOARD (Pages 93 - 98)

To receive an oral update from the Portfolio Holders on developments within their Portfolio areas, including Performance Dashboards.

11. FINANCIAL STRATEGY TASK AND FINISH GROUP (Pages 99 - 100)

To discuss the arrangements for this year's Group.

12. WORK PROGRAMME (Pages 101 - 102)

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. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

To:

Councillors

Alexis McEvoy (Chairman)
Derek Tipp (Vice-Chairman)
Alan Alvey
Keith Craze
Jack Davies

Councillors

Richard Frampton
Alison Hoare
Mahmoud Kangarani
Martyn Levitt
Alan O'Sullivan

PORTFOLIO: FINANCE, INVESTMENT & CORPORATE SERVICES / BUSINESS, TOURISM & HIGHSTREETS

CORPORATE AFFAIRS AND LOCAL ECONOMY OVERVIEW AND SCRUTINY PANEL 23 JUNE 2022

SUPPORT TO BUSINESSES, HOUSEHOLDS AND THE COMMUNITY

1. RECOMMENDATIONS

- 1.1 To note the scale of administration that the Council has provided in order to support our businesses, households and communities over the previous 12 months.
- 1.2 To note the ongoing support to be administered by the Council from 1 April 2022.

2. INTRODUCTION

- 2.1 This report follows on from the previous report presented to the panel in June 2021.
- 2.2 This purpose of this report is to provide a summary of the support given to businesses via the government's various Business Support Schemes and the support given to our communities in 2021/22. The report also summarises the support being administered from 1 April 2022.
- 2.3 Since 1 April 2021, the following support to businesses and households has been administered:

BUSINESS SUPPORT GRANTS (Section 3)

- 1. Restart Grants
- 2. Omicron Hospitality and Leisure Grant
- 3. Additional Restrictions Grant
- 4. Expanded Retail Discount

SUPPORT FOR HOUSEHOLDS (Section 4)

- 5. Test and Trace Support Payments
- 6. Test and Trace Voucher scheme
- 7. Household Support Fund
- 8. Council Tax Hardship Fund

SUPPORT FOR COMMUNITIES (Section 5)

- 9. Grants to support local groups

SUPPORT FROM 1 APRIL 2022 (Section 6)

- 10. Retail, Hospitality and Leisure relief
 - 11. COVID Additional Relief Fund (CARF)
 - 12. The £150 Energy Rebate scheme
 - 13. The Energy Rebate Discretionary scheme
 - 14. Household Support Fund and Food Voucher scheme
 - 15. Homes for Ukraine
 - 16. Council Tax Hardship Fund
- 2.4 The schemes closed at various times, as detailed in government guidance, and weekly returns were submitted via DELTA to record eligibility and payments made.
 - 2.5 Between 1 April 2021 to 31 March 2022 the council has administered and distributed various grants, payments and funds totalling £32,269,606.70.

3. BUSINESS SUPPORT GRANTS

- 3.1 Between 1 April 2021 and 31 March 2022 we have administered and distributed various grants to support businesses, **totalling £31,744,124**. The government provided detailed guidance on the types of businesses eligible for each of the grants and supplementary FAQ's. Eligibility was principally based on our records of ratepayers, the rating list on specified dates and the nature of the business use of the property. The grant schemes are summarised below:

1. Restart Grants

- 3.2 The Restart Grant provided additional support for businesses legally forced to close with reopening safely in the non-essential retail, hospitality, accommodation, leisure, personal care, and sports/gym sectors. This grant was intended to support businesses that are predominantly reliant on delivering in-person services for the general public, where the main activity takes place in a fixed rate-paying premises, in the relevant sectors.
- 3.3 The Restart Grant was a one-off payment for business ratepayers who were the ratepayer on 1 April 2021. All eligible businesses received an email notifying them how to apply for the Restart Grant, receipt of the application and confirmation of payment. To maximise take-up, a reminder email was issued and the scheme was also promoted via enews and social media. The grant had two strands:

Scheme A – Non-essential retail

Grant Payment	Criteria
£2,667	Businesses with a rateable value of less than £15,000
£4,000	Businesses with a rateable value between £15,000 and £51,000
£6,000	Businesses with a rateable value £51,000 or above

Total Grants Paid	No. of businesses awarded a grant
£1,508,113	482

Scheme B - Businesses in the hospitality, leisure, accommodation, personal care, and sports/gym sectors:

Grant Payment	Criteria
£8,000	Businesses with a rateable value of less than £15,000
£12,000	Businesses with a rateable value between £15,000 and £51,000
£18,000	Businesses with a rateable value £51,000 or above

Total Grants Paid	No. of businesses awarded a grant
£10,304,000	1086

Total Restart Grants (Scheme A + Scheme B)

Total Grants Paid	No. of business awarded a grant
£11,812,113	1,568

2. Omicron Hospitality and Leisure Grant

- 3.4 The Omicron Hospitality and Leisure Grant scheme was developed in response to an announcement made by the government on 21 December 2021 to provide additional support to businesses in the hospitality, leisure, and accommodation sectors in recognition that some businesses were likely to struggle following the impact of the Omicron variant.

Grant Payment	Criteria
£2,667	Businesses with a rateable value of less than £15,000
£4,000	Businesses with a rateable value between £15,000 and £51,000
£6,000	Businesses with a rateable value £51,000 or above

Total Grants Paid	No. of businesses awarded a grant
£2,498,165	755

3. Additional Restrictions Grant (ARG)

- 3.5 During 2021/22, the Economic Development team continued the administration of the discretionary Additional Restrictions Grants (ARG) for businesses impacted by the pandemic, that were not eligible for the rate-based grants. The funding could also be used for wider business support.
- 3.6 The initial funding from government was £3,601,720 and a further amount of £1,599,713 was received, totalling £5,201,433.
- 3.7 In July 2021, as we met Government grant distribution targets for ARG, we were awarded a further £1,402,655, in addition to the 2020/21 allocations, to support businesses in the district. An additional 'top-up' of £337,669 was received in January 2022 in recognition of the impact of the Omicron variant.
- 3.8 Between April 2021 and March 2022 there were five separate schemes developed and administered: ARG Schemes 3, 4 and 5, The New Forest Taxi Driver Grant and the ARG Omicron scheme.

ARG 3 – Scheme open for applications 31 March 2021 to 23 April 2021

- 3.9 This scheme was for businesses not eligible for the rate-based grants in hospitality, events and leisure sectors and their supply chains, manufacturing and engineering sectors and their supply chains and Ofsted registered childcare.

Grant Payment	Criteria
£1,048	Business based in a domestic dwelling
£2,996	Business with premises costs of £15,00 or less
£4,543	Business with premises costs between £15,000 and less than £51,000
£6,714	Business with premises costs of £51,000 or above

Total Grants Paid	No. of businesses awarded a grant
£1,502,106	749

ARG Taxi Driver Scheme: Open for applications 14 April 2021 to 7 May 2021

3.10 This scheme was for all NDFC licenced Taxi Drivers.

Grant Payment	Criteria
£1,000	A flat rate, one-off grant for all NFDC licenced taxi drivers
Total Grants Paid	No. of businesses awarded a grant
£457,000	457

ARG 4 – Scheme Open for applications: 18 May 2021 to 2 June 2021

3.11 This scheme specially targeted larger businesses who would demonstrate a significant impact to operations, who were ineligible for rate based grants.

Grant Payment	Criteria
Dependent on number of applications	Business with 50 - 250 employees. with a Head Office in NFDC, in the in retail, hospitality, events or leisure sectors, or their supply chains that are not eligible for rate-based grants

Total Grants Paid	No. of businesses awarded a grant
£120,000	2

ARG 5 – Scheme Open for applications 1 November 2021 to 23 November 2021

3.12 This scheme was for businesses not eligible for the rate-based grants in hospitality, events and leisure sectors and their supply chains, manufacturing and engineering sectors and their supply chains, and Ofsted registered childcare.

Grant payment	Criteria
£1,050	Business based in a domestic dwelling
£2,500	Business with premises costs of £15,00 or less
£4,000	Business with premises costs between £15,000 and less than £51,000
£5,500	Business with premises costs of £51,000 or above

Total Grants Paid	No. of businesses awarded a grant
£1,072,750	606

ARG Omicron Scheme – Open for applications 10 February 2022 to 28 February 2022

3.13 This scheme was for business rate payers in the tour operator & travel agent, personal care (hair and beauty etc) and gyms, sport, and fitness (indoor only) sectors. The grant payment was based on the available ARG funding divisible by the number of eligible applications

Grant payment	Criteria
£3,850	Business occupying a property on 30 December 2021 with premises costs of £15,00 or less
£5,400	Business occupying a property on 30 December 2021 with premises costs between £15,000 and less than £51,000
£7,270	Business occupying a property on 30 December 2021 with premises costs of £51,000 or above

Total Grants Paid	No. of businesses awarded a grant
£647,590	162

- 3.14 In 2021/22, ARG was also used to fund wider business support measures including the New Forest Shop Doctor Programme and the Rebel Business School, a training programme for start-up businesses.
- 3.15 The ARG schemes are closed and we fully allocated all of the funding provided by the government deadline of 31 March 2022.
- 3.16 In total, £3,799,446 of Additional Restrictions Grant funding was distributed in 2021/22 to 1,976 businesses.

4. Expanded Retail Discount

- 3.17 To support eligible businesses in the retail, hospitality, and leisure sectors during 2021/22 they were entitled to a business rates discount of 100% for the period 1 April to 30 June, followed by a 66% discount from 1 July to 31 March 2022. Applications are online and to date we have awarded expanded retail discount of £13,634,400 to 1,416 businesses.

Scheme administration

- 3.18 The government provided guidance for the business support grants affected by the tier restrictions, as well as regular updated FAQ's.
- 3.19 Businesses were able to claim their grants via an eform which we developed in-house. The e-form gathered all the relevant information, including a declaration on state aid and subsidy allowances, and had built in security and validation checks and enabled filtering to authorise grants promptly. We undertook data-matching with our back-office system to ensure there was still an active business rates account.
- 3.20 To encourage maximum take-up of the grants all of the schemes were promoted via social media, website, weekly businesses enews and through network channels. E-mails were sent to businesses to encourage and promote the schemes. E-mail notifications were sent to previous business grant recipients, and for ARG applicants a shortened form was developed for those that had received a previous grant to simplify the process.
- 3.21 Feedback from businesses has been very positive in our applications process, prompt payment of grants and email notifications.
- 3.22 We did receive contact from numerous businesses that were ineligible and undertook several reviews. We also received correspondence from MP's and national organisations.
- 3.23 To comply with guidance, we undertook checks using the governments Spotlight facility to ensure solvency and undertook data matching.
- 3.24 The Department for Business, Energy, and Industrial Strategy (BEIS) have provided additional new burdens funding for administering the schemes.
- 3.25 We are currently in the process of providing BEIS with reconciliation information, this will include proving a sample of applications and details of payments made.
- 3.26 The Revenues and Benefits service administered the grant schemes, developing eforms, making payments, and providing statistics, supported by Economic Development who managed the Additional Restrictions Grants. This joint working across portfolios will continue going forward when communicating with businesses.

4. SUPPORT TO HOUSEHOLDS

- 4.1 Between 1 April 2021 and 31 March 2022 we have administered and distributed various grants to support households and community groups **totalling £515,924.44**. Funding was received from the Department for Health and Social Care and Department for Work and Pensions (either directly to the Council or via Hampshire County Council) to support households. There was also residual funding from the Ministry of Housing, Communities and Local Government available to support our communities.

5. Test and Trace Support Payments

- 4.2 From 28 September 2020, Government introduced a new law so that certain people had to self-isolate due to COVID-19. The Test and Trace Support Payments supported those on a low income who were required to self-isolate, were unable to work from home, and would lose income as a result.
- 4.3 The scheme was initially due to close on 31 January 2021, but was subsequently extended to 28 February 2022.
- 4.4 There were two schemes:

Mandatory

This scheme is for those having to self-isolate following notification from the NHS, who are employed or self-employed and unable to work from home, would lose income as a result of having to self-isolate and were in receipt of a qualifying benefit, notably Universal Credit, Pension Credit, Housing Benefit, Jobseekers Allowance or Working Tax Credit.

Those eligible received a payment of £500. This scheme was fully funded by government.

Discretionary

This scheme is for those having to self-isolate following notification from the NHS, who are employed or self-employed and unable to work from home, would lose income as a result of having to self-isolate, were in financial hardship, and were not in receipt of a qualifying benefit.

Those eligible received a payment of £500. This scheme was fully funded by government.

- 4.5 There were changes to eligibility criteria (our last policy was version 7), including where an individual was responsible for looking after a child aged under 15 (or 25 with Educational Health Care Plan).
- 4.6 Applications were via an online form, and evidence of a reduction in earnings, for example pay slips, their unique NHS Test and Trace identification number, bank statements to verify bank account details, were provided and we verified DWP data to check receipt of a state benefit, and our internal records to ensure occupancy.
- 4.7 The total payments made (including 2020/21) are tabulated below, with £387,000 being distributed between 1 April 2021 and 31 March 2022.

Scheme	No. of applications	No. of awards	Value of awards (£)
Mandatory	1,006	657	328,500
Discretionary	1,195	303	151,500
Total	2,201	960	480,000

- 4.8 The government have provided funding to date of £48,865 towards the administration of this scheme and we have undertaken a full reconciliation exercise.

6. Test and Trace Voucher scheme

- 4.9 Hampshire County Council onwardly distributed additional funding to support those ineligible for the mandatory or discretionary Test and Trace Support Payment scheme, or where the loss of income was greater than £500. The support consisted of food vouchers, emailed to recipients, and we supported 13 households totalling £1,600. The value of the voucher was dependent on various factors, including family size.

7. Household Support Fund

- 4.10 The Department for Work Pensions provided funding to Hampshire County Council to support households to 31 March 2022. Our allocation of funding of £90,000 was utilised to support vulnerable households experiencing financial hardship with their housing costs.
- 4.11 Although permissible, we did not allocate any of the funding to cover our own administrative costs to ensure we maximised the support for vulnerable households.
- 4.12 Alternative support had to be considered before making an award, including Discretionary Housing Payments.
- 4.13 We worked closely with partners to promote the scheme and to seek referrals, including the voluntary sector, of households experiencing hardship. We signposted applicants to other support available, for example Food Larders or the energy vouchers administered by Citizens Advice New Forest.

No. of applications	No. of awards	Total awards (£)
273	232	90,000

- 4.14 The funding was used to support vulnerable households in a variety of ways, including with rent arrears and essential household items, with award values dependent on the household circumstances.

8. Council Tax Hardship Fund

- 4.15 We supported 147 households in need of support with paying their council tax totalling £37,324.44 during the year.

5. COMMUNITY SUPPORT

- 5.1 Between 1 April 2021 and 31 March 2022 we have supported and distributed grants to community groups, **totalling £9,558.26**. We have developed a good working relationship with partners and continue to meet monthly with representatives from the voluntary sector to share information, identify joint working, and promote support schemes and projects available to support our residents.

9a. Working with the traveller community

- 5.2 One group identified for support was the traveller community and working with Citizens Advice New Forest we provided funding of £2,400 for a project to work with and support this community. On working with this community the outcomes were:
- 13 households received a £147 energy voucher,
 - 5 payments of £100 from the winter grants for residents over 60,
 - 5 households were supported with applying and reapplying for benefits, for example Personal Independence Payments,

- Applications for housing were made
- Environmental health issues were investigated
- Residents are now using the Food Larders, saving money on food bills

9b. Cost of Living

- 5.3 Working with Citizens Advice New Forest, Community First Wessex, Trussell Trust (Food Banks), Youth and Families Matter and Southampton University a Poverty Action Steering Group was established who undertook research into the cost of living across the district. The report, which was funded by all partners, highlighted several key factors on food bank usage and its impact.
- 5.4 Funding has been secured for 3 years to employ a Local Partnership Campaign Manager who will review the contents of the report, raise awareness, and work with partners to develop and implement an action plan to support our communities.

9c. Afghan Resettlement scheme

- 5.5 As part of the government Afghan Resettlement scheme we supported one family with resettling into the New Forest. Working in partnership with Hampshire County Council and TwoSaints, we had discussions with the landlord, arranged food parcels on arrival, provided cash support totalling £2,758.26 and assisted with claiming benefits, including Universal Credit.

9d. Supporting local groups

- 5.6 To support local groups that support our vulnerable residents, grants totalling £4,400 were awarded. The purpose of the grant was to support groups with reopening or providing activities to vulnerable residents, including the elderly and those with mental health.

6. SUPPORT FROM 1 APRIL 2022

- 6.1 The following support is being administered from April 2022.

10. Retail, Hospitality and Leisure relief

- 6.2 From 1 April 2022 to 31 March 2023 eligible businesses in the retail, hospitality, and leisure sectors and entitled to a 50% business rate relief, subject to subsidy control and an overall cash cap of £110,000.
- 6.3 Applications are via an online form and to date we have awarded £4,740,207 to 792 businesses.

11. COVID Additional Relief Fund (CARF)

- 6.4 The government provided funding of £4,356,538 to award a one-off payment to reduce chargeable amounts in respect of business rates for the 2021/22 financial year only to support businesses affected by the pandemic that are not eligible for existing support linked to business rates, for example Expanded Retail Discount.
- 6.5 Local authorities are responsible for developing their own discretionary scheme.
- 6.6 Our scheme was available to eligible occupied businesses that were on the rating list and trading on 15 December 2021 and that were adversely impacted by the pandemic. Certain properties were excluded, for example beach huts, car parks, and communication masts.

- 6.7 Our scheme provided details on indicative awards, based on the formula for the distribution of the funding, which included the impact on business sectors. The relief award is to be clarified once all applications have been processed.
- 6.8 The application was via an online form. We identified businesses as being potentially eligible for the relief and sent two letters to promote the scheme. The response was lower than expected so we looked to support eligible businesses in arrears with their business rates and undertake a further mailing exercise with businesses being contacted directly by phone.
- 6.9 Funding has to be distributed by 30 September 2022 and we aim to award the relief by 30 June 2022.

12. The £150 Energy Rebate Scheme

- 6.10 The government announced a package of support, known as the Energy Bills Rebate, to help households with rising energy bills. This includes a one-off £150 non-repayable rebate for households in council tax bands A to D, known as the Council Tax Rebate.
- 6.11 Households are eligible if they are the council taxpayer, occupy the property as their sole and main residence and the property is in band A to D (including those with a Band E but has a disabled band reduction) as of 1 April 2022.
- 6.12 Only one payment is to be made per household, regardless of the number of councils taxpayers or occupants.
- 6.13 Where we have bank account details as the household pays their council tax by direct debit, payments were made automatically to the household where the details matched. All eligible households were paid their £150 energy rebate in April.
- 6.14 Where we did not have the households bank account details, and where the council tax account and bank account details do not match, 13,688 letters were sent to provide details of the scheme and how to claim the rebate. The letters contained a unique code for security. For those residents unable to claim online, staff were available to support over 1,000 households with making their application by phone or in person at our Information Offices.
- 6.15 Payments were only made after completing pre-payment checks, including the use of Spotlight, duplicate bank account details and an active council tax account.
- 6.16 Payments to date (as of 1 June 2022):

No. of eligible households	No. of payments	Total payments (£)	% Paid
53,882	50,504	7,575,600	93.7%

- 6.17 We will contact all those that have yet to apply by letter, and again will be available to support those unable to complete the online form. All payments must be made by 30 September 2022. Where we are unable to pay the energy rebate to an eligible household because of no response, we will credit the £150 to their council tax account.

13. The Energy Rebate Discretionary Scheme

- 6.18 The government have provided funding to Local Authorities to develop their own schemes to provide further support to energy bill payers who are not eligible under the terms of the mandatory scheme, or to provide targeted “top-up” payments to the most vulnerable households in council tax bands A to D.

- 6.19 Our funding is £320,850 and our scheme looks to support the following households with a one-off rebate of £150 per household. To be eligible for a discretionary payment the applicant must be occupying a property as their main residence on 1 April 2022, and:
- a) be liable for council tax, in receipt of Council Tax Support and occupying a property in council tax bands E to H
 - b) be liable for council tax and occupying a property in Bands E to H and is exempt from council tax due to being severely mentally impaired, a student, a care leaver aged under 25, or an annex occupied by a dependant relative.
 - c) be liable for council tax and occupying a property in Bands E to H and receive a carer or severe mental impairment disregard discount
 - d) does not pay council tax directly to the Council and can provide evidence to the Council that they are responsible for paying energy bills, e.g. electricity.
 - e) were in emergency accommodation on 1 April 2022 following a placement by our Housing Team to prevent homelessness and have become liable for council tax prior to 1 October 2022 and occupy a property in any council tax band and have not received an energy rebate payment.
 - f) have had a banding appeal decision from the Valuation Office Agency before 1 October 2022 and the band is now between A to D
- 6.20 Should there be any residual funding after making payments to those above we will provide a “top-up” to all those in receipt of Council Tax Support in all council tax bands by evenly distributing the funding available.
- 6.21 We are currently developing an eform and will promote the scheme via a targeted mailshot, the website, social media and through resident e-newsletters.

14. Household Support Fund and Food Voucher scheme

- 6.22 The government have announced further funding from April 2022 with an emphasis on utilising one-third of the funding to support pensioners, one-third to support families and one-third for other groups, which could include pensioners and families. We have received confirmation from Hampshire County Council on our allocation and scheme guidance for the period to 30 September 2022, which is as follows:
- a) Household Support Fund of £45,045 for Exceptional Housing Costs. This is essentially a continuation of the scheme detailed in section 9.
 - b) Food voucher of £65 per person in receipt of Pension Credit
 - c) Food voucher of £30 per household in receipt of Council Tax Support
- 6.23 We are reviewing the guidance to develop and administer our scheme and procuring a voucher supplier to issue food vouchers to our 7,941 Council Tax Support claimants.
- 6.24 The government have recently announced that the Household Support Fund is being extended from October 2022 to 31 March 2023. We await details of our allocation and eligibility criteria.

15. Homes for Ukraine

- 6.25 As part of the response to the Ukraine refugee crisis we are working with Hampshire County Council, sponsors and the voluntary sector to support refugees. This includes attending workstreams with local authorities, voluntary sector networking to promote and signpost support and dealing with sponsor queries.

- 6.26 In partnership with the Department for Work and Pensions, local support groups and employers, we are hosting a job club for refugees, where additional advice and information will also be available.

16. Council Tax Hardship Fund

- 6.27 We have supported Citizens Advice New Forest with £35,000 to fund a Debt Supervisor for 2 years to build up resilience with debt advice within their service to support our residents with money problems (see Cabinet report dated 6 April 2022).
- 6.28 This leaves £91,000 and we will work with our partners to identify any emerging issues to support our most vulnerable residents and communities across the district.

Further Information:

Ryan Stevens
Service Manager – Revenues and Benefits
ryan.stevens@nfdc.gov.uk

Background Information:

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CORPORATE AFFAIRS AND LOCAL ECONOMY OVERVIEW AND SCRUTINY PANEL JUNE 2022

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 in time for ONS (Office for National Statistics) Claimant Count data
- 3.5 This ONS data is for the number of people claiming Jobseeker's Allowance plus those who claim Universal Credit and are required to seek work and be available for work.

4. New Forest Economic Snapshot:

4.1 National & South-East region Headlines:

The latest update from the Economic & Business Intelligence Service, Hampshire County Council: Hampshire Monthly Labour Market Update (May 2022) stated:

“Although the UK economy (GDP) grew by 0.8% in the three months to March 2022 (Quarter 1), on the monthly measure the economy was down 0.1% in March from no growth in February (revised downwards).

Office for National Statistics (ONS) Headline (Survey-based) Labour Market figures were positive with employment growth and the unemployment rate at its lowest for 50 years. However, economic inactivity remains stubbornly high despite record vacancies, although there were net flows from economic inactivity into employment.*

The labour market continues to tighten as demand is not being met despite record vacancies, and for the first time there are more job vacancies than unemployed people. Labour demand remains solid in Hampshire, but April's figures saw a significant slowdown in online hiring intentions compared to March.

Higher wage growth in private sector, but real wages not keeping pace with rate of inflation. The CPI rate of inflation is currently at 9% and at its highest level since 1982, while the RPI rate in double digits at 11%.

On the timelier monthly claimant count measure, provisional unemployed benefit claimants in Hampshire were down in April 2022, and across all broad age groups”.

*Note: Economic inactivity is defined by the ONS as ‘People not in employment who have not been seeking work within the last 4 weeks and/or are unable to start work within the next 2 weeks’ i.e. they are neither working or actively seeking employment. Economic inactivity includes students, early retirees and the long-term sick.

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 as at April 2022:** 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. This can be seen in the chart in Appendix 1

The chart in Appendix 1 also illustrates the impact of Covid restrictions, and the resultant economic shock, on the Claimant Count. In May 2020, during the first period of restrictions, the number of individuals aged 16 – 64 recorded on the New Forest Claimant Count peaked at 4,435 (4.5%). This trajectory and rate closely mirrored those for Hampshire.

Broadly the New Forest economy appears to be recovering positively from the impacts of the pandemic. The claimant count for April 2022 for ages 16 – 64 continues to move in a positive direction with the Claimant Count standing at 2,100 individuals (2.1%).

4.4 **The Claimant Count for ages 16-24 as at April 2022:** Youth unemployment is also showing a positive trend; in April 2022, 335 young people aged 16-24 were recorded on the Claimant Count, down from a peak in July 2020 of 865.

The chart at Appendix 2 illustrates the Claimant Count for ages 16-24 compared to the Claimant Count for ages 16 – 64 from April 2021 to April 2022.

5 **Initiatives to support the Economy**

5.1 The Economic Development team are working with partners to provide access to support for residents that are currently unemployed, in insecure employment or wish to explore different career options. These include:

The Central and West Hampshire 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 deliver the ‘Youth Employment Hub’. This is helping young people across the district find employment by offering advice and guidance in their future career path and the opportunities that are available to them.

One successful young person to have benefitted from this service is 17 year old Gary (name changed to protect identity). Gary was living alone with limited support and access to IT. When the Youth Employment Hub opened in Brockenhurst last year,

Gary attended weekly appointments where the team helped him to explore his options and realise his interest in hospitality. They helped him to put together an improved CV and begin searching and applying for hospitality apprenticeships. In February, Gary began a hospitality apprenticeship with a New Forest hotel.

The Youth Employment hub currently operates from venues in Totton College (Thursdays 10am to 4pm) and Brockenhurst Masonic Hall (Fridays 10am to 4pm). In addition, two outreach days are planned that will encompass Holbury and North Blackfield and Milton wards (both areas with proportionately higher youth unemployment)

Further information is available at: www.newforest.gov.uk/article/1107/Employment-skills-and-training-support

Get Inspired New Forest: In April 2022, NFDC in partnership with EBP South, ran a 'Get Inspired New Forest' event. Over 200 pupils from schools across the New Forest attended the event which aims to create awareness of and inspire young people about the variety of career options in the area. Businesses and not for profit organisations provided an exciting range of hands-on activities for the young people to take part in. The activities included putting science and engineering into action by creating circuits, using a training automated external defibrillator and trying a music mixing stand. These engaging sessions gave students the opportunity to interact with business professionals and learn about the wide variety of career options available to them.

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.

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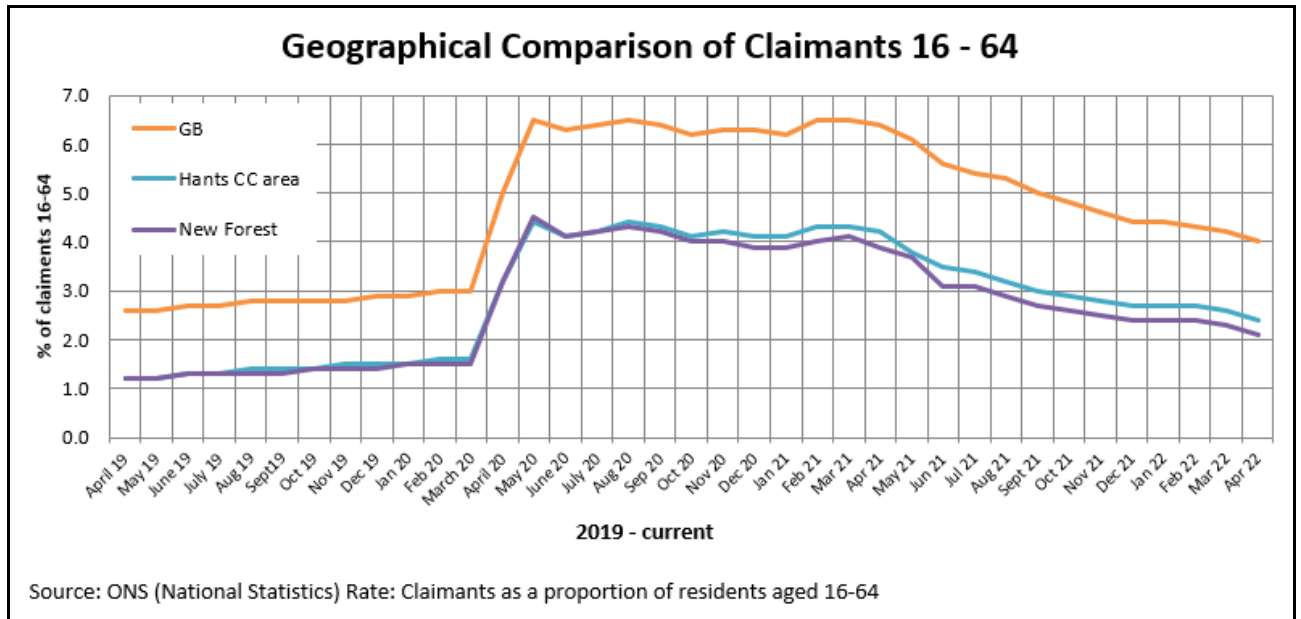
Background Papers:

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 May 2022

Profile of the New Forest Waterside,
February 2022

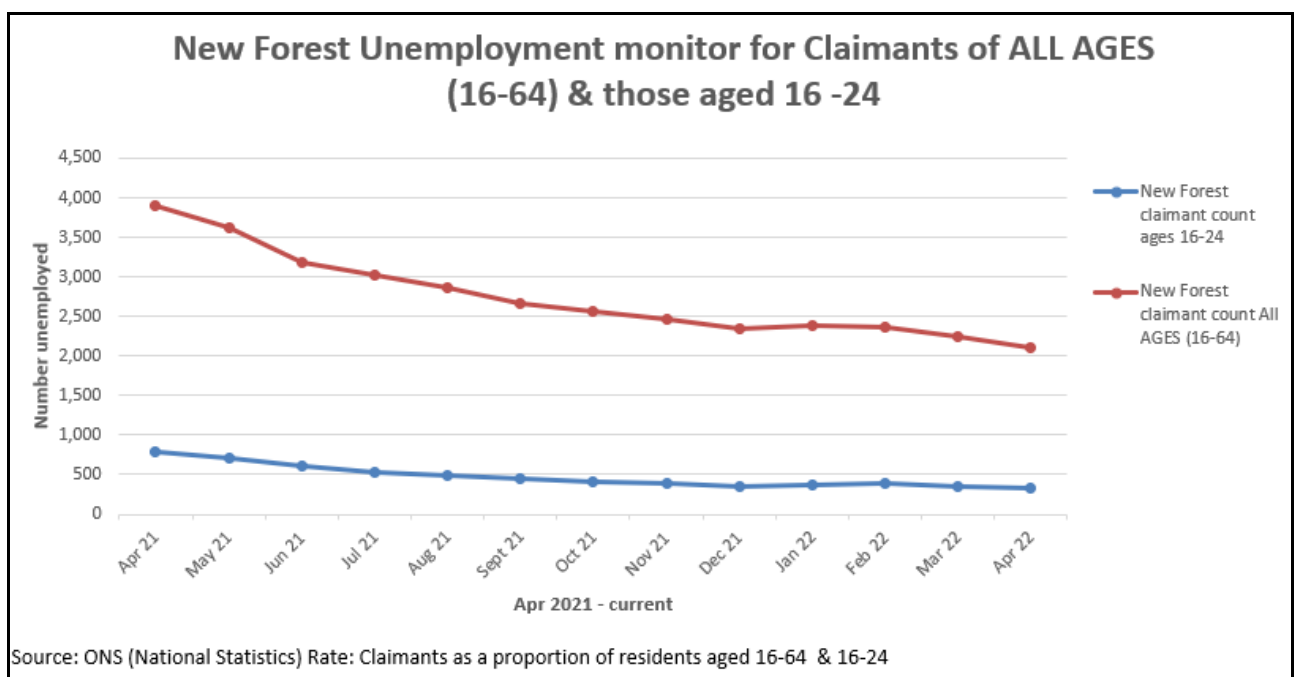
Appendix 1: Illustrating a geographical comparison of claimants aged 16-64 as a proportion of residents aged 16-64 (as at April 2022)



Appendix 2: Illustrating:

RED Line: The Claimant Count for residents aged 16 - 64 as a proportion of all residents aged 16-64 (as at April 2022)

BLUE Line: The Claimant Count for young people aged 16 - 24 as a proportion of all residents ages 16-64 (as at April 2022)



Digital Strategy – *Customer First, Digital by Design*

1. RECOMMENDATIONS

1.1 It is recommended that;

- a) Members of the Corporate Affairs and Local Economy Overview and Scrutiny Panel support the proposed Digital Strategy and provide any comments before onward reporting to the Cabinet and Council for adoption.

2. INTRODUCTION

2.1 The Digital Strategy 2022/25 is the vehicle to guide NFDC through the next three years as it accelerates its digital transformation.

3. BACKGROUND

3.1 Previous ICT Strategies have focused on the creation of the secure and robust infrastructure that the council enjoys today. Alongside the development of the current environment principles have been established for the sourcing and procurement of IT systems that are sustainable and in step with the sector.

3.2 Having reached the end of the 2017-2022 ICT strategy and delivered the secure and robust infrastructure envisaged, as well as replacing several core systems, this strategy outlines how the council will retain the benefits of a contemporary ICT environment, as well as support the aspirations of the council now and into the future.

3.3 This strategy places our residents and customers first, putting the customer experience at the centre when designing our digital business processes. It also provides continuity by updating the streams of work that are now part of the council's vocabulary and sets clear goals:

Updated Strategic Stream	Goal
Resilience, Security & Smarter Working	Robust and reliable systems that underpin NFDC service delivery
	Contemporary working practices achieved through appropriate use of technology
Digital Services	Operate digital services that reduce operational costs and increase resident and customer satisfaction.

4. STRATEGY DEVELOPMENT AND CONSULTATION

4.1 To date the Digital Strategy 2022 - 2025 has been drafted following discussion between the ICT Service Manager and peers across the council. The draft strategy has been through EMT with the feedback incorporated into the final draft presented with this report.

- 4.2 To be fit for the future, the council is developing a framework for council wide transformation. This digital strategy introduces live projects in train now that already align to the digital strategy and sets clear goals and objectives for other projects that emanate from the emerging Transformation Framework to align to.
- 4.3 As a live document it is available for update and refinement as the wider transformation programme of the council evolves. The Digital Strategy however also deals with the foundation stones of 'digital businesses' upon which the council can grow its 'Customer first, digital by design' services.

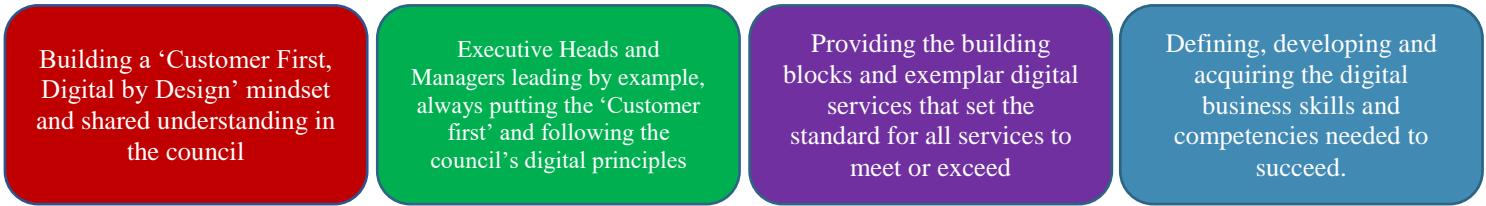
5. SUBSEQUENT ACTIONS

- 5.1 Once the strategy has been presented to the Cabinet and then Council for adoption, the process of communicating and embedding the strategy into the Council will begin with its presentation to Service Managers and their teams.

6. EXECUTIVE SUMMARY OF THE DIGITAL STRATEGY

- 6.1 'Customer first, digital by design' is the ethos of the NFDC Digital Strategy (appendix 1). With the following principles at the heart of the strategy:
1. **All services will adopt full end to end digital business models**
 2. **All services will actively use data to inform decision making and report performance in real-time**
 3. **The council will develop its workforce to realise the business benefits of digital service delivery**
 4. **Services will continue to review their capabilities and capacity, reshaping services to leverage the business benefits of digital practices**
- 6.2 The customers of the council are entitled to efficient services that meet their needs. The council will therefore design its services around the needs of our customers, choosing effective and efficient digital solutions to fulfil those needs.
- 6.3 This may include consideration towards the use of robotics where customer behaviours and prescribed end-to-end journeys support this way of working. **We will also design our digital services to accommodate customers who need assistance, or who are unable to navigate our digital solutions.**
- 6.4 Whether assisted or self-serve the same digital solution will provide an efficient and effective service.
- 6.5 Through a 'customer first, digital by design' approach the council can offer services that are accessible to our customers twenty-four hours a day. Allowing our customers to apply for, pay for and report on issues at times that suit them.
- 6.6 Customer and staff expectations are such that the council will need to continuously innovate and be ambitious in its use of technology to reap the rewards and benefit for our customers.
- 6.7 The investment in technology to date has put the council in the enviable position of being able to remain contemporary by continuing to invest modestly on an annual basis in its digital architecture and support services.
- 6.8 To achieve the above the council will embark on a digital transformation that builds upon its existing investments in technology through services that are customer focused. Offering quick fulfilment, accurate information and an open 'digital door' to our customers. Bringing our customers closer to the council and the services that it offers.

6.9 The council will develop a culture that embraces ‘Customer First, Digital by Design’ through:



6.10 The development of customer first, digital by design business processes will be facilitated through the provision of a core suite of building blocks. These building blocks will be used to deliver council services that ensure consistent, efficient and effective service delivery for our residents and customers. Whilst being capable of inter-operating with service specific software systems.

6.11 The building blocks will be available to all services providing the functionality that is universal in all service delivery. For example, all council services will use the same ‘chip and pin’ card payment solution, the same telephone solution for making and receiving calls, the same website for creating online presence.

6.12 This approach ensures consistency standards for customer engagement and clarity of what functionality is needed when purchasing service specific software

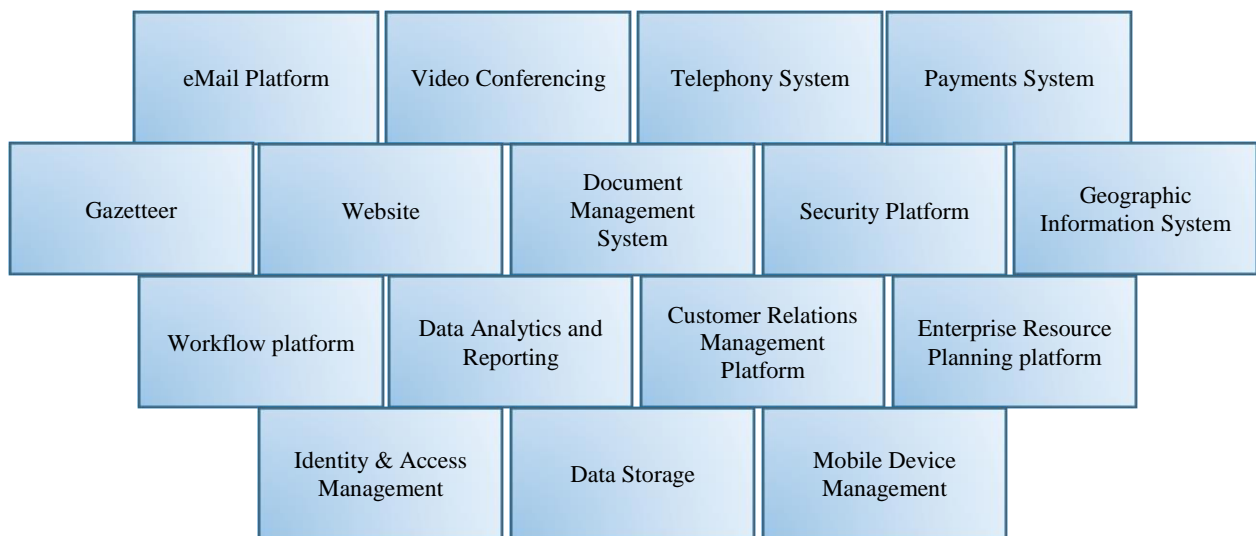


Figure 1. Example of some of the NFDC core digital building blocks

6.13 Whilst the corporately provided functionality is delivered to support council services to engage with our customers. Service specific innovation and development will be encouraged through making funding available to projects that fulfil the following Digital Strategy goals and objectives:

Goal	Objective
Robust, reliable systems and support that underpin NFDC service delivery	Accreditation/compliance that affirm that NFDC meets industry standards for security and services
	Resilient ICT environment that provides high availability of systems
	Robust disaster recovery procedures
	Responsive digital/ICT support services
Contemporary working practices achieved through appropriate use of technology	Reliable end-User Devices (EUD) for secure access to council software systems, data and information
	Effective use and adoption of Microsoft 365 by staff and Members
	Digital enabled internal business processes to support flexible/hybrid working
Digital services that reduce operational costs and increase resident and customer satisfaction.	Full end to end digital business models in all 'customer' facing services
	Responsive and effective organisational structures that support digital working practices
	Digital leading Council that uses technology for transparent and efficient, effective governance
	Data driven decision making

6.14 To manage the allocation of funds and monitor progress the Capital and Change Board will receive proposals, decide on fit with council strategy, allocate funding and receive regular reporting on progress

6.15 The capacity and capabilities of the council ICT resources, to support digital business practices will evolve as the council's digital maturity grows. The core ICT team will continue to be responsible for:

- **Robust, reliable systems and support that underpin NFDC service delivery. Including but not limited to:**
 - **Communications**
 - **Systems availability and performance**
 - **Security**
 - **End-User Support**
 - **Supplier and contract management**
- **Contemporary working practices achieved through appropriate use of technology, including but not limited to:**
 - **Training and adoption of digital working practices**
 - **Supply of end-user devices**
 - **Supply of collaboration technologies on council premises**
 - **Data analytics and reporting services**
- **Digital services that reduce operational costs and increase resident and customer satisfaction, including but not limited to:**
 - **Online presence**
 - **Omni-channel access for customers**
 - **Management software supporting council services**
 - **Software integration services**
 - **Business systems analysis and design**
 - **Project and programme management for digital projects.**

6.16 The Digital Programme with its focus on delivering the core digital building blocks will grow to support the delivery of the transformational projects that will emerge through the life of this strategy. Ensuring that ‘Customer first, digital by design’ becomes reality for the council.

7. CONCLUSIONS

7.1 The Digital Strategy is a significant building block in the emerging transformation framework. The Strategy accommodates the uncertainty that exists over what the future may hold for NFDC but puts in place the capabilities for the council to be agile, flexible and responsive to the challenges ahead.

7.2 Adopting the Digital Strategy now will kickstart the activities needed to take the next steps in building a ‘Customer first, digital by design’ council.

8. FINANCIAL IMPLICATIONS

8.1 The Council’s budget for 2022/23 and Medium Term Financial Plan sets aside funding to 2024/25 to deliver projects aligning to this Digital Strategy (£625k x 3 years). Benefits realisation will be a key factor to project evaluation before funds are allocated to individual projects.

8.2 Regular updates on progress and forecast expenditure will be presented to the Council’s Capital and Change Board, and well as 6 monthly updates through the Corporate Affairs and Local Economy Overview and Scrutiny Panel.

9. CRIME & DISORDER IMPLICATIONS

9.1 There are none.

10. ENVIRONMENTAL IMPLICATIONS

10.1 Alternative processes driven through digital technology have the potential to have a positive impact to the environment.

11. EQUALITY & DIVERSITY IMPLICATIONS

11.1 The Council is aware of certain characteristics of certain groups who may require additional support when communicating and transacting with the Council. Impact equality assessments will be considered where necessary on individual projects.

12. DATA PROTECTION IMPLICATIONS

12.1 The delivery of the Digital Strategy will continue to have upmost regard to the security and protection of personal data. It will also enhance the Council’s compliance with the applicable legislative requirements of the Data Protection Act 2018 and the UK GDPR.

For further information contact: (Bold)

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Background Papers:

Digital Strategy 2022/25



Digital Strategy 2022-2025

Customer First, Digital by Design

May 2022

1 Executive Summary

1.1 'Customer first, digital by design' is the ethos of the NFDC Digital Strategy. With the following principles at the heart of the strategy:

1. **All services will adopt full end to end digital business models**
2. **All services will actively use data to inform decision making and report performance in real-time**
3. **The council will develop its workforce to realise the business benefits of digital service delivery**
4. **Services will continue to review their capabilities and capacity, reshaping services to leverage the business benefits of digital practices**

1.2 The customers of the council are entitled to efficient services that meet their needs. The council will therefore design its services around the needs of our customers, choosing effective and efficient digital solutions to fulfil those needs.

1.3 This may include consideration towards the use of robotics where customer behaviours and prescribed end-to-end journeys support this way of working. **We will also design our digital services to accommodate customers who need assistance, or who are unable to navigate our digital solutions.**

1.4 Whether assisted or self-serve the same digital solution will provide an efficient and effective service.

1.5 Through a 'customer first, digital by design' approach the council can offer services that are accessible to our customers twenty-four hours a day. Allowing our customers to apply for, pay for and report on issues at times that suit them.

1.6 Customer and staff expectations are such that the council will need to continuously innovate and be ambitious in its use of technology to reap the rewards and benefit for our customers.

1.7 The investment in technology to date has put the council in the enviable position of being able to remain contemporary by continuing to invest modestly on an annual basis in its digital architecture and support services.

1.8 To achieve the above the council will embark on a digital transformation that builds upon its existing investments in technology through services that are customer focused. Offering quick fulfilment, accurate information and an open 'digital door' to our customers. Bringing our customers closer to the council and the services that it offers.

1.9 The council will develop a culture that embraces 'Customer First, Digital by Design' through:

Building a 'Customer First, Digital by Design' mindset and shared understanding in the council

Executive Heads and Managers leading by example, always putting the 'Customer first' and following the council's digital principles

Providing the building blocks and exemplar digital services that set the standard for all services to meet or exceed

Defining, developing and acquiring the digital business skills and competencies needed to succeed.



1.10 The development of customer first, digital by design business processes will be facilitated through the provision of a core suite of building blocks. These building blocks will be used to deliver council services that ensure consistent, efficient and effective service delivery for our residents and customers. Whilst being capable of inter-operating with service specific software systems.

1.11 The building blocks will be available to all services providing the functionality that is universal in all service delivery. For example, all council services will use the same ‘chip and pin’ card payment solution, the same telephone solution for making and receiving calls, the same website for creating online presence.

1.12 This approach ensures consistency standards for customer engagement and clarity of what functionality is needed when purchasing service specific software

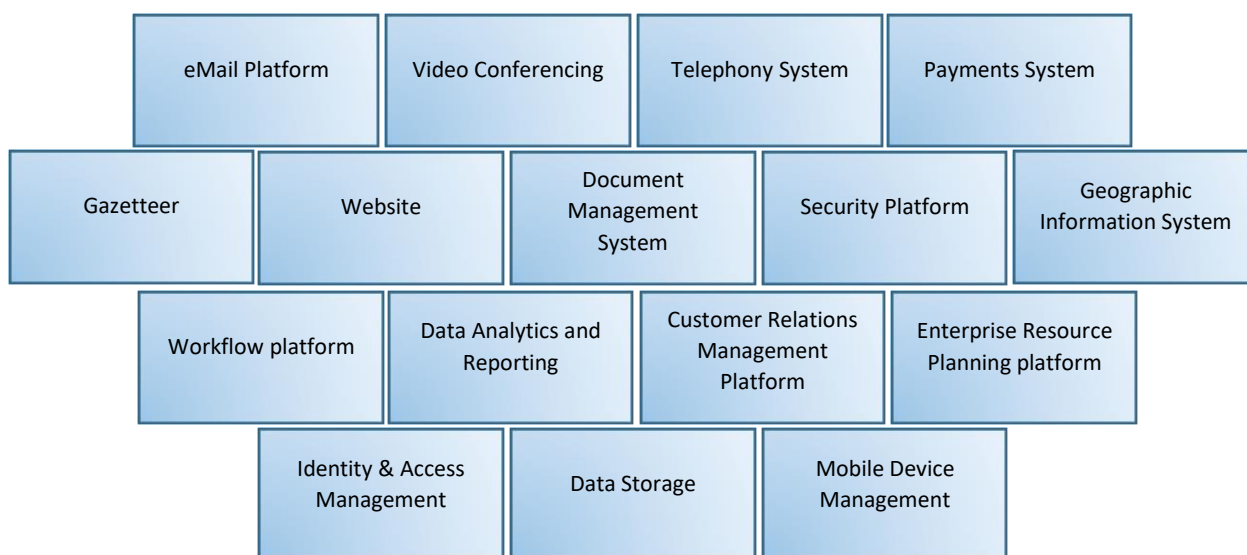


Figure 1. Example of some of the NFDC core digital building blocks

1.13 Whilst the corporately provided functionality is delivered to support council services to engage with our customers. Service specific innovation and development will be encouraged through making funding available to projects that fulfil the following Digital Strategy goals and objectives:

Goal	Objective
Robust, reliable systems and support that underpin NFDC service delivery	Accreditation/compliance that affirm that NFDC meets industry standards for security and services
	Resilient ICT environment that provides high availability of systems
	Robust disaster recovery procedures
	Responsive digital/ICT support services



Contemporary working practices achieved through appropriate use of technology	Reliable end-User Devices (EUD) for secure access to council software systems, data and information
	Effective use and adoption of Microsoft 365 by staff and Members
	Digital enabled internal business processes to support flexible/hybrid working
Digital services that reduce operational costs and increase resident and customer satisfaction.	Full end to end digital business models in all 'customer' facing services
	Responsive and effective organisational structures that support digital working practices
	Digital leading Council that uses technology for transparent and efficient, effective governance
	Data driven decision making

1.14 To manage the allocation of funds and monitor progress the Capital and Change Board will receive proposals, decide on fit with council strategy, allocate funding and receive regular reporting on progress

1.15 The capacity and capabilities of the council ICT resources, to support digital business practices will evolve as the council's digital maturity grows. The core ICT team will continue to be responsible for:

- **Robust, reliable systems and support that underpin NFDC service delivery. Including but not limited to:**
 - **Communications**
 - **Systems availability and performance**
 - **Security**
 - **End-User Support**
 - **Supplier and contract management**

- **Contemporary working practices achieved through appropriate use of technology, including but not limited to:**
 - **Training and adoption of digital working practices**
 - **Supply of end-user devices**
 - **Supply of collaboration technologies on council premises**
 - **Data analytics and reporting services**

- **Digital services that reduce operational costs and increase resident and customer satisfaction, including but not limited to:**
 - **Online presence**
 - **Omni channel access for customers**
 - **Management software supporting council services**
 - **Software integration services**
 - **Business systems analysis and design**
 - **Project and programme management for digital projects.**

1.16 The Digital Programme with its focus on delivering the core digital building blocks will grow to support the delivery of the transformational projects that will emerge through the life of this strategy. Ensuring that 'Customer first, digital by design' becomes reality for the council.



2 Scope

- 2.1 The implementation of digital business processes that ensures the secure, efficient and effective delivery of services to residents and customers of the district.

3 Introduction

- 3.1 Previous ICT Strategies have focused on the creation of the secure and robust infrastructure that the council enjoys today. Alongside the development of the current environment principles have been established for the sourcing and procurement of IT systems that are sustainable and in step with the sector.
- 3.2 Having reached the end of the 2017-2022 ICT strategy and delivered the secure and robust infrastructure envisaged, as well as replacing a couple of core systems, this strategy outlines how the council will retain the benefits of a contemporary ICT environment, as well as support the aspirations of the council now and into the future.
- 3.3 This strategy places our residents and customers first, putting the customer experience at the centre of when designing our digital business processes. It also provides continuity by updating the streams of work that are now part of the council's vocabulary:

Updated Strategic Stream	Goal
Resilience, Security & Smarter Working	Robust and reliable systems that underpin NFDC service delivery
	Contemporary working practices achieved through appropriate use of technology
Digital Services	Operate digital services that reduce operational costs and increase resident and customer satisfaction.



4 Customer First, Digital by Design

- 4.1 The customers of the council are entitled to efficient services that meet their needs. The council will therefore design its services around the needs of our customers, choosing effective and efficient digital solutions to fulfil those needs.
- 4.2 For those customers that need assistance or unable to navigate our digital solutions our service designs will accommodate these customers through 'assisted' customer journeys. The same digital solutions will be used for service delivery with either a customer service officer or 'robotic' assistant to help our customers fulfil their needs.
- 4.3 Whether assisted or self-serve the same digital solution will provide an efficient and effective service.
- 4.4 Through a 'customer first, digital by design' approach the council can offer services that are accessible to our customer twenty-four hours a day. Allowing our customers to apply for, pay for and report on issues at times that suit them.
- 4.5 Information about our services will be easily accessible through the council's online presence. With the option to present real time information about service performance. Both holistically and at individual customer level.
- 4.6 To achieve the above the council will embark on a digital revolution that builds upon its existing investments in technology by building services that are customer focused. Offering quick fulfilment, accurate information and an open 'digital door' to our customers. That brings our customers closer to the council and the services that it offers.
- 4.7 This approach will also mean that accessibility to service information and delegated decision making within agreed parameters can be distributed to frontline officers and to the customer facing digital interfaces e.g. website pages and customer kiosks. Thereby empowering council staff at the frontline to fulfil customer needs in shorter timescales. Ensuring that only the more complex and challenging issues are passed to council officers with the expertise and experience to support customers with more complex needs. The net effect is increased capacity in teams that commonly face high workloads.
- 4.8 The success of this approach is partially dependent on the culture of the council and the attitude towards the 'customer first, digital by design'. To build a culture that embraces the opportunities offered by digital by design whilst conscious of the safeguards needed to maintain secure and resilient services. The council will:
 - 4.8.1 Build a 'Customer First, Digital by Design' mindset and shared understanding in the council
 - 4.8.2 Executive Heads and Service Managers leading by example, always putting the 'Customer first' and following the council's digital principles
 - 4.8.3 Provide the building blocks and exemplar digital services that set the standard for all services to meet or exceed
 - 4.8.4 Define, develop and acquire the digital business skills and competencies needed to succeed.



5 Future Proofing and Retaining the Benefits

- 5.1 Investment in the NFDC ICT infrastructure and software applications to date has delivered a resilient and flexible environment to support NFDC productivity. This has been emphasised through the continued ability of NFDC to operate throughout 2020/21 and overcome the constraints of the Covid Pandemic response.
- 5.2 Customer and staff expectations have now changed meaning that the council will need to continuously innovate and be ambitious in its use of technology to reap the rewards and benefit for our customers.
- 5.3 The investments in technology to date have put the council in the enviable position of being able to remain contemporary if it continues to invest modestly on an annual basis in its digital architecture and support services.
- 5.4 In response to continued investment the ICT support services across the council will evolve and reshape as the required capabilities and capacity for support changes. Adapting support to meet the expectations and needs of residents, customers' and staff alike.
- 5.5 With the mixed environment that now exists. Consisting of on-premises software systems, hosted software systems, leased hardware, owned hardware, hybrid working, perpetual licences and subscription licencing the complexity of managing the environment has grown.
- 5.6 To ensure that council is getting value for money from all the technology arrangements it has in place, now and in the future. The ICT Support service will need to evolve and reshape with the appropriate capabilities, capacity and co-working arrangements across the council to proactively support service delivery to residents and customers across the district.
- 5.7 The technology choices that the council makes will also need to be carefully considered to ensure that our future investments contribute to the longer terms ambitions of the council to be an exemplar of 'customer first, digital by design'.



6 Challenges

- 6.1 Having updated the technical architecture of the council's ICT throughout the life of the preceding ICT Strategy. The council now faces the challenge of maintaining a contemporary ICT environment that supports and delivers efficient resident and customer facing services.
- 6.2 In addition to fulfilling the council's statutory obligations the provision of a contemporary ICT environment contributes to the council becoming an employer of choice for talent looking for rewarding organisations to work for.
- 6.3 The continued adoption of technology in the delivery of services also requires a digitally literate workforce to leverage the benefits of the investment in digital systems.
- 6.4 By acknowledging that recruitment is an ever-growing challenge. One mitigation is upskilling of the existing workforce through structured training programmes. For example, to become a data driven organisation the use of data and analytic tools such as Microsoft's 'PowerBI' should become ubiquitous across the council. This would require development of super-users across the council who can cascade skills and knowledge throughout their peers and colleagues.
- 6.5 Digitalisation of our residents and customers lives is driven by all industries including central government agencies and departments. This has the inevitable effect of changing people's expectations and tolerance of services that lag-behind in adopting digital business models.
- 6.6 Satisfied residents and customer expectations for digital enabled services will be achievable through transparent, timely decision making accessible through the tools that are ubiquitous e.g. Smartphones.
- 6.7 Demonstrating value for money and effectiveness of the services delivered by the council is a challenge faced by all organisations. Effective reporting and presentation of performance derived from data from every part of the council will help to demonstrate the effectiveness of services being delivered.

7 Digital Principles

7.1 In response to the challenges facing the council the following digital principles will be used to guide the development of digital services across the council.

7.2 The principles promoted here are informed by [the technology code of practice](#) published by the Central Digital and Data Office. The technology code of practice will help to inform the implementation of digital projects once they have satisfied the NFDC authorisation process for funding.

7.3 To ensure that investment and innovation in services are consistent with the council's Digital Principles projects and service improvements should be able to demonstrate their alignment with one or more of the council's digital principles.

7.4 Table of Digital Principles

Digital Principal	
1	All services will adopt full end to end digital business models that support digital natives and our non-digital customers
Definition	Provide a digital format for customers that enable them to make payments, submit claims, queries, applications and converse with the council or Members. The automated process would channel the 'transaction' to the correct recipient (without any unnecessary manual intervention) for action and/or response.
Example	A resident in Ringwood wants to buy the 'green waste' service from the council to have their garden waste collected. The resident has the option to use an app on their smartphone, a form on the NFDC website or call an automated customer telephone service. The resident enters their details and makes a payment. This automatically triggers a job for the Waste management team to deliver a green waste bin and updates the green waste collection round with the new collection details. Details of the green waste bin collection and the collection day details are emailed to the customer automatically.
2	All services will actively use data to inform decision making and report performance in real-time
Definition	Data collected from telemetry devices, customer reporting channels, finance system, other business systems is collated thereby facilitating data analytics to be carried out and presented as appropriate.
Example	Residents report fly-tipping incidents through an app on their smartphone, an interactive map on the NFDC website or call an automated customer telephone service. By dropping a 'Pin' in a map via the website/smartphone app or using 'What3words' through the automated customer telephone service the resident informs the council of an illegal fly-tipping incident. Multiple incidents for the same location are reported in the same day.

	<p>Through data analytics a pattern of dates and times is identified showing three locations that are routinely used by fly-tippers. Using this data and the predictive analytics Civil Enforcement Officers are posted at the location of the next predicted fly-tipping occurrence.</p> <p>Civil Enforcement Officers witness fly-tipping as predicted and provide video evidence to the police.</p> <p>The incidents of fly-tipping are all updated with a status of action taken and police informed. The incidents reported by residents are updated and automated email updates are sent to the residents as appropriate.</p> <p>Dashboards used by the Service Manager and Exec Management Team are also updated automatically to reflect the action taken.</p>
3	The council will develop its workforce to realise the benefits of digital service delivery
Definition	Training on and awareness of technology capabilities will be routinely given to staff to allow services to fully leverage the power of the technology that has been invested in by the council.
Example	Through purchasing Microsoft 365 licencing the council has access to 'PowerBI' a data analytics tool that can be used to analyse data sets from different sources and present the information derived in dashboards. The dashboards can be updated in real-time or on a schedule to provide up to date information to users. Informing Service Managers and demonstrating the potential uses of 'PowerBI' to them with support to implement its use will be given. This will be reinforced with objectives set by Exec Heads for the use of Dashboards from 'PowerBI' being established within a specified timescale.
4	Services will continue to review their capabilities and capacity, reshaping services to leverage the business benefits digital practices
Definition	Implementing digital business models alters the resource requirements for tasks carried out in a service or across services. Reviewing resource requirements will result in restructuring to ensure resources are allocated to tasks appropriately.
Example	With the growing number of software systems used across the council being provided as a hosted system by the supplier or a Software as a Service (SaaS) solution the matrix of skills in the ICT team will need to change to support the needs of the council. The growing number of suppliers with their own timelines for upgrades and functional improvements to the systems they provide creates a need for greater alignment and coordination of activities across many technical environments. This requires more technical project management skills and business liaison roles within ICT to maintain reliable services for our users. As a result, skills training and job roles are updated as appropriate for managing systems.

8 Facilitating Digital Principles

8.1 The technical (servers, networks, end-user devices) and non-technical (operating model, policies, licencing, training, roles & responsibilities) infrastructure must become flexible and responsive to meet the accelerating pace of technology changes being embraced by the council.

8.2 Technical Infrastructure

- 8.2.1 A flexible and responsive technical architecture in the context of NFDC means the ability to increase or decrease the capacity of the technical environment in response to the demands upon it. This includes adoption or removal of technologies at an appropriate pace to meet NFDC Service delivery need.
- 8.2.2 The current approach at NFDC is one in which hardware and software is purchased on a 4-to-7-year cycle irrespective of the technical requirements of the software systems that are being purchased and used by our Service delivery units. This is a sufficient approach when the procurement of new software systems is a rare occurrence and/or when the pace of technological change is low.
- 8.2.3 NFDC is embarking on a period technology modernisation and innovation that is likely to change the demands upon the technical infrastructure of the council. For example, the server capacity required at the council's data centre will reduce as the number of software systems hosted by suppliers or provided as Software as a Service (SaaS (e.g. Business World ERP or iTrent HRS)) increases. This therefore means that the council could reduce its virtual and physical technical infrastructure in response.
- 8.2.4 Rather than commit the council to investment in additional technical infrastructure that continues to grow the volume of aging technology. Aging technology that becomes defunct within the anticipated 4-to-7-year refresh cycle. The council will adopt a 'utility' approach to its technical architecture.
- 8.2.5 The 'utility' approach will see the council pay for the technical environment it needs on a consumption basis. Only paying for what it needs when it needs it.
- 8.2.6 The council will therefore adopt Infrastructure as a Service (IaaS) and Platform as a Service (PaaS) rather than commit council funds to owning hardware and software on a 4-to-7-year refresh cycle.
- 8.2.7 The council has already taken steps in this direction.
- 8.2.8 For example, the council now buys subscription licences from Microsoft for using Microsoft365 (Word, Excel, Powerpoint, Sharepoint, Teams etc) meaning that the council will adjust its spending on these licences annually to reflect the true number of users.
- 8.2.9 The council also rents rack space at a commercial data centre in Gosport to host physical servers upon which the councils 'on premise' (as opposed to SaaS or software hosted by the supplier e.g. IDOX) software is hosted.



- 8.2.10 In addition to taking a utility approach to the underlying technology infrastructure the council will also look to implement core business systems that are best of breed whilst offer opportunities to interoperate with existing technology investment at NFDC and/or interoperability with our partners. This will help to ensure that the council provides a coherent, value for money set of digital technologies that meet the needs of the residents and customers.
- 8.2.11 The development of customer first, digital by design business processes will be facilitated through the provision of a core suite of building blocks. These building blocks will be used to deliver council services that ensure consistent, efficient and effective service delivery for our residents and customers. Whilst being capable of inter-operating with service specific software systems.
- 8.2.12 The building blocks will be available to all services providing the functionality that is universal in all service delivery. For example, all council services will use the same ‘chip and pin’ card payment solution, the same telephone solution for making and receiving calls, the same website for creating online presence.
- 8.2.13 This approach ensures consistency of approach, standards of customer engagement and clarity of what functionality is and isn’t needed when purchasing service specific software

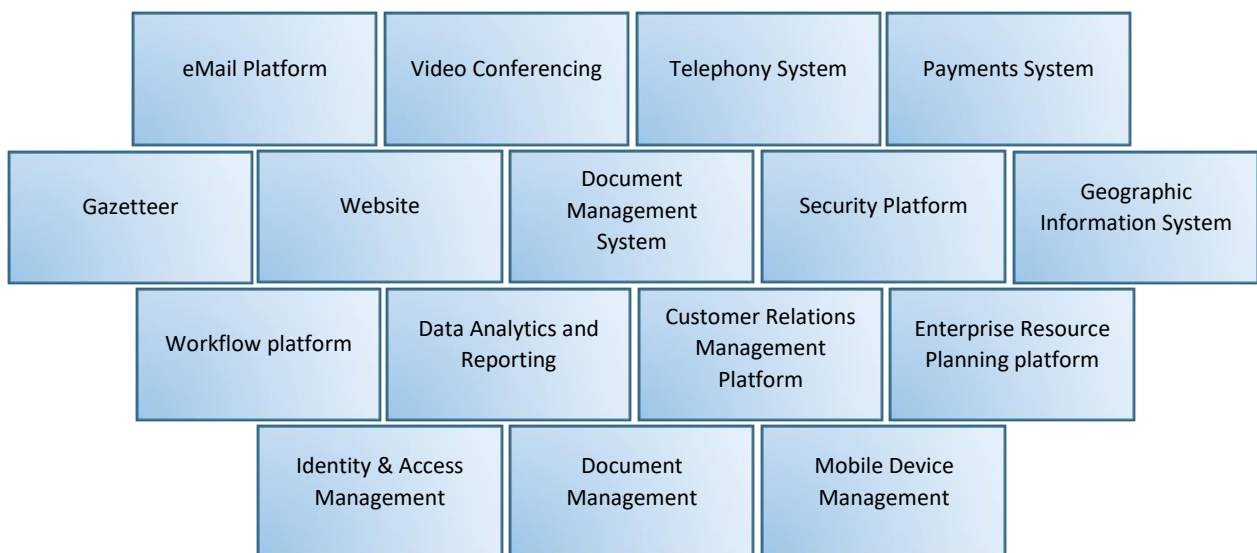


Figure 2. Example of some digital building blocks



8.3 Non-Technical Infrastructure

8.3.1 To successfully manage the technical infrastructure following a 'utility' approach the policies, processes and capabilities used in the ICT Support Service will need to evolve and adapt at an equal pace to the rate of technological change.

8.3.2 Service management and engagement with suppliers will be critical to the success of managing a technical environment increasingly characterised by SaaS solutions and hosted applications.

8.3.3 The council will shape its ICT support and delivery resources in the most efficient and effective way to support service delivery both now and into the future. This will be assured through biennial review and update of the support structures, capabilities and capacity.

8.3.4 How the support services are structured, resourced and managed will evolve as the council's digital transformation matures. The role of the ICT support Services however will continue to be accountable for delivering:

- **Robust, reliable systems and support that underpin NFDC service delivery. Including but not limited to:**
 - **Communications**
 - **Systems availability and performance**
 - **Security**
 - **End-User Support**
 - **Supplier and contract management**
- **Contemporary working practices achieved through appropriate use of technology, including but not limited to:**
 - **Training and adoption of digital working practices**
 - **Supply of end-user devices**
 - **Supply of collaboration and access technologies on council premises**
 - **Data analytics and reporting services**
- **Digital services that reduce operational costs and increase resident and customer satisfaction, including but not limited to:**
 - **Online presence**
 - **Omni channel access for customers**
 - **Management software supporting council services**



8.3.5 To achieve the above the council's ICT Services' responsibilities will extend to but are not limited to:

- *integration that allows the corporate applications to work successfully with business applications,*
- *maintain and continuously improve the council's technical infrastructure to deliver secure, robust and reliable systems*
- *hold responsibility for supplier relations to ensure that the council is not inadvertently diverted from its digital strategy*
- *Support business units to maintain and fully leverage the benefits of their respective business applications*
- *Work with NFDC Service Managers to create, maintain and realise a technology roadmap that delivers 'customer first, digital by design' services for our residents and customers.*
- *Provide the project leadership, analytical resource and technical implementation capabilities to realise the benefits of the digital strategy*
- *Provision of data analysis tools and services*
- *Providing operational support and development of the councils' online presence*
- *Telecommunications and omni channel access for customers*
- *Availability and performance of all systems*
- *Facilitate and coordinate design, development and delivery of digital services*

8.3.6 The council will therefore review and revise biennially (as a minimum) the technical and non-technical digital infrastructure of the council.

8.3.7 It is expected that distribution, spectrum of capabilities and capacity will alter as the digital programme evolves and begins to realise the intended benefits if the digital strategy.

8.3.8 Innovative recruitment and retention as well as development of existing staff will need to be used to meet the expected demands of the digital transformation that is envisaged.

9 Strategic Stream: Resilience, Security and Smarter Working

9.1 Supplying the tools and rules that make delivering services to our residents and customers easy is the outcome of the 'Resilience, Security and Smarter Working' strategic stream.

9.2 There are of course obligations that the council must meet in relation to security as well as standards that the council will commit to maintaining however these obligations should be met with minimal impact on delivering good quality services.

9.3 The following table contains the objectives and success measures to realise the desired outcomes of this strategy. The digital principles stated in this strategy will be applied when designing the solutions used to meet the success measures.

9.4 *Table of Resilience, Security and Smarter Working Goals and Objectives*

Goal	Objective	Outcome
Robust, reliable systems and support that underpin NFDC service delivery	Accreditation/compliance that affirm that NFDC meets industry standards for security and services	PSN re-accreditation awarded
		Cyber essentials plus accreditation
		PCI compliance
		ISO awarded
	Resilient ICT environment that provides high availability of systems	High availability achieved through IaaS/PaaS at an equal cost to the council (or lower) than the existing on-premises solutions.
Provision of reliable, high performing secure internet and connectivity services		
Robust disaster recovery procedures	Regularly tested DR plan that enables the council to continue delivering services in the event of a break in the 'normal' delivery of services.	
Responsive digital/ICT support services	Digital and ICT Support services across the council that can respond to innovations and technology challenges as and when required.	
Contemporary working practices achieved through appropriate use of technology	Reliable end-User Devices (EUD) for secure access to council software systems, data and information	Provision of Choose Your Own Device (CYOD) that allows staff members to select the appropriate devices from a predefined selection to support them in their role.
	Effective use and adoption of M365 by staff and Members	Pervasive adoption of published good practice in the ubiquitous business processes across the council
	Digital enabled internal business processes to support flexible working	Automated processes that channel the employee/Member 'transaction' to the correct outcome (without any unnecessary manual intervention) for action and/or to the correct recipient.



10 Strategic Stream: Digital Services

10.1 Establishing intuitive, efficient digital processes that enable NFDC residents and customers to conduct their business with the council through any channel that best suits their needs, whilst reducing operational costs and increasing resident and customer satisfaction.

10.2 The following table contains the objectives and success measures agreed to realise the desired outcomes of this strategy. The digital principles stated in this strategy will be applied when designing the solutions used to meet the success measures.

10.3 The following Table is completed through the digital demand management process that identifies, evaluates and approves projects to proceed.

10.4 Table of Digital Services Goals and Objectives

Goal	Objective	Outcome
Digital services that reduce operational costs and increase resident and customer satisfaction.	Full end to end digital business models in all 'customer' facing services	Operational processes are demonstrably changed to provide our residents and customers the most efficient and effective engagement with the council through utilising a suite of corporate technology options adopted as the standard of the council.
	Responsive and effective organisational structures that support digital working practices	NFDC Digital Strategy implementation is deliverable and sustained through NFDC resources.
	Digital leading Council that uses technology for transparent and efficient, effective governance	Fully adopted digital processes for governance of the councils statutory obligations
	Data driven decision making	100% of recommendations made to EMT and Cabinet are supported by quantitative evidence derived NFDC data sets

11 Initiation and Authorisation of Digital Innovation Proposals

11.1 To deliver the outcomes envisaged by this strategy within the constraints of the councils' resources. A clear and concise governance model will be followed to ensure that projects are prioritised appropriately.

11.2 Initiation

11.2.1 Initiation of a service improvement begins with the scoping of a piece of work and identifying alignment with one or more of the council's digital principles (see table 5.4) as well as the appropriate Goal, Objective and success measure that will be applied (see Table 7.4 and 8.4).

11.2.2 Those initiating a service improvement and wanting authorisation to proceed will complete the 'Service Improvement Scoping Document' (see Appendix 2).

11.2.3 Completed Service Improvement Scoping Documents will be submitted for an initial feasibility assessment that is evaluated by Executive Heads and the Capital and Change Board.

11.3 Authorisation

11.3.1 Completed Service Improvement Scoping Documents and the associated feasibility assessment are submitted to the Capital and Change Board for evaluation and a decision to refine, refuse or approve.

11.3.2 A decision to refine a proposed Service Improvement will require the author of the Service Improvement Scoping document to revisit the proposal and address comments made by the Capital and Change Board ready for a subsequent evaluation and decision.

11.3.3 A decision to refuse a proposed Service Improvement will be communicated to the author of the proposal with reasons for refusal provided.

11.3.4 A decision to approve a Service Improvement proposal will be communicated back to the author with guidance on how the Service Improvement delivery will be governed.

11.4 Delivery Governance

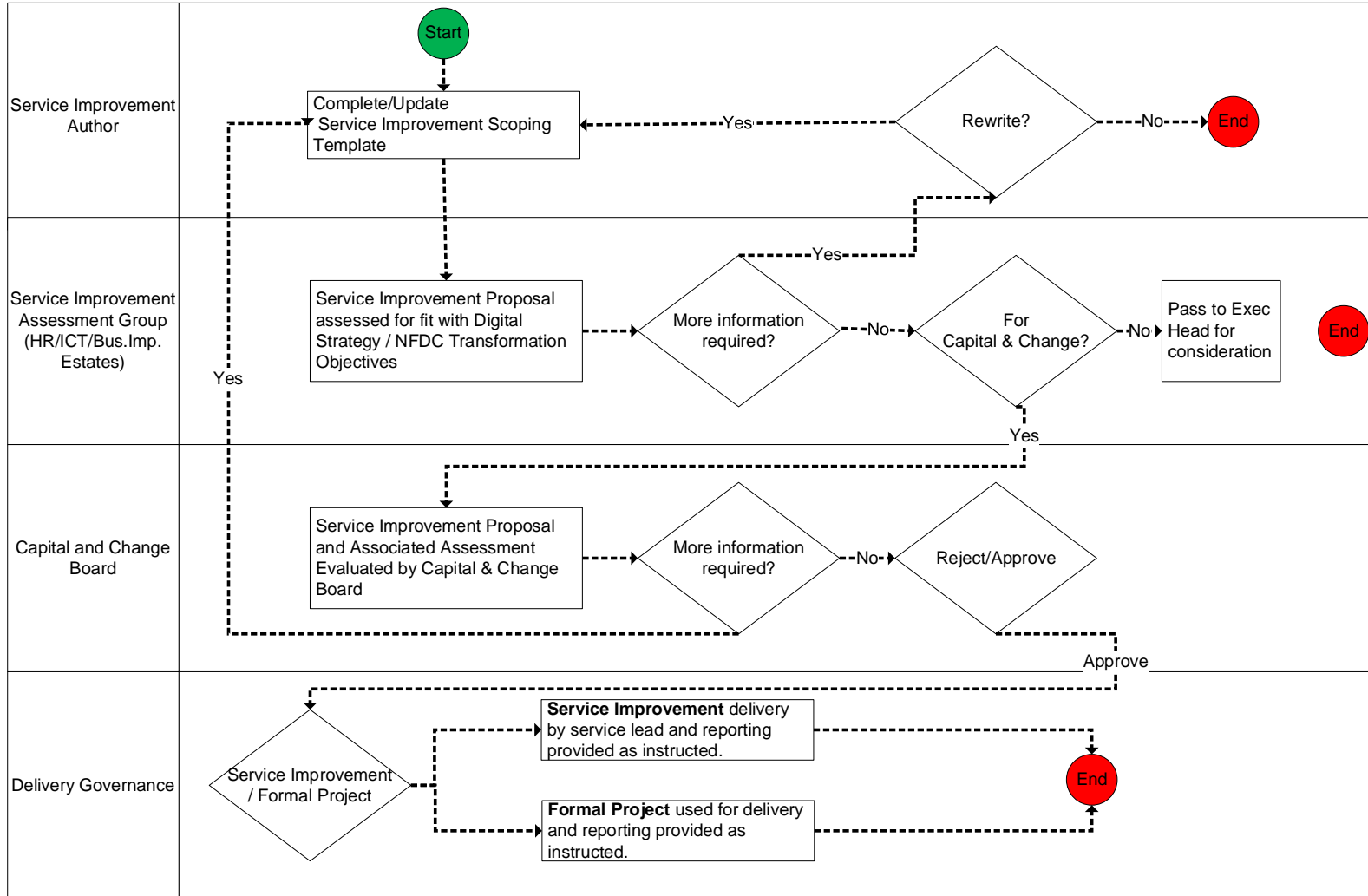
11.4.1 An approved Service Improvement will be guided by the Capital and Change Board to;

- Establish a project with an Executive Head as the Senior Responsible Officer
- Establish a project with a Service Manager as the Senior Responsible Officer
- Manage the Service Improvement within the appropriate team.

11.4.2 In addition to directing the delivery governance of the Service Improvement the Capital and Change Board will also determine the frequency with which the Service Improvement will report progress to the board (or appropriate sub-group).



11.5 Service Improvement Proposal Initiation and Authorisation Process



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12 Appendices

12.1 Appendix 1 – Carried Forward Projects

12.1.1 The digital programme that emerges to deliver the digital strategy 2022/25 begins with those unfinished projects carried forward from the ICT Strategy 2018/22.

12.1.2 *Table of projects carried forward and mapped to the Digital Strategy Goals*

Project Title	Description	Goal	Objective	Outcome
Operations	Delivery of software to support administration of the waste management services	Digital services that reduce operational costs and increase resident and customer satisfaction.	Digital leading Council that uses technology for transparent and efficient, effective governance	Fully adopted digital processes for governance of the councils statutory obligations
Housing	Delivery of software to support the management of housing tenancies	Digital services that reduce operational costs and increase resident and customer satisfaction.	Digital leading Council that uses technology for transparent and efficient, effective governance	Fully adopted digital processes for governance of the councils statutory obligations
Regulatory Services	Delivery of software to support Development Control, Building Control and public health services	Digital services that reduce operational costs and increase resident and customer satisfaction.	Digital leading Council that uses technology for transparent and efficient, effective governance	Fully adopted digital processes for governance of the councils statutory obligations
MS Sharepoint	Software deployment to aide collaboration and replace the Meridio EDRMS	Contemporary working practices achieved through appropriate use of technology	Effective use and adoption of M365 by staff and Members	Pervasive adoption of published good practice in the ubiquitous business processes across the council
MS Teams Deployment	Deployment of a unified communications platform to support hybrid working and collaboration	Contemporary working practices achieved through appropriate use of technology	Effective use and adoption of M365 by staff and Members	Pervasive adoption of published good practice in the ubiquitous business processes across the council



12.1.3 The following table lists those projects that are new and a high priority for delivering the Digital Strategy

Project Title	Description	Goal	Objective	Outcome
HPSN Replacement	Replace the site-to-site connectivity, internet access and associated services ahead of the removal of the HPSN2.1 services from HCC.	Robust and reliable systems and support that underpin NFDC service delivery	Resilient ICT environment that provides high availability of systems	Provision of reliable, high performing secure internet and connectivity services
ICT Service Review	Review the capabilities, capacity and suitability of the existing ICT Support structures for the delivery and sustainability of the digital strategy.	Robust and reliable systems and support that underpin NFDC service delivery	Responsive digital/ICT support services	Digital and ICT Support services across the council that can respond to innovations and technology challenges as and when required.



12.2 Appendix 2. - The Digital Programme 2022/25

The following contains the programme of projects to delivered over the course of Digital Strategy. It is anticipated that the number of projects will rise with the development of the transformation programme.

	Year	2022			2023			2024			2025		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Status	Project Name	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
BAU	Website Accessibility Standards												
BAU	Payment Solutions												
BAU	Elections Count Support												
BAU	End-User Device Refresh												
BAU	Security Platform Upgrade: MS Defender												
BAU	Windows Upgrade: 10 to 11												
BAU	Single Sign On												
BAU	Wireless Network Refresh												
BAU	Virtual Private Network												
BAU	Secure File Sharing/Collaboration												
Trans-App	Regulatory Services												
Trans-App	Operations												
Trans-App	MS Teams												
Trans-App	MS Sharepoint												
Trans-App	Housing Services												
Trans-App	HPSN Replacement												
Trans-App	Digital Council Chamber												
Trans-App	ICT Service Review												
Trans-TBA	Intranet												
Trans-TBA	Website												
Trans-TBA	Customer Relationship Platform												
Trans-TBA	Microsoft 365 Envisaging/Adoption												
Trans-TBA	Data Analytics: Power BI												
Trans-TBA	Automation: Power Apps												
Trans-TBA	NEC API												
Trans-TBA	Migration to Cloud												
Trans-TBA	Contact Centre Platform												
Trans-TBA	Councillors End-User Device												
Trans-TBA	Housing Door Entry Management System												
Trans-TBA	Learning Management System												
Trans-TBA	Beach Hut Licence Transfer												
Trans-TBA	Operations Vehicle CCTV and Tracking												

Status : BAU = ICT Business As Usual / Trans-App = Approved by Capital & Change Board / Trans-TBA = To Be Approved by the Capital & Change Board

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Corporate Affairs and Local Economy Overview and Scrutiny Panel

Commercial and Residential Property Annual Report 2021/22

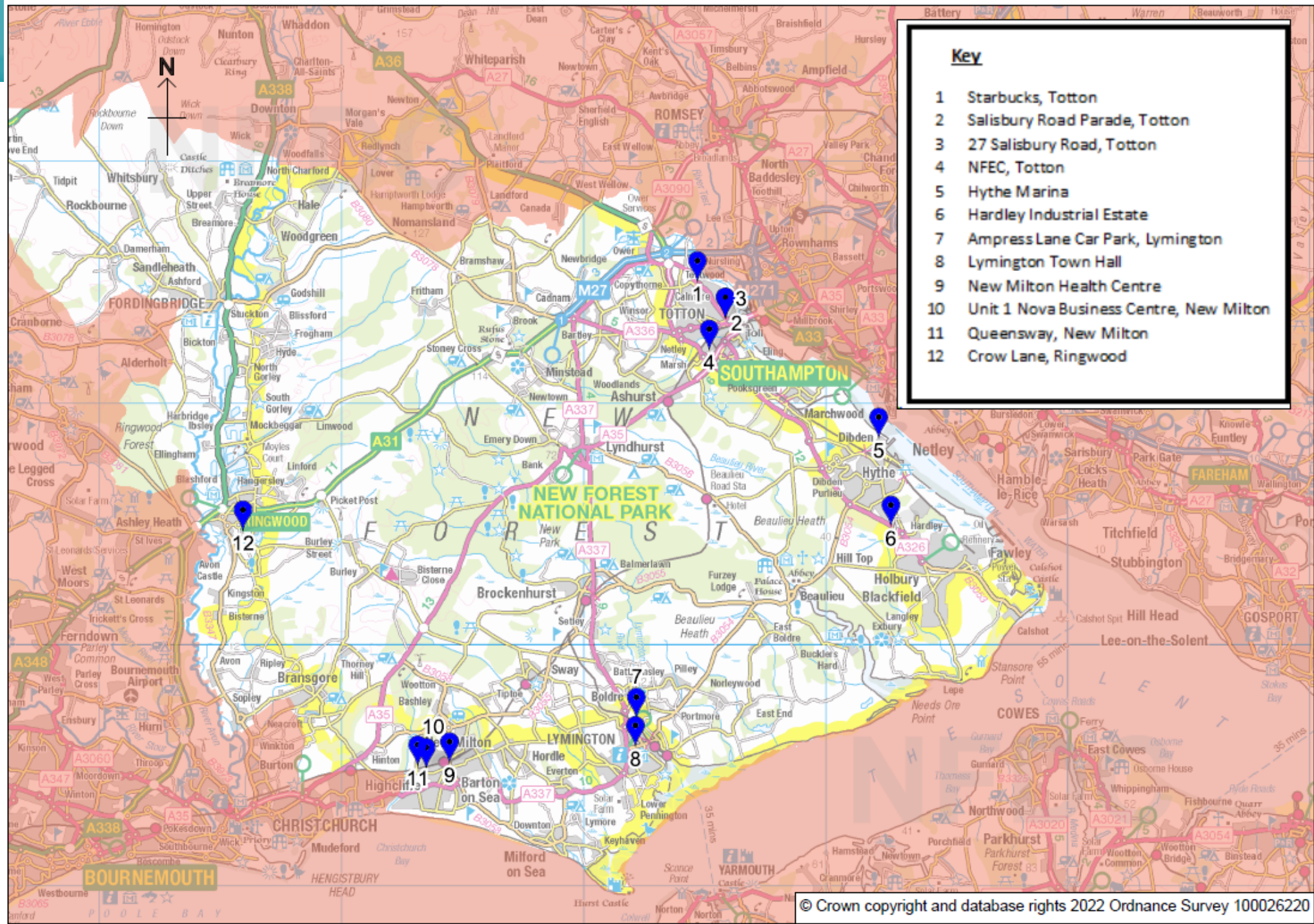
23 June 2022

Within this update

- Commercial Property report 2021/22
 - Aims and Objectives – a reminder
 - Investment Activity
 - Net Income Summary
 - Financial dashboard
 - Overview of 2021/22 and current activities into 2022/23
- Residential Property Company report 2021/22
 - Aims and Objectives – a reminder
 - Investment Activity
 - Return to NFDC
 - Financial dashboard
 - Overview of 2021/22 and current activities into 2022/23
- Summary and Panel Recommendation

Commercial Property Aims and objectives – a reminder

- To acquire commercial property within the District
- To secure economic development benefits and to make a return
- Original portfolio fund of £30M financed from reserves and supplemental borrowing (Public Works Loan Board) when required
- The Property Investment Panel (PIP) comprises the Chief Executive, Executive Head Financial & Corporate Services (Chief Finance Officer), Executive Head Housing & Governance, Portfolio Holder Finance, Investment & Corporate Services and Chairman of the Corporate Overview & Scrutiny Committee.
 - PIP meet regularly. Its terms of reference are to receive reports, provide governance and decision making in respect of real estate assets made under the Council's Asset Investment Strategy and the commercial property portfolio held by the Council more broadly.
 - The PIP's remit also includes an overview of operational real estate development



Commercial Property Strategy Investment Activity

	Existing Employment Site £M's	Development Site (Crow Lane) £M's	Total £M's
2017/18	2.20	-	2.20
2018/19	0.25	-	0.25
2019/20	2.50	2.17	4.67
2020/21	3.26	-	3.26
2021/22	3.27	2.60	5.87
2022/23 (asset under construction)	-	5.68	5.68
Total	11.48	10.45	21.93
Remaining			8.07

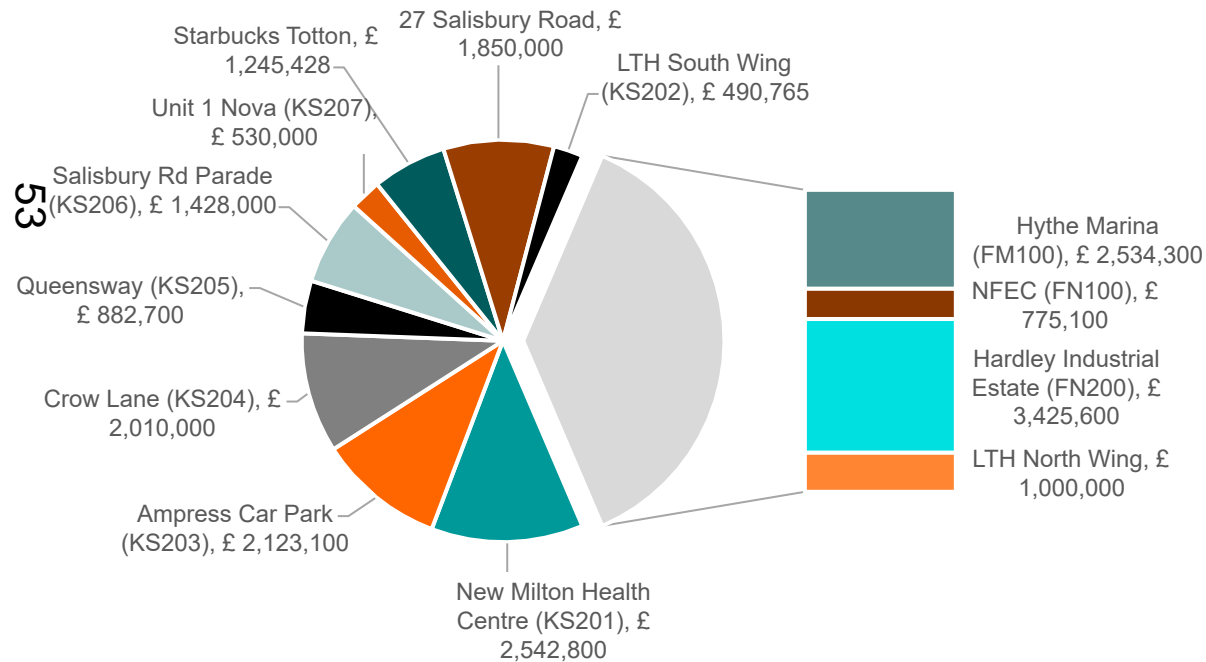
Commercial Property Net Income Summary

The Medium Term Financial Plan allows for the net income (after costs and MRP) from investments made to date, and a target based on additional net income to be achieved over the next 2 financial years.

Annual Budget	2019/20 £'000's	2020/21 £'000's	2021/22 £'000's	2022/23 £'000's	2023/24 £'000's	2024/25 £'000's
Within General Fund Budget	-100	-62	-166	-165		
Forecast Assumption in MTFP					-250	-250
TOTAL CUMULATIVE	-100	-162	-328	-493	-743	-993

Financial Dashboard: Book Value & Rental Income, Strategy Acquisitions

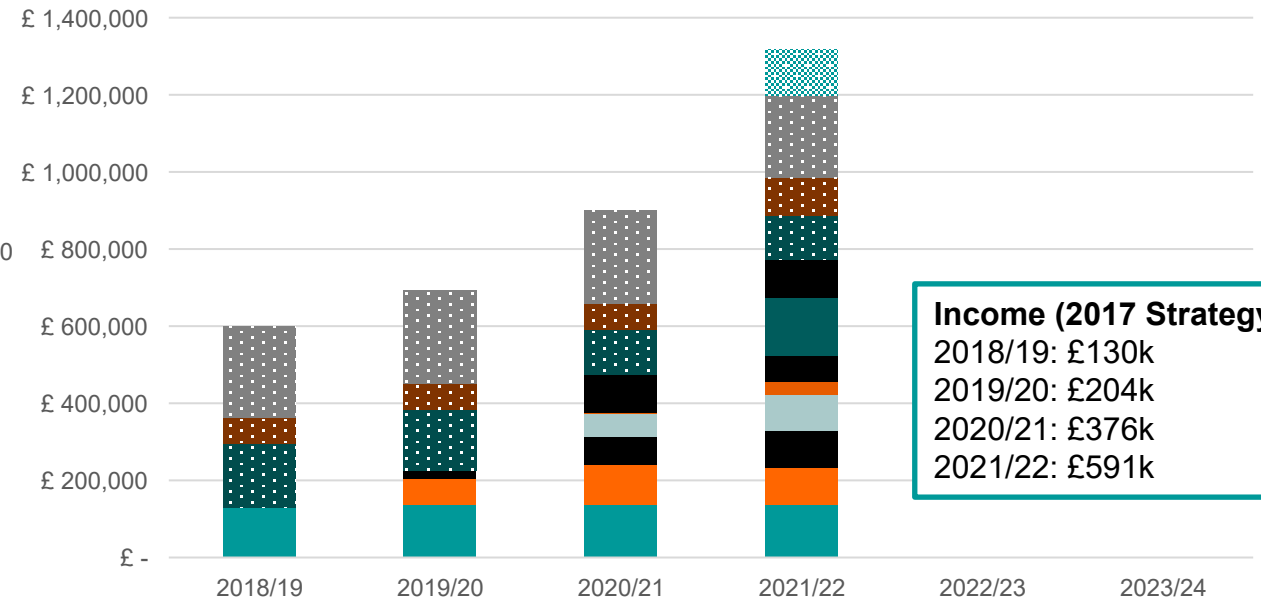
**Balance Sheet Value: 2021/22
(All Investment Properties)**



Total Value (all properties) = £20.84m

Total Value (pursuant to 2017 Strategy) = £13.103m*
*not including assets under construction

**Operating Income
(All Investment Properties)**



Income (2017 Strategy)
2018/19: £130k
2019/20: £204k
2020/21: £376k
2021/22: £591k

- New Milton Health Centre (KS201)
- Ampress Car Park (KS203)
- Crow Lane (KS204)
- Queensway (KS205)
- Salisbury Rd Parade (KS206)
- Unit 1 Nova (KS207)
- Starbucks Totton
- 27 Salisbury Road
- New Milton M&S
- LTH South Wing (KS202)
- Hythe Marina (FM100)
- NFEC (FN100)
- Hardley Industrial Estate (FN200)
- LTH North Wing

What we did in 2021/22 (Purchases)

Drive Thru & café unit Totton

- Completed October 2021
- Freehold purchase
- New build let to national UK chain and franchised from a global outlet.
- a 20-year lease
- New employment and an attractive new facility for local use and passing trade.



27 Salisbury Road Totton

- Completed December 2021
- Compliments the Council's adjacent ownership of a parade shops and adjacent to the Council's car park
- 3 leases mixed use building of a gym a retail shop and offices
- Supporting local employment and amenities



What we did in 2021/22 (Development)

Crow Lane Ringwood Summary

- New business park development of 5 buildings for light industrial use (16 units) and 2 buildings for offices (8 units)
- Main contractors Amiri appointed September 2021
- Start on site December 2021
- Construction well under way
- Marketing agents appointed
- Additional PV panels to be incorporated into development
 - Baseline requirement originally 100m²
 - Further funding granted from the sustainability fund to increase provision to around 555m² – estimated to be enough to offset the energy use of the four largest industrial units
- EV charging points to be installed to all units
- Contractors maintaining high standards of site health & safety
- Internal governance through monthly project meetings with the Technical advisor and regular reports to Property Panel
- Target for completion of development: November 2022



What we did in 2021/22 (Operational)

Hardley

- A report commissioned in 2021 was clear in confirming that Hardley would be a good fit as an operational depot for the Council, and in line with the operational arrangements required from the new (proposed) Waste Strategy
- Project had been on hold pending finalisation of the new (proposed) Waste Strategy
- Project governance provided by the Waste Programme Board
 - Detailed Project definition document now agreed
 - Design team remobilised to work up detailed designs and costs estimates
 - Thereafter contractor procurement and evaluation presentation to Council
 - Target completion estimate: Summer 2024
- Site use: to support waste & transport, street scene and open space, housing maintenance, new office, workshop, yard and parking areas

Commercial Property Current activities into 2022/23

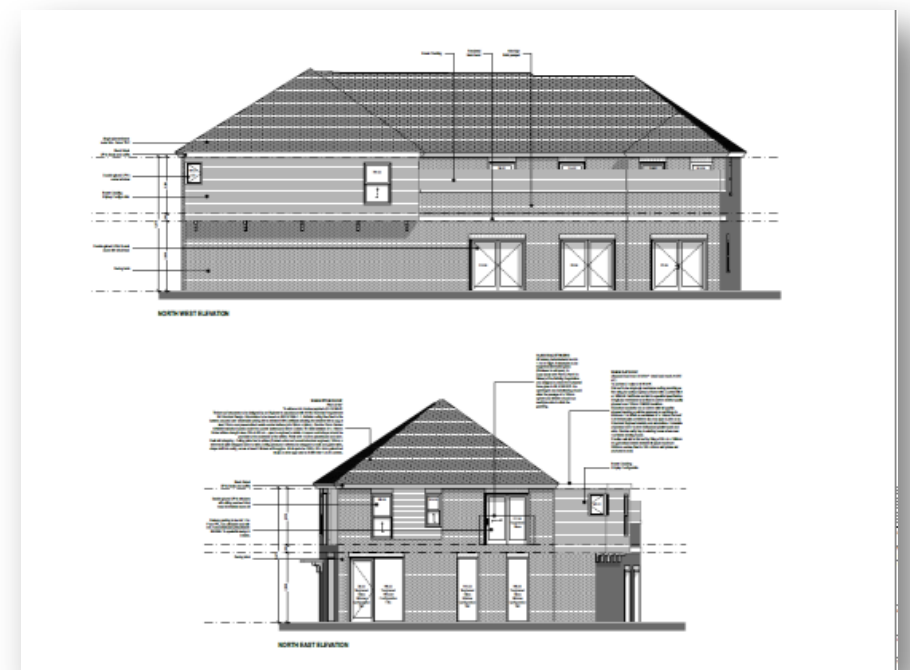
New property purchase

- Property acquired “subject to contract” following competitive marketing by the seller
- To promote objective of more vibrant high streets, promote economic development and local employment
- Cabinet approval 4 May 2022
- Important investment which will attract other retail and leisure businesses

4-6 Rumbridge Street Totton

- Joint acquisition venture with NFDC Housing Development
- New build of 7 flats and one commercial unit
- Housing Development offer of £1.4M accepted for whole development of which £235,000 relates to the commercial retail element.
- Contracts exchanged and practical completion anticipated Summer 2022

We maintain an active interest in several other potential investments including office and industrial properties



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Appletree Property Holdings Limited

Aims and Objectives

- To operate as a commercial enterprise, offering market rental properties in the District to people with a local connection.
- Aim to be a “landlord of choice” in this market
- £10M in the pot, financed by NFDC through equity and loans at a commercial rate of interest
- Loans secured by legal charge
- At present a £6M funding tranche has been made available by Investment Panel
- A General Fund, not a Housing Revenue Account, project

Selecting Properties and Tenants

- Seeking modern lettable properties in the District
- 2- and 3-bedroom houses in good condition and in areas of high demand
- The tenants are credit checked for affordability and there is a preference for those with a local connection
- Tenancies are short term 7-12 months.

Appletree Property Holdings Limited

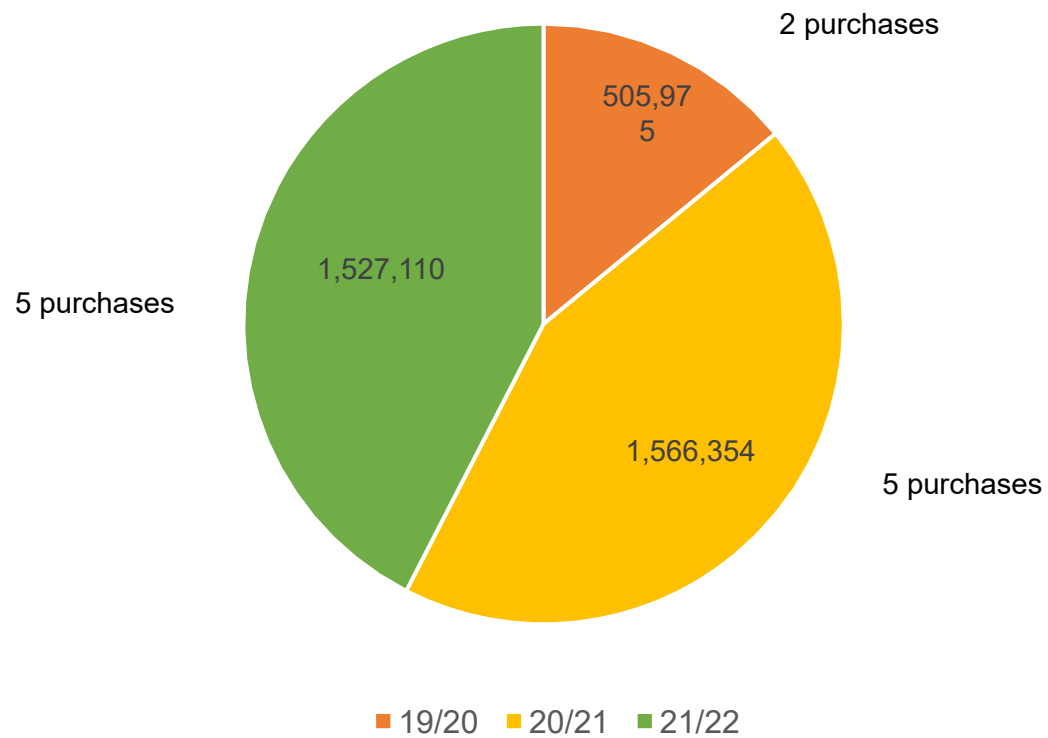
Investment Activity and Steady State Annual Rent 19/20 to 21/22

Year	Acquisitions	Total Cost £	Monthly Rent £'s	Steady State Annual Rent £
19/20	2	505,975	1,790	21,480
20/21	5	1,566,354	5,840	70,080
21/22	5	1,527,110	5,345	64,140
TOTAL	12	3,599,439	12,975	155,700
22/23 to date	1	360,440	1,250	15,000

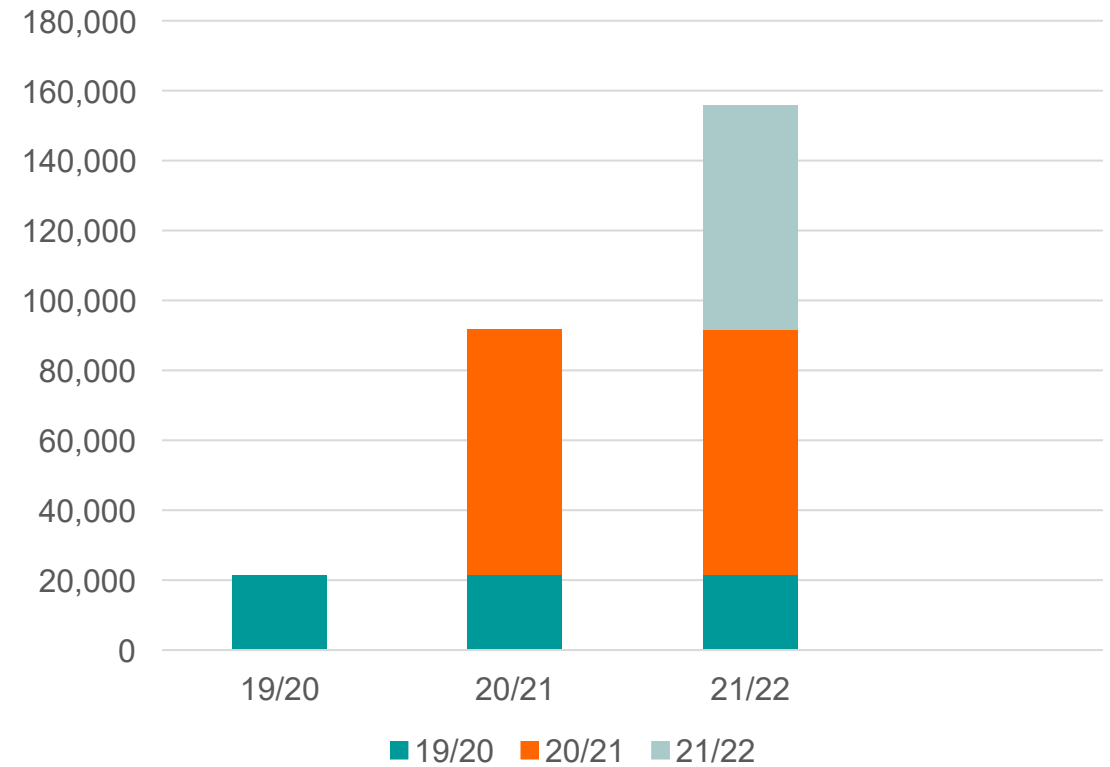
Appletree Property Holdings Limited Financial Dashboard 21/22

Acquisitions to 21/22

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Steady State Annual Rent £



Appletree Property Holdings Limited Return to NFDC 19/20 to 21/22

Year	Equity £	Debt £	Interest rate (% over BE)	Return £ (full year)	Blended Yield %
19/20	201,700	304,275	4.75	14,453	2.86
20/21	342,600	1,223,754	4.75	58,128	3.71
21/22	371,300	1,155,810	4.75	54,901	3.60
TOTAL	915,600	2,683,839		127,482	3.54
22/23 to date	91,100	269,340	4.75	12,794	3.55

Appletree Property Holdings Limited Vacancy Periods

Acquisitions		
Year	No of Properties acquired	Average Void Periods (days)
19/20	2	68
20/21	5	82
21/22	5	78

Re Lettings		
Year	No of Properties relet	Average Void Periods (days)
21/22	2	47

- Redecoration, carpets
- Minor works
- Utility safety check and remedial works
- Clean and lock change
- Inventory
- Lead in times following completion

- Gas safety check and service
- Electrical safety check
- Clean
- Inventory
- Advance notice of vacancy

Appletree Property Holdings Limited

What we did in 21/22 and overall

Property purchases in 2021/22

- 5 properties acquired in 2021/2022
- Properties in all areas of the district are being considered

... and overall

- 12 properties in the portfolio
- The 12 properties acquired are located: one in Lymington, five in Totton, two in Ashurst Bridge, three in Blackfield and one in Calmore
- 5 x 2 bed properties, 7 x 3 bed properties

.... and ongoing

- Since 1st April 2022, 1 more property acquired for £360K, proposed monthly rent £1,250, £15,000 annual rent, with a full year return to the Council of £12,794 and a blended yield of 3.55%
- 4 further properties under offer

Loans from the Council to the Company are secured by legal charges

Summary

Commercial Property Summary

- £22M commercial property acquired or under construction in line with strategy
- Properties acquired all within the District helping to sustain local employment viability and vitality
- Income yield is tracking expectations, with net income ahead of strategy due to being fully internally funded to date
- Crow Lane development under construction with c150-200 direct jobs being supported once open and fully let

Appletree Holdings Summary

- Presently approval has been given for £6 million of the £10 million pot to be invested in the project
- Expenditure to date is £3,963,584 with a further £1,513,160 committed (4 properties under offer) - totals £5,476,744
- Income yield in line with strategy forecast

Recommendation

- Panel asked to note performance to date in the delivery of the commercial and residential strategies and the continuation of both projects.
- Panel asked to note that an update of the Asset Investment Strategy 2017 will be prepared for Q3 2022 to ensure aims and objectives and the funding pool(s) remain appropriate.

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CORPORATE AFFAIRS AND LOCAL ECONOMY OVERVIEW AND SCRUTINY PANEL – 23 JUNE 2022

ANNUAL PERFORMANCE AND PROVISIONAL BUDGET OUTTURN 2021/22

1. RECOMMENDATIONS

- 1.1 It is recommended that the Panel:
 - a) Note the Annual Performance Report for 2021/22;
 - b) Note the provisional outturn of the General Fund revenue and capital budgets for 2021/22;
 - c) Note the provisional outturn of the Housing Revenue Account for 2021/22; and
 - d) Provide feedback or comments back to Cabinet.

2. PURPOSE OF THE REPORT

- 2.1 This report provides an overview of performance and delivery of the Corporate Plan for 2021/22 and sets out provisional outturn results for the General Fund and Housing Revenue Account.
- 2.2 The Council's statutory Statement of Accounts will be completed and signed by the Responsible Financial (S151) Officer and will be presented to Audit Committee following external audit. Should there be any significant variations from the figures presented in this report, they will be highlighted at that Committee. The Outturn now presented is in management format.

3. INTRODUCTION

- 3.1 Community Matters, the Council's Corporate Plan for 2020-2024, sets out the overarching commitments and vision for the Council and focuses on the challenges faced and the plans to address them, including priorities for each Portfolio. It was originally approved in March 2020, and then revisited in May 2021 in order to align responsibilities with the new Cabinet structure that came into effect in April 2021. The Annual Performance Report (Appendix 1) reflects the progress in delivering the Corporate Plan.
- 3.2 Whilst some of the priorities of the Corporate Plan were overshadowed by the necessarily response to the pandemic during 2020/21, the focus this year has been on recovery and returning to our previous levels of delivery.
- 3.3 The Action Plan and Achievement Measures section of the Corporate Plan has been reviewed and updated to reflect this, and it provides a forward look at how each portfolio intends to contribute towards its key priorities over the coming year.
- 3.4 Performance for each Portfolio has also been presented to overview and scrutiny panels during the year in the form of Portfolio Dashboards, which reflect the progress of specific activities within the Corporate Plan.

- 3.5 The Council's financial planning process further supports the delivery of the corporate objectives and the annual budget, and its performance is an important element of the overall Corporate Plan.
- 3.6 The provisional outturn report was presented to Cabinet in May 2022. This followed financial monitoring reports presented to Cabinet in September 2021, November 2021 and February 2022.
- 3.7 The latest budgets for 2021/22 as reported to the Cabinet resulted in revised General Fund, Capital Programme and Housing Revenue Account budgets as follows:

	Original Budget	Latest Budget May Cabinet	Reported Variations
	£'m	£'m	£'m
General Fund	19.291	17.580	-1.711
Capital Programme	36.197	25.486	-10.711
Housing Revenue Account (Income)	(29.073)	(28.770)	0.303
Housing Revenue Account (Expend.)	20.303	20.644	0.341

4. ANNUAL PERFORMANCE REPORT

- 4.1 The pandemic dominated the Council's delivery of services during 2020/21, and whilst the impact was still felt during 2021/22, the year also saw a return to normal for most service areas. It did, however, change the way council staff work, and these changes will continue as the Council looks at opportunities to further modernise the way it works and provides services to residents.
- 4.2 The Annual Performance Report (Appendix 1) illustrates the Council's achievements during 2021/22, identifies the many achievements during the year, and highlights each Portfolio's performance against the priorities set.
- 4.3 The revised Action Plan and Achievement Indicators make up the final section of the Annual Performance Report and provide a forward look at the activities of each portfolio for the coming year.

5. BUDGET OUTTURN

- 5.1 The Annual Budget is an important element of the delivery of the Council's financial strategy which supports the delivery of core services and provides value for money to local taxpayers. Financial Monitoring Reports and Medium-Term Financial Plan updates are presented to Cabinet throughout the year, providing up to date information on current performance and the budget outlook over a medium-term period.
- 5.2 The updated General Fund revenue outturn position confirms a spend of £17.724m against an original budget of £19.291m. Retained Business Rates income was originally budgeted at £5.707m, with the provisional outturn being £5.095m. When combined, these two variations result in a total positive variation for the year, as against the original budget, of £955,000, which will be transferred to reserves. The

Financial Monitoring reports presented through Cabinet during the year confirm the reasoning for the significant variations and the summarised position is shown within Appendix 2.

- 5.3 The original Capital Programme budget was set at £36.197m. This was increased via financial monitoring to take into account the scheme rephasings from 2020/21 and updated for new requirements, including investment in economic regeneration and employment projects, as well works at the Health and Leisure Centres. The Capital Programme outturn position confirms a spend for the year of £25.646m. This is a year-end variation in comparison to the revised budget of £160,000, and results in a total variation for the year as against the original budget of -£10.551m.
- 5.4 The updated Housing Revenue Account position confirms income for the year of £28.778m (a reduction of £295,000 from the original budget) and revenue spend for the year of £20.572m (an increase of £269,000 from the original budget). After taking these variations into account, and after allowing for net transfers from earmarked reserves of £54,000 and contributions to capital of £8.701m, this results in an overall deficit for the year of £441,000, with this sum being transferred from the Acquisition and Development reserve.
- 5.5 The following table summarises the positions as explained above (although all stated positions are still subject to change during the course of External Audit):

	Original Budget	Outturn Position	Total Variation
	£'m	£'m	£'m
General Fund – Portfolio Budgets	19.291	17.724	-1.567
General Fund – Business Rate Retention	(5.707)	(5.095)	0.612
Capital Programme	36.197	25.646	-10.551
Housing Revenue Account (Income)	(29.073)	(28.778)	0.295
Housing Revenue Account (Expend.)	20.303	20.572	0.269

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

- 6.1 There are none arising directly from this report.

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Improvement
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Background Papers

The Corporate Plan 2020-2024
'Community Matters'
Cabinet 4 March 2020

The Corporate Plan 2020-2024
'Community Matters' (Revised
2021)
Cabinet 6 October 2021

Financial Monitoring Report
Cabinet 1 September 2021
Cabinet 3 November 2021
Cabinet 2 February 2022
Cabinet 4 May 2022

ANNUAL PERFORMANCE REPORT 2022



Although the impact of the pandemic was still felt during 2021/22, the year also saw a return to normal for most service areas. It did, however, change the way council staff work and these changes will continue as we look at opportunities to further modernise the way we

work and provide services to our residents.

Covid financial support continued, and the council awarded self-isolation grants to individuals and local businesses as well as hardship funding. Services such as environmental health were able to deal with a backlog of work to support local business whilst still responding to changing guidelines.

Our Health and Leisure centres were transferred to Freedom Leisure during the year, marking a significant change to the organisation with 385 staff being transferred to the new provider. Not only will this arrangement provide a more sustainable service for our communities, but it is also set to deliver financial savings of £4m over ten years.

The council declared a nature and climate emergency with an action plan to help support delivery of this significant issue, and development of the waste strategy continued, with changes proposed that will further support the commitment to sustainability and the protection of natural resources.

Our planning and housing services continued to support the delivery of high-quality affordable housing, with the

implementation of greener housing initiatives and green infrastructure projects.

During the year, the highly complex combined Hampshire County Council and postponed Police and Crime Commissioner elections were successfully delivered, despite the Covid restrictions in place.

Significant progress was made on the Solent Freeport and discussions with our Hampshire partners on devolution taking into account the Government's levelling up agenda. The new Chief Executive joined us towards the end of the year, further supporting these initiatives.

The following annual report identifies the many achievements during the year and highlights each Portfolio's performance against the priorities we set.

We must now look forward, with new challenges to meet such as the rising cost of living, particularly from energy costs. We will support our community in developing the skills they need and promote opportunities for business growth, in turn providing employment and economic opportunities for our residents. This is further enhanced by the once in a generation opportunity on the waterside through the Solent Freeport to provide 26,000 jobs and £1.6bn in private sector investment. We will also be asking our residents for feedback on our services and delivery in a representative and cross cutting way and we do not underestimate the value of this input in informing our future strategic direction.

Cllr Edward Heron

Leader of New Forest District Council

Introduction - The New Forest



The New Forest is an area of southern England which includes one of the largest remaining tracts of unenclosed pastureland, heathland, and forest in the heavily populated south east. It is a unique place of history, wildlife and beauty and was established as a royal hunting preserve.

The local government administrative area of New Forest District Council (290 square miles) includes the New Forest National Park (206 square miles) and within the district there are 145 square miles of Crown land, managed by Forestry England.

The New Forest is a working forest that has prospered for nearly 1,000 years. Many of the historical agricultural practices are still retained, overseen by the Verderers. The most significant of these is the depasturing of ponies, cattle, pigs and donkeys in the open forest by authorised inhabitants known as Commoners.

The District Council was created on 1 April 1974 and is one of the most populated non-unitary authorities in England (179,649 - 2020 ONS mid year estimate).

Hampshire County Council are responsible for upper tier services and operating within the heart of the District Council area is the National Park Authority (NPA) established in 2005. The NPA is the planning authority for its area, and other services share responsibilities and work in close collaboration with New Forest District Council.

The latest data (pre-pandemic) shows that the New Forest was home to the third largest economy in Hampshire, with a total Gross Value Added of £4.4bn. The district contained just under 8,000 businesses in total. Leisure, tourism and marine along with their associated supply chains are significant employment and economic sectors within the district.

The very special nature of the New Forest, coupled with its excellent transport connections to the rest of the UK and to Europe, makes it an extremely attractive place to live, both for those in work and those wishing to retire (29.6% of the population is over 65 - 2020 ONS mid-year estimate). As a result, housing, and particularly affordable housing for local people, is a particular issue in the district.

Approximately 70% of the population live in the New Forest District Council authority area in the medium-sized towns of Hythe, Lymington, New Milton, Ringwood and Totton.

There are 37 active town and parish councils within the district area representing a number of different communities, both rural and urban, each with their own identity and needs. The demographics can vary widely with the major towns having a significantly younger population compared to some of the more rural and coastal villages. For instance, the predominant age band in the ward of Totton North is 45 to 49, with 14.03% of the ward's households with dependent children aged 0 to 4, compared to the coastal village of Milford where 70 to 74 is the predominant age band and households with dependent children aged 0 to 4 only represents 3.91% of the ward's households.

The town and parish councils and the community and voluntary sector, including Community First and Citizens Advice New Forest are key partners in understanding and responding to these local needs and the broad range of organisations and community groups that exist means that the Council works collaboratively with and in the community to deliver solutions.

Portfolio Highlights 2021-22

LEADER'S

Trained **24** mental health first aiders.



Online meetings viewed over **5.6k** times.



Employed **four** apprentices

Recruited **92%** of the **248** vacancies filled this year first time.

FINANCE, INVESTMENT & CORPORATE SERVICES

Awarded **£16.7m+** in Covid-19 support grants to businesses and **£13.6m** in Business Rate relief.



Five properties purchased by Appletree lettings.

Paid out **+£79k** in Household Support Fund payments to **202** households.



ICT helpdesk tickets received.

Commercial: **£14m**

Residential: **£3.4m**

Value of investments

PLANNING, REGENERATION & INFRASTRUCTURE



Maintained **55%** market share and carried out **7,459** building control inspections.

Received **+1,600** calls to the duty planning officer.



Received **1,363** applications, and made **1,334** decisions.



PARTNERING & WELLBEING

Received **235** registrations for new food businesses. Issued **629** food hygiene interventions.



475 golf course members.

Carried out **90** animal welfare inspections



4,413 people registered for swimming lessons.



Held **five** community safety events

Raised **44** safeguarding concerns.



339 adults signed up to the Active Lifestyles programme.

HOUSING & HOMELESSNESS SERVICES

Received **1,467** approaches for homelessness support and prevented **56%** from becoming homeless



Built **24** new homes and **six** new temporary accommodation properties

Answered **43,616** calls, received **8,669** emails, and replied to **743** webchats.



ENVIRONMENT & COASTAL



Collected **60,000** tonnes of waste & recycling.

Imported **12,000** tonnes of rock to protect coast lines, and managed **760** beach huts.

21,626

Garden Waste Customers.



Sold **13,156** parking clocks.



Installed **29** electric vehicle charging points saving **+7,200kg** CO2 to date.

PEOPLE & PLACES



181 trees planted on NFDC land

Responded to **2,613** fly tipping incidents.



1.4m website page views

Awarded **+£244k** in community grants



14,865

subscribers to resident e-newsletter



Answered **65,930** calls

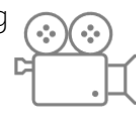
Received **29,618** emails

Replied to **3,574** webchats

BUSINESS, TOURISM AND HIGH STREETS

£234,750 value of filming in the district

81 filming locations available



29 Participants in the Youth Employment Hub

Carried out **82** Shop Doctor visits

Ran an online highstreets conference for **57** attendees



3,687 subscribers to business e-newsletter





Leader's

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

Most significantly for this Portfolio a **climate and nature emergency** was declared in October 2021 and this will drive our sustainability agenda as a priority moving forward. A sustainability strategy and action plan has been developed, and a report was considered by the cabinet. This outlined key strategic actions, governance and a climate and nature emergency action plan with provisions made in the budget for investment into skills and capacity needed to prioritise and progress this key agenda. We look forward to welcoming a Climate Change manager to the council to lead on this cross-cutting work.

Ensuring that council assets were used in the most sustainable way was a key area of activity this year and construction began on two new-build developments on council-owned sites in Hythe and New Milton to provide homes for residents. These are being built to enhanced standards that will reduce carbon emissions and will be significantly more energy efficient, and will incorporate electric charging vehicle points and benefit from air source heat pump technology.

The PV solar panelling at Lymington Town hall was replaced during 2021/22, offering improved performance and it is planned that PV solar panelling will be incorporated into the Crow Lane development which will provide enough electricity for these buildings' average use.

The council continues to perform well and has been successful in returning all services to normal during the year. Members returned to face-to-face meetings in 2021, and online streaming of meetings has been maintained to further public engagement. Meetings were viewed over **5,600 times** during the year.

Last year the recommendations from the Local Government Boundary Commission for England (LGBCE) were agreed, reducing the **number of district councillors** from 60 to **48**, with **26 new district wards**. Work is now being undertaken, with approved additional resources, to implement the changes arising from the review ahead of the May 2023 District and Parish elections.

The Worksmart initiative, a hybrid-working policy, was introduced offering staff the opportunity to work partly from home, or an alternative off-site location. This has been well received and will be reviewed later in 2022. Appletree Court reopened fully towards the end of 2021/22 and latest government guidelines were monitored and actioned to ensure the safety of staff and residents. The employee assistance programme was also reviewed to prioritise staff wellbeing.

The new chief executive has been keen to engage with staff and held

Key Performance Indicators

KPI	Unit	Desired DOT	Target	2020/21	2021/22	Actual DOT
Portfolio indicators above or on target	%	↑	-	-*	58%**	-
Vacancies filled first time	%	↑	-	94%	92%	↓
Sick days per FTE	Num	↓	-	5.81	11.63	↑
Total sick days	Num	↓	-	4579	7865	↑

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.

several staff engagement sessions throughout the year to ensure a good understanding of the issues they face and the opportunities to move services forward. The council will use the forthcoming staff survey as a tool to plan further focused engagement.

During the year, there was recruitment of staff into **248 vacancies**, 5 of which were employed under the government kickstart scheme, which provides funding for the creation of new jobs for 16–24 year-olds on Universal Credit. As a reflection of the current national recruitment picture, the percentage of vacancies filled first time dropped to 71% during the year, although this is now starting to recover and on average **92%** of vacancies have been filled first time.

To ensure residents' views are reflected in service delivery, and to maintain this performance at the level expected, work commenced on developing a representative residents' survey for delivery during 2022/23. This will help inform the council's future plans.

The council is playing a key role in wider regional partnerships with a drive to deliver opportunities for residents and businesses in the New Forest. There has been a significant step-change in the progress in setting up the new Solent Freeport. The outline business case has been approved by Government and a full business case has now been developed and submitted. This will help strengthen the local position and rebuild the economy attracting much-needed investment into the area, supported by skills development and education. Site specific agreements were put in place and scoping work began on a green framework to underpin the freeport.

Additionally, the Government published the Levelling Up and Regeneration Bill, providing much needed clarity to inform the continued work of this portfolio with Hampshire partners to understand the opportunities this brings at a district level, and to develop a devolution deal that meets the criteria.



Planning, Regeneration and Infrastructure

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

Delivering the vision of the local plan and encouraging development that meets local needs and delivers positive economic, social, and environmental outcomes remains a priority. This portfolio will be instrumental in the Solent Freeport and waterside regeneration.

Most of the **18 strategic sites** identified in the Local Plan 2016-2036 Part 1 reached the pre-application or application stage by the end of 2021/22. The council continues to work collaboratively with site developers to bring the strategic sites forward successfully.

The number of new planning applications received during the year fell slightly to **1,363** (1,437 in 2019/20). Of the **1,334** decisions finalised, there was a significant increase in the number determined within the nationally prescribed timescales. This demonstrates that planned mitigation actions throughout 2021/22 were successful.

Calls in to planning remained steady averaging around **1,000 calls** per month, in line with last year. The procurement project to upgrade the IT system to deliver a more efficient customer friendly experience continued and is progressing as planned. The contract has been awarded to the chosen supplier and staff are now involved with the design of the new system.

The review of all supplementary planning documentation continued to be key area of activity for the portfolio with several reviews ongoing.

Building control market share remained steady at **55%**. All income targets were met for the third year in a row giving an opportunity to re-invest surplus within the service.

Work continued with Hampshire County Council on the Local Cycling and Walking Investment Plan for the Waterside, recognising the

Key Performance Indicators

KPIs	Unit	Desired DOT	Target	2020/21	2021/22	Actual DOT
Number of houses completed (as set out in the Annual Authority Monitoring Report)	Num	↑	300	421	Expected July	-
Green infrastructure projects delivered	Num	↑	3	3	Expected July	-
Biodiversity Net Gain projects delivered	Num	↑	-	4	Expected July	-
Total amount of open space, play and sports provision, and cycling and walking infrastructure (projects)	Num	↑	-	3	Expected July	-
NFDC Building Control market share	%	↑	65%	55%	55%	↔
Determination of planning applications within the nationally prescribed time frames	%	↑	Major 60% Minor 70% Other 80%	Major 41% Minor 62% Other 86%	Major 90% Minor 66% Other 85%	↑ ↑ ↓
Additional employment floorspace created within the district	m ²	↑	-	3591 (net)	Expected July	-
Projects that NFDC are leading on with key partners to promote and/or deliver sustainable transport options	Num	↑	-	9	9	↔

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.

importance of this area in addressing the impact of climate change and promoting the health and wellbeing of residents.

The council continues to require biodiversity net gain on all new development plans and is supporting landowners to identify potential additional projects.

Agreed in May 2021, planning for the green infrastructure strategy, has begun. Work is progressing and will remain a focus for the coming year. Work commenced on infrastructure projects at Fawley and Bartley Park, with a detailed scheme of projects for further years being finalised.



Housing and Homelessness Services

Creating balanced communities and housing options that are affordable and sustainable

The Housing teams continued to work towards the strategic objectives set out on the Housing Strategy 2018.

207 households were offered emergency temporary accommodation during the year. The period of high demand for homelessness services post Covid restrictions in 2021 coincided with the Government removing the ban on evictions in the private rented sector. Family homelessness has increased significantly as landlords have sought to gain possession of their properties. The scale of the increase in homelessness at this time had an impact on the medium-term aspiration to minimise the use of external B&B accommodation.

In total, the Homelessness Team received **1,467** approaches for assistance, with over **56%** of them prevented from becoming homeless and **215** households supported to secure alternative accommodation.

The Allocations Team relet **412** social housing properties during the year for registered providers in the district, including **342** council properties.

During the year a total of 28 new affordable homes were provided across the New Forest, with **24** delivered by the council. To date a total of **235** additional council homes have now been completed towards the target of 600 additional homes by 2026.

District Council completions during the year included an additional **six** homes for temporary accommodation. With a further two schemes nearing completion, the total number of newly provided and refurbished temporary council accommodation dwellings will reach **51** during 2022/23 offering an improved alternative to B&B accommodation.

The implementation of greener housing initiatives remained a key area of activity for the portfolio. A Greener Housing strategy, informed by work completed with consultants, will be taken through the formal decision-making process in early 2022/23. The ongoing project to upgrade homes of tenants on lower incomes through the installation of Air Source Heat Pumps is set to deliver 50 ASHPs by July 22.

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.

The governments priority to end rough sleeping continues to shape service delivery and the council's multi-agency approach has evolved to focus on building specific partnerships with local authorities and other public bodies and the voluntary sector. Work on Strategic Partnerships across Hampshire has continued to work on improving hospital and prison discharges.

A partnership with Community Mental Health Services and inpatient teams within the district has been formed to work on crisis prevention amongst homeless clients, and a new role has been recruited to promote better pathways to getting mental health support at an earlier stage.

A new scheme was launched to encourage private landlords in the New Forest District to 'Call before you serve' (CB4YS) where landlords can approach the council for support and resolution before they feel it necessary to serve an eviction notice.

During 2021/22, **43,616 calls** were handled by the housing customer contact centre with **72%** of these calls answered within 90 seconds. **743 webchats** and **8,669 email** contacts were also made throughout the same period.

The Tenant Involvement Group continued online group meetings this year and carried out digital satisfaction surveys to collate and action feedback on new tenancies and repairs, as well as continuing to publish the Home Talk magazine.

Key Performance Indicators

KPIs	Unit	Desired DOT	Target	2020/21	2021/22	Actual DOT
Additional council homes delivered by 2026 (cumulative figures)	Num	↑	600	64 (211)	24 (235)	↑
Prevention duty cases successfully prevented	%	↑	60%	49%	56%	↑
Private sector lease properties*	Num	↔	-	141	119	↓
Private sector property inspections resulting in Category 1 hazards	%	↓	-	42	27	↓
Rough sleepers entering accommodation pathway	%	↑	-	62**	19	↓
Households in external emergency B&B accommodation (at year end)	Num	↓	30	69	79	↑

*Focus has been shifted to the quality of PSL properties as opposed to increasing stock. **2020/21 figure significantly high due to the pandemic



People and Places

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

Throughout the year the council continued to support the community and the voluntary sector as we returned to a sense of normality. In total **£158,500** in **revenue grants** and **£85,600** in **capital grants** were approved to support local community organisations and projects with funding also focussed on organisations working with clinically extremely vulnerable (CEV) individuals to help with self-isolation, group activities and getting back into the community.

The council's redesigned website entered its second year and continues to be the most used customer channel with over **1.4 million pageviews** during 2021/22. Website accessibility standards were monitored and improved throughout the period. The residents' email communication channel set up in response to the pandemic continued to be regularly used and at year end had over **14,800 subscribers**.

Customer Services saw a reduction in demand compared to the previous year, with **calls** down by 17% to **65,930**, emails down by 25% to **29,619** and **webchats** down by 30% to **3,574**. This decrease was due to the temporary suspension of the Garden Waste service which affected call volumes until Feb 22. After closing as a result of the pandemic, all Information Offices re-opened across the district. The procurement of a new back-office system during the year for our operational services will ensure that residents can report issues in the most efficient way.

Operation Wolf resumed in 2021/22, which saw this portfolio working with partner organisations to complete random checks on vehicles in the area and resulted in the issuing of more than **12** waste carrier notices.

The **#Crabby** campaign which encouraged littering behaviour change was nominated for a MJ Local Government award. In partnership with the National Park Authority, Forestry England and the National Trust, roadside screens were installed with rotational messages, to dissuade

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.

visitors from lighting fires, using barbeques and to encourage them to take their litter home.

Smart compactor bins were installed at Lymington Town Quay and proved effective. Work is underway to roll out sensors in bins in locations across the district and usage data collected will inform the new emerging litter policy.

The review of cemetery space remains a key area of activity within this portfolio with potential sites identified at Calshot and New Milton to help meet demand.

Supporting the creative and cultural potential of the area was added as a new focus for 2021/22 after The New Forest was designated as a priority place by the Arts Council. Together with partners Energise Me, NFDC has been successful in a Creative People and Places bid, which will see the district benefit from up to **£1m** over three years for creative cultural development.

Key Performance Indicators

KPIs	Unit	Desired DOT	Target	2020/21	2021/22	Actual DOT
Number of fly tipping incident responded to	Num	↓	-	3600	2613	↓
Trees removed from NFDC land	Num	↓	-	384	376	↓
Trees planted on NFDC land	Num	↑	-	38	181	↑
Website optimisations resulting in an improved customer experience	Num	↑	30*	-	17	↓
Website accessibility	%	↑	87%	90%	91%	↑
Subscribers to residents' email	% of residents	↑	14%	-	8.3%	↓
Average customer satisfaction rating of residents' email	Num	↑	9	9.4	9	↓

*Programme started in June 2021, target adjusted to reflect the number of active months.



Finance, Investment and Corporate Services

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

A balanced budget was set in February 2021 for 2022/23. Although the medium-term financial plan continues to show a budget deficit, robust financial planning means that the council is well positioned to meet this gap over the period to 2025/26.

The partnership with Freedom Leisure commenced in July 2021. The open book accounting arrangement the council has with them has been in operation since the date of transfer. The council has been working with Freedom Leisure to mitigate the impact of utility price increases to the Leisure Centre customers.

Investment in upgrades to the council's ICT business tools has continued to be a priority this year to modernise the organisation, including going live with Microsoft Teams as the council's singular platform for calls and collaboration, rolling out SharePoint, and the maintenance of the Remote Access System. The projects to upgrade the back-office systems for regulatory services and operational services continued to make good progress throughout the year.

During the financial year, the council purchased two commercial properties, bringing the total to nine. An offer has been accepted on a further property and several other opportunities, all located within the district, are under investigation. A budget of **£8.44m** has been approved for the completion of the Crow Lane development for a new business park supporting economic activity and jobs within the district and is currently under construction.

Five further residential properties were purchased during the financial year by Appletree Property Lettings, led by the council, bringing the total to twelve.

The external report on the council's waste depot strategy has been received and will be considered in the context of the council's overall Waste Strategy, which will inform operational depot requirements.

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.

An updated project brief for a new depot at Hardley has been prepared and the design team has been remobilised to update the design and prepare cost estimates.

The portfolio continued to work closely with partner organisations, including Citizens Advice New Forest, and with those applying for Household Support Fund to support vulnerable households. To date **202** households have been supported with awards totalling **£79,267**. To support businesses, **£11.8M** in Restarts Grants as well as **£2.5M** in Omicron grants and **£2.4M** Additional Restriction Grants were distributed. This portfolio was also responsible for administering the Test and Trace Support payments and voucher scheme to support those having to self-isolate, totalling **£480,000**.

Work to deliver the **£150** government energy rebate to eligible households in council tax bands A to D began towards the end of the financial year, with payments expected to be made in early 2022/23, as well as developing our discretionary scheme. We will work with partners to prepare for the migration on to universal credit.

Key Performance Indicators

KPIs	Unit	Desired DOT	Target	2020/21	2021/22	Actual DOT
Maintain high level of council tax collected	%	↑	98.5%	98.31%	98.53%	↑
National Non-Domestic Rates (NNDR) collected	%	↑	98.19%	97.79%	98.45%	↑
Achieve a balanced budget with reasonable council tax increases	-	-	Greater of 2% or £5*	For 21/22 budget £5 (2.88%)	For 22/23 budget £5 (2.7%)	-
Budget variations (general fund)*	%	-	+/- 3%	-12.8%	- 8.1%	-
Increase the value of commercial investment	£m	↑	£20m	£9.89m	£14m	↑
Increase the value of residential investment	£m	↑	£4m	£2.08m	£3.4m	↑
ICT incidents resolved within SLA	%	↑	85%	92%	96%	↑
Maintain Remote Access Solution (VPN)	%	↑	99.5%	99.9%	99.9%	↔



Partnering and Wellbeing

Improving the health and wellbeing of our community

This year's Active Lives report, published April 2022, showed that amongst New Forest adults inactivity levels rose to **28.7%** (19.5% in 20/21) with a decrease to **61.5%** being physically active (64.6% in 20/21). The pandemic has had a major impact and widened existing inequalities and this important challenge will remain a key priority of this portfolio.

The new partnership with Freedom Leisure began on 1 July 2021 to manage our **5** health and leisure centres. During the ongoing monthly partnership and monitoring meetings, focus has been on developing the **£2.4m capital programme** to improve the centre facilities. A health and safety maintenance audit was undertaken, scoring well at **95%**. Swimming lesson participation has reached pre-pandemic levels, with **4,413** learners enrolled. The contract with MyTime Active to manage Dibden Golf Course will continue with an agreement reached regarding the 5-year rent review. The course experienced high pay and play participation in 2021/22 but golf memberships, although recovering, trail pre-pandemic levels by **3%** with **475** members.

During this year, a Health and Wellbeing Delivery Plan was developed and this has been informed by the Hampshire Health and Wellbeing Strategy and data on health inequalities and priorities. Work will now begin with the council's partners to deliver on the key priorities of the plan.

During the period, Environmental Health continued to redirect resources during the pandemic and recovery of programmed inspections began. The reviewed Licensing and Gambling Policies were approved and the service continues to support businesses and tourism through advice to licensed premises, taxis and event organisers. There were **235 registrations** for new food businesses and this year all were triaged according to risk, with 83% of them receiving an inspection. A total of **629 food premises** received an intervention, which included **51** highest risk premises.

Animal welfare inspections recommenced with **90 inspections** taking place of animal boarders and breeders, riding establishments, pet shops and zoos. Working with the planning service, a Supplementary Planning Document has been developed for all new developments, to reduce impacts on air quality.

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.

Environmental Protection maintained their investigatory service, investigating **638 complaints** and **578 responses** to consultations.

44 safeguarding referrals were completed and submitted to Adult and Children Services (63 in 20/21). The Safer New Forest webinar was held in November for over **100 delegates** and focused on the hidden harm of legal substances, and living in an abusive household. **Five** resident engagement events took place to promote the Safer New Forest partnership and next year's key priorities were directly influenced by the insights gathered at these events.

Appletree Careline saw a drop in demand of **7%** responding to **39,513** calls during this year, likely due to the easing of national restrictions and residents accessing support from friends and family.

The portfolio continued to work for the Local Response Centre (LRC) taking **20 referrals** from The Hampshire Coronavirus Support and Helpline, offering support to clinically extremely vulnerable (CEV) individuals during the continued pandemic. The LRC was monitored regularly until the service came to an end in March 2022 although support continued through community grant funding to organisations working with CEV individuals to help with self-isolation, group activities and getting back into the community.

Key Performance Indicators

KPIs	Unit	Desired DOT	Target	2020/21	2021/22	Actual DOT
Inactivity levels	%	↓	-	19.5%	28.7%	↑
Sedentary adults with recognised medical conditions enrolled in the active lifestyles referral programme	Num	↑	-	-	339	-
New business start-ups receiving an inspection during the year	%	↑	-	100%	96%	↓
Inspection of all higher risk food establishments to improve public safety	%	↑	-	99%	83%	↓
Community safety engagement events	Num	↑	5	4	5	↑
Residents' satisfaction on the low level of reported crime and anti-social behaviour within the district	%	↔	95%	95%	97%	↑
Programmes to improve the mental wellbeing of residents	Num	↑	3	-	3	↔
Increase the engagement with lower socio-economic communities	Num	↑	3	-	3	↔



Environment and Coastal Services

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

The Climate Change and Nature Emergency Action Plan was endorsed by Cabinet in February 2022. Services within this portfolio will play an important role in delivering this action plan including through reviewing the council's vehicle fleet, providing additional vehicle charging points, reducing the carbon emissions associated with managing waste, and delivering a new waste strategy.

The council maintained weekly collections to **82,000 properties** and collected over **60,000 tonnes** of household waste in 2021/22. A contribution to this **5% decrease** in tonnage was the suspension of the Garden Waste service in July 2021 due to the impact of the pandemic and HGV driver shortages. A phased return began in September 2021 and the service was resumed fully in March 2022 which represented a return to full waste services following 9 months of disruption. Despite this, Garden Waste recorded a record number of customers in 2021/22 (**21,626**).

The development of the new, modern waste strategy has continued, and is on schedule to be taken to Council in July 2022. Recent work included working with partners in Hampshire on new joint working arrangements as well as awaiting further strategic Government announcements in late spring 2022 which should provide clarity on timelines and future funding arrangements.

The review of depot facilities continued. The design phase for the new depot at Hardley is nearing completion and the process to appoint a supplier for detailed design and build will be a key area of activity in 2022.

The installation of electric charging points across our district continued this year, and since early 2020, **29 charge points** have been installed at no extra cost to the council, resulting in an emission saving of almost **8,000kg** of CO2. Work is being undertaken to investigate how technology can be best used in our carparks.

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.

A review of cycle parking provision was undertaken and concluded that there was sufficient provision in key areas of the district.

Coastal services carried out urgent works to protect and replenish the coastline after this year's winter storms. This included importing **12,000 tonnes of rock** as well as the management and inspection of **760 beach huts** along the coast.

Working with partner organisations, planning began on the business case to protect Hurst Spit which will be presented to the Environment Agency once contributions from partners have been agreed.

Work with BCP Council in the delivery of the Christchurch Bay & Harbour Flood & Coastal Erosion Risk Management (FCERM) Strategy continued in 2021/22. Engagement activity with key stakeholders resulted in **147 responses** across both authorities.

Key Performance Indicators

KPIs	Unit	Desired DOT	Target	2020/21	2021/22	Actual DOT
Household waste sent for reuse, recycling and composting	%	↑	50%	34%	33%	↓
Increase in coastal funding to achieve specific actions based on contributions required for identified schemes (by 2028/29)	£	↑	£4.5m	£0	£0	-
Electric vehicle charging points installed in council carparks (by end 2022/23)	Num	↑	10 doubles	-	29	↑
CO2 emissions saved through electric vehicle charging points	Num	↑	-	-	7,279.3kg	-



Business Tourism and High Streets

Helping local businesses to grow and prosper

The council continued to work with partners and businesses this year to grow the New Forest economy.

The Economic Development team continued their work to review and update data on key employers in the district, which helps to inform and target business engagement activities. The team also ensured that businesses receive regular updates and opportunities to support growth and resilience via the businesses e-newsletter and dedicated social media. Over **3,600 businesses** across the district subscribed to the business support e-newsletter this year.

Over the past year, Economic Development administered the government Covid support Additional Restrictions Grants for businesses allocating **1,533 grants** totalling **£2.6m**.

Work to promote the value of apprenticeship schemes to businesses, as well as the support available to employers, was ongoing throughout the year. Liaison with the local Job Centre Plus continued to promote services and engage with jobseekers, residents and businesses, and the team have worked closely with providers of skills training, including the Solent Growth Hub, to ensure opportunities are taken up by businesses.

The Central and West Hampshire Youth Employment Hub is a partnership between New Forest District Council, other local councils and the Department for Work and Pensions. The hub connects with and listens to young people, offering skills training and routes into employment, and works closely with employers and training and education providers. Since November 2021, the hub has provided ongoing face to face support to **29 young people** in Brockenhurst & Totton, with additional capacity planned from April 2022.

Work is ongoing with partners such as the Solent Growth Hub and Get Set for Growth Solent that ensures New Forest businesses have access to support and investment in their business, and staff liaise regularly with the Department for International Trade to identify key inward investment and to share progress on investment sites.

The New Forest High Streets and Village Centres conference was held on 20 October 2021 and was attended by **57 delegates** from businesses and stakeholders from across the district.

Initiatives have been in place this period to support our high streets. The New Forest Shop Doctor programme began in January 2022 and aims to improve the customer experience in identified town centres

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.

through a series of mystery shopper visits. The programme prioritised local independent retail and hospitality businesses in Fordingbridge, Lymington and Pennington, Ringwood, and Totton. **82 local businesses** were visited, and feedback has been delivered directly to businesses and via feedback events for each town. This complemented other initiatives to support high streets and town centres throughout this period, including those funded by the Welcome Back Fund.

The council utilised **£190,000** from the Welcome Back Fund (funded through the European Regional Development Fund) to support the safe return to high streets and recovery from the pandemic. The council worked with Towns and Parishes to deliver a wide range of projects which included a 'Supporting our Community' shop local campaign, the installation of solar compacting bins and water filler stations as well as obtaining footfall data and bin sensor data which will help the council plan its services in the future.

Our film office, Film:New Forest, assists film and TV productions to find filming locations in the district, works with property and land owners to develop a portfolio of locations and provides opportunities and training for local film crew and businesses providing services to the sector. Film and TV productions using the New Forest as a location contributed over **£234,750** to the local economy in 2021/22 which was calculated using formula approved by The BFI (British Film Institute) & Production Guild. This is in addition to the economic benefits from 'screen tourism' visits by the public to locations used in film and TV productions.

Key Performance Indicators

KPIs	Unit	Desired DOT	Target	20/21	21/22	Actual DOT
Businesses engaged in the economic development initiatives programme	Num	↑	100	2232*	1633*	↓
Subscribers to 'Helping local businesses grow' e-news	Num	↑	3000	3780	3687	↓
Participants in Youth Employment Hub	Num	↑	100	-	29	-
Value of filming in the district	£	↑	£75,000	£6,500**	£234,750	↑
New Forest locations available to Film & TV productions via the Film New Forest locations database	Num	↑	80	77	81	↑

*Figures for 20/21 & 21/22 include businesses benefitting from Covid support **20/21 figure significantly impacted by national covid restrictions

Action plan and achievement measures

2022/23

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.

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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's	Planning, Regeneration and Infrastructure
Specific Actions	Specific Actions
<ul style="list-style-type: none"> • Annual review of the economic growth and inward investment in the New Forest • Develop a UK Shared Prosperity Fund Local Investment Plan to deliver the three investment priorities of Community and Place, Supporting Local Business and People and Skills • Continue to work to deliver the Solent Freeport with a focus on the development of skills and education, including working with the Education Sector and the Waterside Skills Forum • Identify and deliver a programmed approach to assets, services, and ways of working through a council-wide focus on transformation to further enhance modern working practices that meet the needs of our staff in delivering services that meet the needs of our residents • Update on the delivery of the Climate Change and Nature Emergency action plan 	<ul style="list-style-type: none"> • Ensure that the planning service takes reasonable steps to support housing delivery across the district, proactively working with developers • Develop and deliver an annual programme of projects to enhance natural green spaces and maximise the associated benefits, including biodiversity and air quality, and secure quality open space through development across the district • Review all supplementary planning documents and the community infrastructure levy process, to include Air Quality SPD and Climate Change SPD • Design and deliver new ICT system to improve and modernise delivery of the service in 2023, enabling officers to focus on delivering positive planning outcomes and enhancing the competitiveness of building control • Retain and look to improve the market share for building control to ensure the safety of development • Determine planning applications and related submissions within the appropriate timeframe • 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
Achievement Indicators	Achievement Indicators
<ul style="list-style-type: none"> • Proportion of portfolio indicators above or on target (%) • Increase in vacancies filled first time (%) • Level of customer satisfaction (%) • Climate change action plan delivered against target (%) • Increase in subscribers to residents' email (Number) • Average customer satisfaction rating of residents' email (%) 	<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) • New Forest District Council 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 New Forest District Council are involved in to deliver sustainable transport options (Number)

Housing and Homelessness Services

Specific Actions

- Seek to provide 600 new council homes by 2026 and monitor the overall delivery of affordable housing across the district
- Continue to develop initiatives and schemes which prevent homelessness from the Private rented sector
- Continue to monitor and review the delivery of the Allocation Policy 2018
- Continue to deliver the actions from the Empty Homes Strategy
- Maintain and develop new and existing multi-agency partnerships developed from the strategic action to design and deliver a multi-agency forum approach to tackle homelessness across the district
- Hold two landlord Forums each year which support a safe and thriving private rented sector and which support the council to tackle homelessness
- Monitor compliance across housing services to enhance safety of tenants/maintenance of housing stock and report annually to Housing & Homelessness Overview & Scrutiny Panel
- Adopt the greener housing strategy during 2022/23

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Achievement Indicators

- Number of additional council homes delivered (Number)
- Number of additional affordable homes delivered by others (Number)
- Increase in prevention duty cases successfully prevented (%)
- Reduction in private sector property inspections resulting in Category 1 hazards (%)
- Percentage change in rough sleepers entering accommodation pathway (%)
- Reduction in the number of households in external emergency B&B accommodation at year end (Number)

People and Places

Specific Actions

- Annual awarding of community grants
- Understanding the changing needs of our communities, residents and customers to inform future strategy
- Deliver the Grass Strategy, designed to support biodiversity
- Interim review and monitoring of Tree Strategy, in response to future challenges and opportunities
- Develop the future Litter Strategy for consideration by Panel during 2022/23
- Work with partners on initiative such as 'Operation Wolf' as part of fly tipping enforcement and continue to promote behavioural change on littering, supported by an environmental crime policy
- Commence delivery of the 'Culture in Common' programme under the Creative People initiative

Achievement Indicators

- % 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 (%)

Finance, Investment and Corporate Services

Specific Actions

- Balanced budget agreed annually in February with supporting actions to deliver a financially sustainable medium term financial plan (MTFP)
- Deliver modernised ICT applications and infrastructure, including Regulatory Services and Operations, and implement the new Digital Strategy
- Review the Commercial Property Strategy and continue to deliver the objectives of both this and the Residential Property Investment strategy
- Continue to work closely with partners in preparing for the migration to Universal Credit
- Continue to deliver central government and locally funded support measures to residents most in need
- Commence delivery of new depot facilities aligned to future requirements
- Deliver the energy rebate scheme in accordance with government timeline

Partnering and Wellbeing

Specific Actions

- Delivery of the New Forest Health and Wellbeing Plan by 2024
- Monitor the delivery of the strategic outcomes and KPIs from the Health and Leisure partnership with Freedom Leisure
- Monitor the delivery of the Mytime Active contract for Dibden Golf Centre against operational, commercial and strategic KPI's
- 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 host web-based training sessions with a focus on the key Safer New Forest priorities. Participation and enrolment will be for partner agencies, including the voluntary sector who currently assist/can help with the delivery of the Safer New Forest Partnership Plan
- 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
- Continue with Phase 2 of the Food Standards Agency Recovery Plan targeting resource at those highest risk food businesses in order to protect the consumer and secure compliance with non-compliant businesses
- Commence development of a Clean Air Strategy, to demonstrate the council's commitment to continuing to improve air quality within the New Forest
- Commencement of the review and revision of the Taxi Licensing Policy to ensure a safe, inclusive, accessible and attractive taxi service can be provided in the New Forest

Achievement Indicators

- Maintain high level of council tax collected (%)
- Maintain high levels of NNDR collected (%)
- Achieved a balanced budget with reasonable council tax increases (%)
- Budget variations (general fund) (%)
- Increase in the value of residential investment (£m)
- Increase in the value of commercial investment (£m)
- ICT incidents resolved within SLA (%)
- Maintain a Remote Access Solution (VPN) (%)
- Energy rebate scheme payments made (%)

Achievement Indicators

- 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)
- More people undertaking physical activity in Freedom Leisure venues in the district (%) (quarterly)
- 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 of programmes)
- Increase the engagement with lower socio-economic communities (Number of projects)
- Inspections of higher risk and non-compliant food businesses to improve public safety (%)

Environment and Coastal

Specific Actions

- Contribute towards the overall Climate Change and Nature Emergency action plan, identifying local actions to address the impact of climate change
- Approval of the Waste Strategy, which aims to increase recycling and reduce carbon emissions, during 2022, with implementation 2022-2027
- Continue to work with Hampshire partners to understand local implications of national waste and recycling policy changes
- Procure an operations ICT system during 2022/23 in order to support the council's waste strategy
- Support the delivery of future Flood & Coastal Erosion Risk Management (FCERM) activities and the council's role as the Coast Protection Authority
- Continue to work in partnership with the Environment Agency to support beach management plan operations for Hurst Spit
- 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 FCERM Strategy
- Continue to develop a Car Parks Strategy and continue to increase the number of electric charging points
- Identify further opportunities for funding and increasing capacity to develop and deliver coastal schemes

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Achievement Indicators

- 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 31/3/2023 (Number)
- Total CO2 emissions saved through electric charging points (Number)

Business, Tourism and Highstreets

Specific Actions

- 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 2022/23
- Identify and map areas of poor connectivity to assess the potential impact on businesses and inform the future action plan
- Establish a programme of activities across the year to support an increase in footfall in our High Streets
- 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 district in order to manage capacity and improve visitor experience

Achievement Indicators

- Increase in businesses engaged in the business engagement programme (Number)
- Increase in subscribers to 'Helping local businesses grow' e-news (Number)
- Film New Forest - Value of filming in the district (£)
- New Forest locations available to Film & TV productions via the Film:New Forest locations database (Number)

FINANCIAL MONITORING 2021/22

GENERAL FUND OUTTURN 2021/22

	Feb-21	May-22	Previously	Outturn 2021/22			
	2021/22 £'000's Original Budget	2021/22 £'000's Updated Budget	Reported Items Split across Portfolios	2021/22 £'000's New Variations Expend.	2021/22 £'000's New Variations Income	2021/22 £'000's New Variations Rephasings	2021/22 £'000's Outturn Position
PORTFOLIO REQUIREMENTS							
Business, Tourism and High Streets	296	286	-8	-1	0	0	277
Environment and Coastal Services	3,588	3,698	-85	-75	-5	0	3,533
Finance, Investment and Corporate Services	2,722	1,022	523	177	21	0	1,743
Housing and Homelessness Services	1,791	2,081	-74	-5	0	0	2,002
Leader	435	413	-11	-1	0	0	401
Partnering and Wellbeing	5,345	5,623	-165	311	-12	0	5,757
People and Places	3,573	3,214	-37	-11	0	0	3,166
Planning, Regeneration and Infrastructure	2,512	2,276	-143	-48	-1	0	2,084
	20,262	18,613	0	347	3	0	18,963
Reversal of Depreciation	-1,526	-1,426	0	78			-1,348
Contribution (from) / to Earmarked Revenue Reserves	-815	-297	0	-3	44	0	-256
Contribution to Revenue Reserves	1,250	1,250	0				1,250
NET PORTFOLIO REQUIREMENTS	19,171	18,140	0	422	47	0	18,609
Minimum Revenue Provision	1,265	1,165	0	-80			1,085
Interest Earnings (Net)	-569	-600	0	14	-145		-731
Sales/Fees and Charges Grant Reimbursement	-300	-849	0		-114		-963
New Homes Bonus	-276	-276	0				-276
GENERAL FUND NET BUDGET REQUIREMENTS	19,291	17,580	0	356	-212	0	17,724

FINANCIAL MONITORING 2021/22

CAPITAL PROGRAMME OUTTURN 2021/22

	Portfolio	Feb-21	May-22	Outturn 2021/22		
		2021/22 £'000 Original Budget	2021/22 £'000 Updated Budget	2021/22 £'000 New Variations Expend.	2021/22 £'000 New Variations Rephasing	2021/22 £'000 Outturn Position
Disabled Facilities Grants	HSG (GF)	1,200	830	71		901
South East Regional Coastal Monitoring Prog (22-27)	ENV & COAST	2,300	1,473			1,473
South East Regional Coastal Monitoring Prog (18-21)	ENV & COAST		36			36
South East Regional Coastal Monitoring Prog (12-17)	ENV & COAST		279			279
Barton Drainage Test (19-21)	ENV & COAST	125				
Hurst Spit Tracer Study	ENV & COAST			2		2
Westover Phase 2 Scheme Development	ENV & COAST	275		1		1
Emergency Works - Milford Sea Wall	ENV & COAST		5			5
Public Convenience Modernisation Programme	PEOPLE & PL	300	38			38
Public Convenience Additional Enhancements	PEOPLE & PL	75				
Public Convenience Refurbishment Scheme - Lym Quay	PEOPLE & PL		95			95
Health & Leisure Centres	PART & WELL		386			386
New Depot Site: Hardley	F,I & CS	2,000	16			16
New Depot Site: West	F,I & CS	100				
V&P; Replacement Programme	F,I & CS	3,462	3,084			3,084
Commercial Property Acquisition	F,I & CS		3,266			3,266
Residential Property Acquisition			333			333
Smarter Working; Future Delivery	F,I & CS	250	95			95
Economic Sustainability & Regeneration Projects - Crow Lane Ringwood (provisional sum)	F,I & CS	5,000	2,528			2,528
Open Space Schemes	P, R & I	265	220	7		227
Mitigation Schemes	P, R & I	595	19			19
TOTAL GENERAL FUND CAPITAL PROGRAMME		15,947	12,703	81		12,784
HRA - Major Repairs	HRA	6,050	5,020	-13		5,007
Fire Risk Assessment Works	HRA		135	7		142
Estate Improvements	HRA	200	49			49
Development Strategy	HRA	13,000	6,790	-7		6,783
Disabled Facilities Grants	HRA	1,000	789	92		881
TOTAL HRA CAPITAL PROGRAMME		20,250	12,783	79		12,862
GRAND TOTAL CAPITAL PROGRAMME		36,197	25,486	160		25,646

FINANCIAL MONITORING 2021/22				
REVISED HOUSING REVENUE ACCOUNT BUDGET 2021/22	Feb-21	May-22	Outturn 2021/22	
	2021/22 £'000 Original Budget	2021/22 £'000 Updated Budget	2021/22 £'000 New Variations	2021/22 £'000 Outturn Position
INCOME				
Dwelling Rents	-27,276	-26,989	-4	-26,993
Non Dwelling Rents	-713	-671		-671
Charges for Services & Facilities	-730	-703		-703
Contributions towards Expenditure	-64	-108	4	-104
Interest Receivable	-15	-15	-8	-23
Sales Administration Recharge	-33	-42		-42
Shared Amenities Contribution	-242	-242		-242
TOTAL INCOME	-29,073	-28,770	-8	-28,778
EXPENDITURE				
Repairs & Maintenance				
Cyclical Maintenance	1,346	1,335	51	1,386
Reactive Maintenance	3,418	4,062	-22	4,040
Supervision & Management				
General Management	5,546	5,221	-4	5,217
Special Services	1,290	1,229	68	1,297
Homeless Assistance	76	58	3	61
Rents, Rates, Taxes and Other Charges	77	170	-1	169
Provision for Bad Debt	150	169	-119	50
Capital Financing Costs - Settlement Adjustment	8,270	8,270		8,270
Capital Financing Costs - Internal Borrowing	130	130	-48	82
TOTAL EXPENDITURE	20,303	20,644	-72	20,572
HRA OPERATING SURPLUS(-)	-8,770	-8,126	-80	-8,206
Contribution to Capital - supporting Housing Strategy	9,120	8,290	411	8,701
HRA Total Annual Surplus(-) / Deficit	350	164	331	495
Use of HRA Reserve for Major Projects	-350	-68	-65	-133
Return to Earmarked Reserves (ICT Rephasing)		79		79
HRA TOTAL ANNUAL SURPLUS(-) / DEFICIT	0	175	266	441

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Leaders - Portfolio Performance Dashboard

Portfolio Holder - Cllr Edward Heron

Quarter 4 - January 1 2022 - March 31 2022

Key Priorities	Key Activities	Key Actions		
Portfolio Priorities	Key Activity	Specific Actions	Target Date	Status Update
Ensuring sustainability is at the centre of our decisions to preserve resources and the environment for future generations	Development of a strategy and action plan that ensures sustainability underpins all of our actions	All council projects to demonstrate sustainability in their outcomes and the best use of assets	N/A	Across the council services continue to deliver climate change initiatives as set out in the action plan. A successful recruitment of a climate change manager has been undertaken to lead this cross-cutting work. The terms of reference for the officer steering group have been agreed and it will meet regularly from June. Housing Development - The redevelopment of an underused and semi-derelict garage court at Ladycross, Hythe, where we are replacing 37 garages with 6 new-build houses which are being built to enhanced standards that will reduce carbon emissions, including the benefit of air source heat pump technology. At Gorse Close, New Milton, building work is underway to demolish 3 council owned houses that were structurally unsound and we are replacing them with six flats which are again being built to enhanced standards that will reduce carbon emissions, including the benefit of air source heat pump technology. Estates - Replacement PV panels at LTH last summer with much improved performance. Enhanced PV will be provided to 4 of the new buildings at Crow Lane (555 square metres altogether which should be enough to supply electricity to average users of said buildings) Also Crow Lane, we have asked for EV charging points to all units and we are seeking a BREEAM "very good" designation for the development overall.
	Ensure that all council assets are used in the most sustainable way to support communities and the local economy			
Working with regional and local partners to ensure the prosperity of the New Forest area	Work with partners to deliver the greenest Freeport, securing sustainability and prosperity for the New Forest area	Actively contribute to the development of the Solent Freeport	N/A	Government have approved the OBC+ for the Freeport and the full business case has been submitted. Waterside tax sites have been designated. A launch event is planned for June and discussions are underway to establish a Waterside Skills discussion with the two Colleges and key partners. Funding has been made available to support enhanced regeneration capacity that will support with this ongoing agenda.
	Actively engage with partners, including the Hampshire & Isle of Wight Local Government Association, in exploring a County Deal	Actively engage with Government and Hampshire and Isle of Wight partners in exploring a County Deal	N/A	A series of themed workshops have taken place throughout December and with NFDC officers in attendance. Following the Levelling Up White Paper the Government published the Levelling up and Regeneration Bill in May 22 which provides greater clarity on the framework for devolution. The Council is working with Hampshire County Council and other authorities to secure Government agreement to move forwards an ambitious pan Hampshire proposal for the next round of consideration.
	Annual review of the economic investment in the New Forest	Annual review of the economic investment in the New Forest	N/A	Key indicators on the state of the local economy are being closely monitored. Officers in process of commission a current economic profile of the New Forest, from the intelligence unit at the HCC work has now been commissioned to increase understanding skills issues across the waterside. A study of skills issues across the waterside has been completed.
Being an employer of choice	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	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	N/A	We continue to offer employees the benefit of hybrid working under the WorkSmart initiative where possible. A review of the WorkSmart policy will take place this summer. We are using our Employee Assistance Programme to offer online classes on Fitness, Health and Wellbeing until December 2022. Employees are able to access this on their own devices at a time suitable for them. We have undergone a procurement exercise for a shared cost AVC provision using salary sacrifice. The details of this will be out to employees by the end of June. We increased the rate of pay for our apprentices in their first year to make them more attractive to potential candidates.
	Respond to the outcomes of the staff survey and deliver the HR Strategy to support recruitment and retention			
Excellence in services to our residents and continuing to maintain front line services			N/A	Crosscutting priority - Individual services continue to monitor their own performance, including the use of customer experience metrics within areas such as Housing, Customer Services, Digital and the Careline service. To ensure residents views are reflected in service delivery, and maintaining performance at the level expected, work commenced on developing a resident's survey for delivery during 2022/23. This will help inform our future plans.
Ensuring effective democratic engagement and representation			Complete	Work is now being undertaken to implement the changes arising from the review ahead of the May 2023 District and Parish elections with additional resources approved to ensure delivery and democratic engagement in these changes. Engagement with Town and Parish Councils is being undertaken to support their preparation for next years elections in this new context.

Key Performance Indicators

KPIs	Unit	Freq.	Desired DOT	Target	Last Period	This Period	Actual DOT	Status
Portfolio indicators above or on target*	%	Q	↑	Monitor	57%	58%	↑	
Vacancies filled first time	%	Q	↑	Monitor	71%	80%	↑	
Level of customer satisfaction	%	Q	↑	Resident survey commissioned for delivery during 2022/23 to ensure cross cutting data to inform strategic delivery				
Number of projects that NFDC are leading on with key partners that will result in more sustainable use of assets	Num	Q	↑	A set of indicators will be developed to ensure delivery of the Climate Change action plan				

*Includes KPIs with targets or baselines

High Risks

High Risk Area	Risk	Mitigation actions	Risk
Pressure on business resilience due to Covid related absence and diversion of resource, coupled with shortages in the labour market and likely cost of living and inflationary budget pressures.		Where appropriate some staff have been able to self isolate and work from home and additional resource has been utilised where possible, minimising the impact on service delivery. Reflect changing labour market and plan for future recruitment and retention as part of the workforce strategy to maintain a strong offer as an employer of choice. The Council is planning to review its pay bands for Grades 1-8 to take in to account the rise in the minimum wage and likely pay settlement for the sector.	
There is a short term cost of living impact that is accentuating some of the negative impact on the local community and economy resulting from Covid-19		During the pandemic the Council has worked with partners to support the local community. The continued operation of the Local Resource Hub, together with the voluntary sector and local community groups has supported many of the most vulnerable in the community. The work of the Council's Revenue & Benefit Services and the Economic Development Team has enabled £60m to be paid out to local business in order to protect the local economy. The support for the successful Solent Freeport provides an opportunity for future jobs and the Council is proactively working with partners to seek assurance that appropriate pathways exist to ensure local residents benefit from future growth.	
Uncertainty over the devolution agenda impacts on strategic direction		Review of Levelling Up White Paper underway, member briefing took place March 22. Attendance at meetings and close liaison with partners, including with Hampshire County Council regarding the County Deal.	

Financial Information - Budgets £'000

Budget Description	Original Budget	Sept/Nov/Dec Financial Monitoring	May Financial Monitoring / Outturn	Outturn
General Fund Revenue Position	435	0	-34	401
Variation Percentage		0.00%	-7.82%	-7.82%
Supporting Narrative	MAY; Registration of Electors savings (-£47k), Election NFDC various by-elections (+£25k) OUTTURN; Corporate Savings allocated across portfolios (-£12k)			
General Fund Capital Programme	0	0	0	
Variation Percentage				

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Business, Tourism and High Streets - Portfolio Performance Dashboard

Portfolio Holder - Cllr Michael Harris

Quarter 4 - January 1 2022 - March 31 2022

Key Priorities	Key Activities	Key Actions		
Portfolio Priorities	Key Activity	Specific Actions	Target Date	Status Update
Continuing to work with partners and businesses to grow the New Forest economy.	Identify all businesses within the district and target engagement	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	N/A	The Economic Development team have data on key employers in the district and are regularly reviewing and updating this resource to help inform and target businesses engagement activities. The business support enews continues to be the primary form of communication with over 3,600 businesses across the district receiving it on a regular basis
	Work in partnership to increase the uptake of apprenticeships and upskilling opportunities	Work in partnership to increase the uptake of apprenticeships and upskilling opportunities, including through Solent Apprenticeship Hub	N/A	Whilst NFDC cannot directly influence the uptake of apprenticeship places by residents; work to promote the value of apprenticeships schemes to businesses, as well as the support available to employers, has been ongoing throughout the period. Liaison with the local Job Centre Plus is ongoing which enables each party to promote their services through engagement with either job seekers or the District's residents and businesses. In addition, the ED team have worked closely with other providers of skills training for businesses, including the Solent Growth Hub, to ensure opportunities are taken up by businesses. The NFDC supported Central and West Hampshire Youth Employment Hub helps young people to find routes into employment & skills training.
		Work with partners to set up the youth employment hub and collaborate on New Forest Young Entrepreneurs	N/A	The Central & West Hampshire Youth Employment Hub is a partnership between NFDC, Eastleigh Borough Council, Test Valley District Council, Winchester City Council and the DWP (Department for Work & Pensions). The Hub connects, listens to and provides solutions for young people to find employment and help secure their futures. At the hub, young people gain help, support and advice on a range of training and employment opportunities and are informed about local activities, such as local youth groups, sports clubs, drama, art groups and activity sessions. The project works closely with employers, training providers, schools and colleges. By 31/03/2022 the hub had provided ongoing support to 29 young people via the 'face to face' New Forest hubs in Brockenhurst & Totton, of these 8 were supported into paid employment or helped to remain in employment. Others received a range of ongoing support including help to access voluntary work or work experience and/or help to access education and training. The number of young people being supported through the Brockenhurst hub was restricted by room capacity at Brockenhurst College, however this has been resolved by the hub relocating to Brockenhurst Masonic Hall commencing April 2022. Information is available on our website at https://newforest.gov.uk/article/1107/Employment-skills-and-training-support
	Encourage inward investment for the New Forest		N/A	Work to encourage inward investment, in all its forms, continues. Enquiries are regularly received for start-up and relocating businesses, signposting to other services or sources of support where appropriate. Work is ongoing with partners such as the Growth Hub and Get Set for Growth Solent that ensures New Forest businesses have access to grants and finance to support investment in their business. The Ex Head and ED Team Leader have established regular liaison meetings with the Partnership Manager for the Department for International Trade (DIT), to identify key inward investment enquiries and to share progress on key investment sites etc.
	Establish a single point of entry to the council for businesses	Establish a single point of entry to the council for businesses by 2022	Completed	The NFDC website provides a clear route of entry to information and support for businesses, across the range of services provided by NFDC and its partners. The ED team administered webpages are reviewed regularly, and data on web pages views analysed, to ensure content is up to date and responsive to the needs of businesses and the new opportunities provided by NFDC and partners. This work is reinforced by messaging in the business support enews which also helps to clarify routes to the relevant council services.
Lobbying for essential improvements in broadband and mobile connectivity.	Lobby and work with partners to improve broadband and mobile connectivity	Identify options for improved connectivity in the district and develop an action plan	N/A	In order to inform this work programme, the team are working with Planning GIS support to produce maps showing access to broadband across the district. The findings of this work will be reported to a future COSP meeting
Helping businesses, industries and High Streets respond to social, environmental and technological changes and innovation.	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	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	20/10/2021	Initiatives have been in place throughout this period to support our New Forest high streets. The New Forest Shop Doctor programme aims to improve the customer experience in identified town centres through a series of Shop Doctor (Mystery Shopper) visits. The programme prioritised local independent retail and hospitality businesses enabling those participating to identify individual areas of strength and weakness, resulting in a higher quality standard of retail and hospitality provision. The New Forest Shop Doctor project started in January 2022 in Fordingbridge, Lymington & Pennington, Ringwood & Totton and quickly recruited 82 participant businesses. The mystery shopper visits have been completed and the confidential reports will be delivered to the participating businesses in April 2022. In early April, feedback events were held in each of the 4 towns to provide generic feedback on the strengths and weaknesses of each towns customer service provision. A detailed report will be provided to a future COSP meeting. The Shop Dr project compliments other initiatives, funded by the Welcome Back Fund, to measure and increase footfall in high streets.
		Launch new programmes and networks with partners to enhance support for businesses in the district	N/A	This portfolio is working with partners to ensure businesses have access to information, investment and support to respond to social, environmental and technological changes and opportunities to benefit from innovation. These opportunities are promoted widely through the ED team's own business communication channels as well as through liaison with partners.
	Encourage communities to maintain behavioural changes developed during the pandemic around shopping locally to support the green economy		N/A	This work programme is ongoing and is linked to the other high street initiatives described above.
Supporting the visitor economy across the New Forest district	Work with Go New Forest to promote tourism within the New Forest	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	N/A	Regular liaison is ongoing with Go New Forest to share key messages. Through the Welcome Back Fund, NFDC has commissioned Go New Forest to develop and deliver a marketing campaign to highlight and support local businesses and encourage visitors to high streets and town centres.
Continuing to promote the New Forest as a filming destination.		Forge connections with location finders within the filming industry to promote the New Forest as a filming location	N/A	This portfolio is working closely with Creative England (now Creative UK) to promote the New Forest to film location finders. In addition, Film New Forest is working with Creative UK to develop a video resource for location providers to help them better promote their specific location and ensure their entry on the Film New Forest location database meets the needs of location scouts. This will ensure that Film:New Forest can offer a wide range of locations and residents and businesses benefit from income generated by film and TV productions.

Key Performance Indicators

Financial Information - Budgets £'000

KPIs	Unit	Freq.	Desired DOT	Target	Last Period (Cum)	This Period (Cum)	Actual DOT	Status	Budget Description	Original Budget	September/November/February Financial Monitoring	May Financial Monitoring/Outturn	Outturn	
Apprenticeships within the district	Num	Annual	↑	Monitor	-0.29	Data for 21/22 not available			General Fund Revenue Position	296	35	-54	277	
Businesses engaged in the economic development programme *The high number is due to Covid grant schemes throughout 2021/22	Num	Q	↑	100	730	1042	↑		Variation Percentage		11.82%	-18.24%	93.58%	
Subscribers to 'Helping local businesses grow' e-news	Num	Q	↑	3000	3689	3699	↑		Supporting Narrative	MAY MATERIAL VARIATIONS - Economic Development Salary savings and supplies & services underspends (-£45k)				
Participants in initial High Streets online conference	Num	Q	↑	30	57	One-off event	N/A			OUTTURN MATERIAL VARIATIONS - Corporate underspends (-£9k)				
Participants in European Regional Development Fund business network	Num	Q	↑	The ERDF project has not yet begun					High Risks					
Participants in Youth Employment Hub	Num	Q	↑	100	n/a	29.00	↑		High Risk Area	Risk	Mitigation Actions		New Risk	
Participants in New Forest Young Entrepreneurs	Num	Q	↑	New Forest Young Entrepreneurs programme has not begun					Covid-19 impact on the local economy		The ED team fully allocated the Government Covid Support 'Additional Restrictions Grants' for businesses impacted by Omicron by the deadline of 31 March 2022. The ED team will continue to help mitigate the ongoing impacts of covid on the districts businesses by providing support and information to ensure they have the tools they need to improve resilience and productivity. Much is dependent on the ongoing risk from Covid and any further restrictions affecting the economy.			
Value of grants distributed	£	Q	N/A	£1.7m by March 2022	£1.13m	£1.7m	↑	all ARG funds fully allocated by 31/03/22	Insufficient labour supply and/appropriately skilled labour supply amongst the New Forest workforce to support the delivery of the Freeport and the wider growth agenda		Work with partners and through the Freeport to provide a package of skills/upskilling and training to ensure supply of labour and ensure that local residents can benefit from growth			
Film New Forest - Value of filming in the district	£	Q	↑	£75,000	£81,250	£234,750	↑		Covid-19 has accelerated the decline of retail nationally with varying impact on the health of New Forest High Streets		Annual monitoring of vacancy rates and footfall monitoring in place. Using planning system to promote mixed uses within town centres.			
New Forest locations available to Film & TV productions via the Film:New Forest locations database	Num	Q	↑	80	80	81	↑							

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Finance, Investment and Corporate Services - Portfolio Performance Dashboard										Portfolio Holder - Cllr Jeremy Heron																																								
Quarter 4 - January 1 2022 - March 31 2022																																																		
Key Priorities		Key Activities			Key Actions																																													
Portfolio Priorities		Key Activity			Specific Actions		Target Date	Status Update																																										
Protecting front line services through sound financial planning, including the collection of taxation with appropriate support for individuals and businesses		Deliver the Council's Medium Term Financial Plan			Balanced budget agreed annually in February.		Completed 21/22	Balanced budget agreed for 2021/22 in February 2021.																																										
							Completed 22/23	Balanced budget proposed for 2022/23 in February 2022.																																										
Modernisation and innovative use of ICT to enhance operational efficiencies across all services		Modernise our corporate and line of business ICT applications			Deliver the ICT strategy to modernise applications and infrastructure		1 year roll over strategy - 22/23. Ready early 2022/23.	A draft Digital Strategy has been shared with EMT for consultation.																																										
Using investments to support financial resilience and the local economy		Identify sites and opportunities in line with the Commercial Property Investment Strategy			Identify opportunities and progress the Commercial Property Investment and the Residential Property Investment Strategies		FY21/22	Two further properties have been acquired during the FY to date; an offer has been accepted on a further property and a number of other commercial properties are under investigation. Council has approved a budget of £8.445M for completion of the Crow Lane development, target for delivery October 2022. This is a landmark for the Council, being a new business park in the district and which is presently under construction. 5 further properties purchased by the residential property company during the FY to 31 March 2022, 12 overall, 1 further property purchased 4th April 2022 and offers accepted on 4 further properties.																																										
		Continue to acquire properties through the council's Residential Property Company																																																
		Deliver improved infrastructure to support operational services			Design new depot facilities for future requirements and in response to any changes to national waste strategy		To be operationally ready early 2024	The external report on the Councils waste depot strategy has been received and will be considered in the context of the Council's overall Waste Strategy, which will inform operational depot requirements. An updated project brief for a new depot at Hardley has been prepared and the design team is being remobilised to update the design and prepare cost estimates.																																										
Providing support to residents with benefits and welfare reforms, and supporting businesses to access financial reliefs and grants		To support residents affected by COVID and vulnerable households with essential costs.			Deliver the Test and Trace Support payments and voucher scheme to support those having to self-isolate		31/3/2022	This scheme has now closed and we are undertaking the reconciliation and reporting exercise.																																										
		Deliver government support to businesses, including the Additional restrictions Grants and retail, hospitality and leisure support grants and retail discounts			Develop a policy, eform and application process for the CARF scheme. To continue to promote the Omicron Hospitality and Leisure Grant Scheme and Retail, Hospitality and Leisure rate relief scheme and the Omicron ARG scheme.		30/6/2022	Recently distributed over £2.4M in Omicron support grants and undertaking the reconciliation exercise. Our COVID Additional Relief Fund (CARF) is open for applications, the closing date is 22 April 2022 and take-up has been lower than expected, despite 2 letters being sent, weekly news and social media communications.																																										
		Deliver the Household Support Fund to support vulnerable households			To work with partners on referrals to support those most in need, including Citizens Advice New Forest.		31/3/2022	We continue to work closely with partner organizations, including Citizens Advice New Forest, and with those applying for Discretionary Housing Payments to promote this support and identify vulnerable households. To date we have supported 202 households with awards totaling £79,267. Hampshire County Council have received further funding and we await notification of any funds to be distributed to us and any eligibility criteria.																																										
		Deliver the £150 energy rebate to eligible households in council tax bands A to D and the Discretionary scheme			To identify direct households we can make direct payments, contact those not paying by direct debit, develop an eform, payment and checking process and a discretionary policy to support those not eligible for the main scheme.		30/11/2022	Eligible households identified who pay by DD and expected payment by end of April. Letters being sent out non dd payers and developing our discretionary scheme. Support is available to those unable to complete and eform through phone and our Information Offices.																																										
		Continue to manage the impact of Universal Credit and review our Council Tax Reduction scheme to maximize automation			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		2024/5	We are awaiting a date from DWP for the managed migration to start. The planned pilot has been deferred. We anticipate this to start in 2023/24 with pensioners being reviewed and expected to start from 2025 (although unlikely). Our CTR scheme has been amended to increase automation.																																										
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Maintain high level of Council Tax collected *		%	Monthly	↑	98.50%	98.27%	98.48%	↑		General Fund Revenue Position	2722	-531	-448	1743																																				
NNDR collected *		%	Monthly	↑	98.19%	97.79%	98.48%	↑		Variation Percentage		-19.51%	-16.46%	-35.97%																																				
Achieve a balanced budget with reasonable Council Tax increases			Annual		Greater of 2% or £5**	£5 (2.88%)	£5 (2.7%)			Supporting Narrative	MAY MATERIAL VARIATIONS; Covid19 funding (-£280k), Housing Benefits Admin additional grant and business unit savings (-£44k), Corporate Management Redmond Review Grant & refund bank charges (-£76k), Pay Award covered within Portfolio variations (-£300k), ATC Emergency Power Supply Project (-£38k rephased into 22/23), ICT Savings (-£248k), ICT Work Programme rephasings (-£182k), Net Other (-£1k) OUTTURN MATERIAL VARIATIONS; ICT savings & rephasings previously reported now allocated across all portfolios (+£523), Housing Benefits net costs (+£161k), Housing benefits administration (+£29k), Net Other (+£8k)																																							
Budget variations (General Fund) 'Last period' is first Financial Monitoring Report		%	Annual	-	+/- 3%	0.49%	-8.1%	-		General Fund Capital Programme	10812	-543	-947	9322																																				
Increase the value of commercial investment		£M	Annual	↑	20	£13M cumulative to end FY 21/22	2 properties acquired 21/22 @ £3.1M to date. £8.445M budget approved for Crow Lane development, offer accepted on a further purchase, subject to contract	↑		Variation Percentage		-5.02%	-8.76%	-13.78%																																				
Increase the value of residential investment		£M	Annual	↑	4	£3.6M cumulative to end FY 21/22	5 properties acquired 21/22 @ £1,527,110.00 to 31 March 2022. A further property was purchased on 4th April 2022, offers accepted on 2 further properties	↑		Supporting Narrative	MAY; V&P replacement programme variation (+£35k), Residential Property Acquisition (+£129k), Smarter Working (-£80k), Rephasings into 22/23 at New Depot site Hardley (-£84k), New Depot site West (-£100k), Crow Lane (-£672k), Office 365 project (-£75k), V&P replacement programme (-£96k), Net Other (-£4k) OUTTURN; no adjustments																																							
ICT incidents resolved within SLA		%	Monthly	↑	85%	89%	95%	↑		High Risks																																								
ICT investment Vs outcome		New KPI to be developed in 2022 (does not appear in the Corporate Plan)								<table border="1"> <thead> <tr> <th>High Risk Area</th> <th>Risk</th> <th>Mitigation Actions</th> <th>New Risk</th> </tr> </thead> <tbody> <tr> <td>Financial uncertainty arising from COVID-19 pandemic</td> <td></td> <td>Robust financial monitoring and reporting arrangements, prudent financial planning, government grants/support</td> <td></td> </tr> <tr> <td>Comprehensive Spending Review may result in funding fluctuations and continued funding uncertainty</td> <td></td> <td>Prudent financial planning, with options to close the gap being drawn up and worked on. Budget equalisation reserve available to support the production of a balanced budget.</td> <td></td> </tr> <tr> <td>1 year settlement for 22/23 now known. Additional funding has been offered, but no longevity to it</td> <td></td> <td>Prudent financial planning, regard additional 22/23 funds as one-off.</td> <td></td> </tr> <tr> <td>Lack of suitable commercial property investment opportunities in the District</td> <td></td> <td>Good links with local agents, responsiveness to opportunities that arise.</td> <td></td> </tr> <tr> <td>Lack of suitable residential property opportunities in the District</td> <td></td> <td>Good links with local agents, responsiveness to opportunities, stronger residential property market than expected during the period of restrictions.</td> <td></td> </tr> <tr> <td>Delays in the delivery of new depot facilities</td> <td></td> <td>Contingent on operational needs being clarified as part of the proposed waste strategy.</td> <td></td> </tr> <tr> <td>Ability to support vulnerable residents with increased cost of living and potential fuel poverty</td> <td></td> <td>The one-off Household Support Fund grant was utilised to support vulnerable residents. The CANF have limited funding to support vulnerable households with fuel and energy bills, with the potential for further HSS funding beyond 31 March 2022. NFDC will work with CANF, and partners, to provide advice and signpost support, including food larders. NEW CT 'energy rebate' scheme announced for 22/23 is being administered.</td> <td></td> </tr> <tr> <td>NEW - Generator installation not complete, therefore power supply to server room and emergency planning suite not yet available at ATC</td> <td></td> <td>Availability of remote working remains for all users. Working with facilities management for generator install.</td> <td></td> </tr> </tbody> </table>					High Risk Area	Risk	Mitigation Actions	New Risk	Financial uncertainty arising from COVID-19 pandemic		Robust financial monitoring and reporting arrangements, prudent financial planning, government grants/support		Comprehensive Spending Review may result in funding fluctuations and continued funding uncertainty		Prudent financial planning, with options to close the gap being drawn up and worked on. Budget equalisation reserve available to support the production of a balanced budget.		1 year settlement for 22/23 now known. Additional funding has been offered, but no longevity to it		Prudent financial planning, regard additional 22/23 funds as one-off.		Lack of suitable commercial property investment opportunities in the District		Good links with local agents, responsiveness to opportunities that arise.		Lack of suitable residential property opportunities in the District		Good links with local agents, responsiveness to opportunities, stronger residential property market than expected during the period of restrictions.		Delays in the delivery of new depot facilities		Contingent on operational needs being clarified as part of the proposed waste strategy.		Ability to support vulnerable residents with increased cost of living and potential fuel poverty		The one-off Household Support Fund grant was utilised to support vulnerable residents. The CANF have limited funding to support vulnerable households with fuel and energy bills, with the potential for further HSS funding beyond 31 March 2022. NFDC will work with CANF, and partners, to provide advice and signpost support, including food larders. NEW CT 'energy rebate' scheme announced for 22/23 is being administered.		NEW - Generator installation not complete, therefore power supply to server room and emergency planning suite not yet available at ATC		Availability of remote working remains for all users. Working with facilities management for generator install.	
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Maintain a Remote Access Solution (VPN)		%	Monthly	↑	99.50%	100%	100%	↔																																										
* 'Actual' figures for Council Tax and NNDR collection represent performance against figure for the same time last financial year. ** £5 increase agreed for 21/22, representing 2.8% increase. £5 proposed for 22/23, representing 2.7% increase																																																		

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PORTFOLIO: FINANCE, INVESTMENT AND CORPORATE SERVICES

CORPORATE AFFAIRS AND LOCAL ECONOMY OVERVIEW AND SCRUTINY PANEL – 23 JUNE 2022

FINANCIAL STRATEGY TASK AND FINISH GROUP – ARRANGEMENTS FOR 2022

1. RECOMMENDATION

- 1.1 That the arrangements for operation of the Financial Strategy Task and Finish Group for 2022 be endorsed as set out in the report.

2. INTRODUCTION

- 2.1 The purpose of this report is to seek the Panel's agreement to the proposed arrangements for meetings of the Financial Strategy Task and Finish Group in 2022. The role of the Financial Strategy Task & Finish Group is to review the Council's financial strategy and understand how the plans and assumptions made by the Portfolio Holders marry up with the overarching financial planning of the Council.
- 2.2 It is proposed that, as in 2021, a Group of 8 members be convened after seeking volunteers, and the final membership be agreed by the Charman of the Panel.

3. TERMS OF REFERENCE

- 3.1 The proposed Terms of Reference are as follows:

'To gather an understanding of how the Council's overall financial strategy brings together various financial workstreams. This includes 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 with the overall strategy.'

4. PROPOSED TIMESCALE

- 4.1 Subject to confirmation with key participants, the approximate timescale is expected to be as follows:

w/c 5 September – First Meeting (Background Info/call for further info)
w/c 12 September – Second Meeting (Review of info / start devising questions)
w/c 19 September – Third Meeting (Finalise Questions)
by 23 September – Release Questions to Cabinet Members
w/c 17 October - Cabinet Interviews over 2 full days
w/c 24 October - Fourth (and potentially Fifth) Meetings to identify key points arising from interviews.
w/c 31 October – Sixth Meeting (Review draft and agree final Report)
w/c 7 November – Despatch report to COSP

17 November - COSP

5. THE WORK OF THE GROUP

5.1 The Group will again receive an overview of the Council's budget, including the latest forecast Medium term Financial Position and Corporate Plan. Generic and tailored questions will be asked of each Portfolio Holder, designed to probe the Portfolio Holders on;

- plans relating to the alignment of NFDC financial resources to their Corporate Plan priorities,
- the scale and focus of any reviews intended to contribute to the Council's medium term financial deficit
- the Portfolio Holders' aspirations when it comes to partnership working, to gauge
- the opportunities and threats to increased sustainability in service delivery, to understand
- plans for income maximisation and new generation
- key learning from the past 18 months and how this can shape service delivery going forward

For further information contact:

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Background Papers:

Published documents

CORPORATE AFFAIRS AND LOCAL ECONOMY OVERVIEW AND SCRUTINY PANEL

WORK PROGRAMME 2022/2023

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
22 SEPTEMBER 2022			
Portfolio Holders' Reports and Performance Dashboard	To receive an update from Portfolio Holders on developments within their portfolio areas with reference to the performance dashboards	Verbal report/performance dashboard report	Portfolio Holders
Review of Complaints 2021/22	To receive the annual complaints report for 2021/22.	Written Report	Karen Grimes / Amanda Wilson
Performance of the New Forest Economy	To note key indicators to local economy.	Written Report	Claire Upton-Brown / Sally Igra
17 NOVEMBER 2022			
Council Tax Reduction Scheme, Council Tax Empty Homes Premium, and care leaver disregard	To receive recommendations from the Task and Finish Group	Written Report	Ryan Stevens
Financial Strategy Task and Finish Group Final Report	To receive recommendations from the Task and Finish Group	Written Report	Alan Bethune
Update on the New Forest Economy	To note statistics on the local labour market	Written Report	Sally Igra / Claire Upton-Brown
19 JANUARY 2023			

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Agenda Item 12

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
Asset Maintenance and Replacement Programme	To receive details of the proposed programme and pass any comments to Cabinet.	Written Report	Alan Bethune
Capital Strategy	To receive details of the proposed strategy and pass any comments to Cabinet.	Written Report	Alan Bethune
Update on the New Forest Economy	To note statistics on the local labour market	Written Report	Sally Igra / Claire Upton-Brown
23 MARCH 2023			
TBA			
DATES TO BE ALLOCATED			
Procurement Update	To receive regular updates summarising procurement activities	Report	Gary Jarvis
Economic Development Performance Indicators		TBC	Claire Upton-Brown