

NOTICE OF MEETING

Meeting:	RESOURCES AND TRANSFORMATION OVERVIEW AND SCRUTINY PANEL
Date and Time:	THURSDAY, 22 JUNE 2023, AT 10.00 AM
Place:	COUNCIL CHAMBER - APPLETREE COURT, BEAULIEU ROAD, LYNDHURST, SO43 7PA
Enquiries to:	Email: andy.rogers@nfdc.gov.uk Andy Rogers Tel: 023 8028 5070

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) on items within the Resources and Transformation 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, 19 June 2023.

Kate Ryan
Chief Executive

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

This agenda can be viewed online (<https://democracy.newforest.gov.uk>).

It can also be made available on audio tape, in Braille and large print.

AGENDA

Apologies

1. MINUTES

To confirm the minutes of the following meetings as a correct record:

24 March 2023 (Local Affairs and Local Economy O&S Panel)
22 May 2023

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 receive any public participation in accordance with the Council's public participation scheme

4. TERMS OF REFERENCE OF THE PANEL

To note the Panel's Terms of Reference, which includes oversight of the following services:

- (a) Finance
- (b) Estates and Valuation
- (c) Revenues and Customer Services
- (d) Human Resources
- (e) ICT
- (f) Elections
- (g) Transformation and Improvement
- (h) Performance and Insight
- (i) Communications
- (j) Democratic Services
- (k) Legal Services
- (l) Information Governance and Complaints

5. ANNUAL PERFORMANCE AND PROVISIONAL BUDGET OUTTURN (Pages 5 - 26)

To receive the Annual Performance and Provisional Budget Out turn report.

6. NFDC TRANSFORMATION PROGRAMME UPDATE (Pages 27 - 32)

To receive an update on progress with the Transformation Programme.

7. DEVELOPMENT OF A NEW OPERATIONAL SERVICES DEPOT AT HARDLEY INDUSTRIAL ESTATE (Pages 33 - 44)

To consider a proposed scheme for the development of a new operational services depot at Hardley Industrial Estate.

8. COMMERCIAL AND RESIDENTIAL PROPERTY STRATEGIES - ANNUAL REPORT (PRESENTATION) (Pages 45 - 66)

To receive a presentation on the performance to date in the delivery of the Commercial and Residential Property strategies.

9. ICT UPDATE (PRESENTATION) (Pages 67 - 76)

To receive an update on the work of the Council's ICT Services team, including progress with the ICT Strategy.

10. PORTFOLIO HOLDER UPDATES

An opportunity for the Leader, and the Portfolio Holder for Finance and Corporate, to provide any updates to the Panel on developments within their portfolios.

11. COUNCIL TAX REDUCTION SCHEME TASK AND FINISH GROUP

To agree arrangements for the establishment of the Council Tax Schemes Task and Finish Group for 2023. The Group is expected to meet 4 times between July and September and will make recommendations to the Panel on:

1. Review of the Council Tax Support scheme
2. Local disregard for Housing Benefit
3. National Non-Domestic Rates policy review

12. FINANCIAL STRATEGY TASK AND FINISH GROUP

To agree arrangements for meetings of the Financial Strategy Task and Finish Group in 2023. The Group is expected to meet 4 times over September and October 2023 around the following dates:

w/c 4 September: **1.** Introduction, background and MTFP assumptions
w/c 18 September: **2.** Alternative budget format
w/c 2 October: **3.** Reserve Balances
w/c 16 October: **4.** Wrap up session

The Group's work will include the following:

- To provide detailed scrutiny on the budget assumptions made within the latest Medium Term Financial Plan.
- To consider an alternative format for high-level budget adoption.
- To overview the reserve balances held by the Council, in light of the planned reduction here, and potential for borrowing moving forward.

13. WORK PROGRAMME (Pages 77 - 80)

To note the Panel's Work Programme for the ensuing year.

14. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

To:

Councillors

Alan O'Sullivan (Chairman)
Barry Dunning (Vice-Chairman)
Alan Alvey
Jack Davies
Jacqui England

Councillors

David Millar
Barry Rickman
Alex Wade
Christine Ward

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RESOURCES AND TRANSFORMATION O&S PANEL – 22 JUNE 2023

ANNUAL PERFORMANCE AND PROVISIONAL BUDGET OUTTURN 2022/23

1. RECOMMENDATIONS

1.1 It is recommended that Panel note:

- a) the Annual Performance Report for 2022/23;
- b) the provisional outturn of the General Fund revenue and capital budgets for 2022/23;
- c) the provisional outturn of the Housing Revenue Account and capital budgets for 2022/23; and
- d) the yearend rephasings as included within the provisional outturn figures.

2. PURPOSE OF THE REPORT

- 2.1 This report provides an overview of performance and delivery of the Corporate Plan for 2022/23 and sets out provisional outturn results for Revenue and Capital budgets for both 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 as final to the Audit Committee following the completion of an 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 Work will now commence on drafting the administration's new corporate plan for the four-year term, which will be subject to consultation later this year. This will be underpinned by the development of a new performance management framework that will continue to see performance for the relevant portfolios presented to overview and scrutiny panels during the year.
- 3.3 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.

- 3.4 The Council's financial planning process supports the delivery of the corporate objectives and the setting of the annual budget and its performance is an important element of the overall Corporate Plan.
- 3.5 Financial monitoring reports have been presented to Cabinet in July 2022, November 2022 and February 2023. The February reported position for the General Fund, Capital Programme and Housing Revenue Account budgets were as follows:

	Original Budget Set Feb '22	Latest Budget Feb '23 Cabinet	Reported Variations upto Feb '23 Cabinet
	£'m	£'m	£'m
General Fund - Net Budget Requirement	20.674	21.373	0.699
General Fund - Business Rate Retention	(6.381)	(6.381)	0
General Fund - Capital Programme	17.174	20.699	3.525
Housing Revenue Account - Income	(30.225)	(29.909)	0.316
Housing Revenue Account - Expenditure	21.305	22.591	1.286
Housing Revenue Account - Capital Programme	24.900	20.900	(4.000)

- 3.6 This report at section 5 and the Appendices includes the provisional budget outturn position statements covering the General Fund (**Appendix 2A and 2B**), the Housing Revenue Account (**Appendix 2C**) and combined Capital Programme (**Appendix 3**).

4. ANNUAL PERFORMANCE REPORT

- 4.1 The Annual Performance Report (**Appendix 1**) illustrates the Council's achievements during 2022/23 highlighting each Portfolio's performance against the priorities set.

5. BUDGET OUTTURN

- 5.1 The General Fund Net Budget Requirement (Revenue) provisional outturn position confirms a spend of £20.107m against an original budget of £20.674m. Within those figures, the net spend at Service Portfolio level is just £56,000 over the original budgeted sum for the year (£20.174m spend as against £20.118m original budget). The outturn variation that has reduced the net budget requirement has occurred outside of the service Portfolio's and is due to additional interest earnings of £893,000 to the General Fund above the originally budgeted sum. These additional interest earnings mean that the General Fund has been able to support 2022/23 Capital Programme financing of £1.675m (the originally budgeted contribution was £1.750m, originally reduced through Financial Monitoring to help finance additional costs of pay award).

5.2 Rephasings to future years included in the outturn total £964,000 and include:

5.2.1	ICT Work Programme	£329,000
5.2.2	Homes for Ukraine Support	£269,000
5.2.3	Corporate Plan Priorities budget	£188,000
5.2.4	UK shared Prosperity Fund	£86,000
5.2.5	Net Other	£92,000

5.3 Business Rates income was originally budgeted at £6.381m, with the provisional outturn being £5.801m. This £580,000 reduction is mainly associated with a required increase to the appeals provision.

5.4 **When combined, the overall general fund variations result in a neutral position for the year with no transfers to or from general non-committed reserves.** The Financial Monitoring reports presented through Cabinet during the year included the reasoning for the significant variations and the summarised position is shown within **Appendix 2A**, with further detail on the new outturn General Fund variations being shown within **Appendix 2B**.

5.5 The original General Fund Capital Programme budget was set at £17.174m. This was increased via financial monitoring through the year to take into account the scheme rephasings from 2021/22 and updated for new requirements, including investment in economic regeneration and employment projects. The outturn position confirms a spend for the year of £21.641m. Outturn project variations (including a new acquisition) total +£1.747m, with this figure netted down by £805,000 of rephasings to future years. This results in a year-end variation in comparison to the revised budget of +£942,000.

5.6 The Housing Revenue Account provisional position confirms income for the year of £30.083m (a reduction of £142,000 from the original budget) and revenue spend for the year of £22.321m (an increase of £1.016m from the original budget). After taking these variations into account, and after allowing for net transfers from earmarked reserves of £174,000 and contributions to capital of £9.120m, this results in an overall deficit for the year of £1.184m with this sum being transferred from the Acquisition and Development reserve.

5.7 The original Housing Revenue Account Capital Programme budget was set at £24.900m. This was reduced via financial monitoring through the year to £20.900m. The outturn position confirms a spend for the year of £22.077m. Outturn project variations (including additional affordable housing additions) total +£2.397m, with this figure netted down by £1.220m of rephasings to future years. This results in a year-end variation in comparison to the revised budget of +£1.177m.

5.8 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 Set Feb '22	Provisional Outturn Position	Total Variation
	£'m	£'m	£'m
General Fund - Net Budget Requirement	20.674	20.107	(0.567)
General Fund - Business Rate Retention	(6.381)	(5.801)	0.580
General Fund - Capital Programme	17.174	21.641	4.467
Housing Revenue Account - Income	(30.225)	(30.083)	0.142
Housing Revenue Account - Expenditure	21.305	22.321	1.016
Housing Revenue Account - Capital Programme	24.900	22.077	(2.823)

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

6.1 There are none arising directly from this report.

Further Information:

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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 29th July 2022
Cabinet November 2022
Cabinet February 2023



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ANNUAL PERFORMANCE REPORT 2022-23



A letter from the Leader

Although this year saw normal service fully resume following the pandemic, and some significant achievements to be proud of, it also saw increased challenges for our residents and the country as a whole.

In 2022 we celebrated the Platinum Jubilee of Elizabeth II, followed by the Queen's sad death.

We responded swiftly and appropriately to support our communities to reflect and mourn and arranged for the historic local proclamation of His Majesty King Charles III. The decision to extend the Green Canopy tree planting initiative will be a lasting and fitting tribute to the Queen, with 60 trees being planted in 30 locations.

We made progress on key corporate priorities including the waste strategy, a climate action plan, and the Solent Freeport approval announced in December that will support the Waterside and wider New Forest economy and provide access to higher skilled employment.

During the year we have seen increasing challenges facing our residents and impacting our services and budget as the cost of living, inflation and wider economic factors impact us all. In response we have set up a Cost of Living Steering Group that brings together a shared understanding of what our residents and communities need, and promotes initiatives such as the establishment of Food Larders and 5 Community Hubs to connect people to the support available.

It is this council's ambition to be an employer of choice in order to provide excellent services, and to support this we have reviewed our pay scales to



address recruitment difficulties and to ensure we are paying a minimum wage above the national employer's minimum.

Key pieces of work have commenced to inform our future plans, including the initial phases of a transformation programme that will deliver a leaner, more efficient organisation, characterised by modern business practices, sustainable service delivery and a skilled and motivated workforce, and most importantly ensuring that our residents and customers are at the heart of our decisions.

Through the resident insight survey undertaken during the year we know that although we have a higher than average level of satisfaction across our services, we also have areas for improvement. I am very grateful that the public's trust in the District Council is so high at 74% and we will build on this strong foundation to create future services that meet local priorities for the future.

We are now working on the new corporate plan moving forward with our priorities and major milestones for the next four years.

Cllr Jill Cleary


Leader of New Forest District Council

Portfolio highlights 2022-23

Leader's

UK Shared Prosperity Fund awarded

£1m

78% 
of residents are satisfied with how NFDC is run

41% 
of staff responded to staff survey

Recruited **82%** of the **177** vacancies filled this year first time

Finance, investment and corporate



Investments within the district now **£29.3m**

Distributed **£8,044m+** of Energy Rebate support to **53,631** households

Completed the **Platinum Jubilee Business Park** project

Funding of **£17,700** to **22** organisations for the provision of warm spaces

Planning, regeneration and infrastructure




1,133 planning decisions issued

5 strategic plan sites with consent

£580k spent on recreational mitigation projects

Increased Building Control market share to **58%**

Partnering and wellbeing


100% of high risk food inspections undertaken 

527 
offences actively tracked on council CCTV

Nearly **10,000** attendees to active lifestyle classes across all sites

Inactivity levels reduced to **18.4%**

Housing and homelessness

More than **70%** of rough sleepers entered housing pathway 

Answered **57,759** 
tenants' calls, emails, and webchats

50 affordable council homes built

23 units of new temporary accommodation delivered

Environment and coastal

Circa **7,600m³** shingle recycled on Hurst Spit

Sold **30k** short stay and **15k** long stay parking clocks, generating a total of **£1.3m**



Installed **12** electric vehicle charging points, saving **18,000kg** CO₂ to date



21,000 garden waste customers

People and places



£68,792+ awarded in Councillor Community Engagement grants

89% 
website accessibility score

Community grants approved **£221,600**

Responded to **2,552** fly tipping incidents

Business, tourism and high streets



Carried out **78** Shop Doctor visits

86 beneficiaries of the Youth Employment Hub

49 businesses and residents benefitted from start-up business support

 **3,566** subscribers to the business support e-newsletter



Leader's

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

Ensuring the prosperity of the New Forest area remains a priority. The New Forest District Council received an allocation of £1 million through the UK Shared Prosperity Fund and the Rural England Prosperity Fund provided a further top-up of £540,115 as part of the Rural Development Programme for England. The delivery of the projects directly and through local rural businesses will support delivery of the three investment priorities of Community and Place, Supporting Local Business and People and Skills.

Work continued with developers, landowners, investors and other parties to support and facilitate growth and investment in the district. A key achievement was securing the Government approval of the Solent Freeport Business case and through the Freeport Board and officer support we now move to deliver the benefits of the business case with a focus on securing long-lasting opportunities for the residents of the New Forest. The council has also prioritised community engagement in regeneration with a project being delivered in Totton town centre with residents highlighting priorities for improvement.

The Waterside Steering Group has been re-established and has been meeting regularly, providing a place to co-ordinate developments across the waterside, and discussing cross-cutting issues. Communications and engagement has been a focus to provide updated communication to stakeholders. Interim capacity has been brought in and will be ensuring key New Forest priorities are best placed to secure funding including A326 and public transport improvements.

A draft County Deal prospectus has been discussed positively as a next wave bid with Ministers. Hampshire County Council is leading discussions and it is anticipated that post local elections NFDC will engage as discussions with DLUHC progress to ensure that local priorities are reflected in a future prospectus.

The council is focusing on using data and insight to inform plans and priorities. A New Forest Economic Profile, which covered policy areas and themes relating to: economy,

Priorities

Working with regional and local partners to ensure the prosperity of the New Forest area.

Being an employer of choice.

Excellence in services to our residents and continuing to maintain front line services.

Ensuring effective democratic engagement and representation.

business, population, labour market, skills and occupations, was commissioned in September 2022.

The council also undertook an independent Residents survey which showed that 93% of residents are satisfied with the area as a place to live, and 78% are satisfied with the way that New Forest District Council runs things. Service satisfaction was favourable, and the top rated services were: registering to vote (96%), community recycling banks (90%), garden waste collection (88%), health and leisure centres (87%) and waste and recycling services (83%). There are areas to improve and insight on cost of living and climate concerns will be areas to explore more fully.

We have set ourselves an ambitious target for subscribers to our residents email news letter and continue activity to increase the number of residents who receive updates in this way.

Activity to be an employer of choice continued, including the pay scale review and a revised hybrid working policy. The pay scale review was undertaken to address particular recruitment difficulties, remove the cross-over between certain bands and make the pay scale more consistent. It has also addressed the Leader's clear desire for the District Council to pay a minimum wage above the national employers minimum.

Following overwhelming support from the workforce to continue hybrid working, the final policy has been issued with a view to promote improved work/life balance, saving on fuel costs as well as environmental and financial benefits.

An Employee Engagement Survey resulted in a larger response than previous years, (323 responses, equating to 41% of staff), and an overall action plan is being developed with management and staff.

Activities such as Chief executive staff briefings, visits, new Monthly meets and social activities such as wellbeing walks and the Christmas quiz support wider engagement.

Key performance indicators	Unit	Target	2021/22	2022/23	RAG
Portfolio indicators above or on target	%	Monitor	58%*	79.25%	Grey
Vacancies filled first time	%	85%	81%	82%	Yellow
Subscribers to residents' email	% of residents	14%	8.5%	8.82%	Red
Average customer rating of residents' email (usefulness, ease of understanding, relevant information)	Score out of 10	9	9	9.33	Green
Level of customer satisfaction with council services	%	60%	N/A**	78%	Green

*Partial calculation of 2021/22 based on Q3 and Q4 indicators.

**Customer satisfaction survey first undertaken in 2022. Next comparable score will be available in 2024.



Planning, regeneration and infrastructure

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

The Solent Freeport received final Government approval in December 2022, providing an important opportunity to deliver economic growth for the Solent and particularly the regeneration of the Waterside.

Most of the 18 strategic sites identified in the Local Plan 2016-2036 Part 1 are now in pre-application or application stage, with 5 having a resolution to grant permission subject to completion of a S106. Development has commenced on 2 sites.

The council continues to proactively work with developers to ensure that allocated development sites are delivered successfully, with the necessary supporting infrastructure. The council has also been working with stakeholders to address water quality issues and deliver Biodiversity Net Gain projects.

The council has continued to use the Community Infrastructure Levy (and S106 monies) to deliver much needed infrastructure, including a programme of open space and recreational mitigation projects. Expenditure in 22/23 was on these projects of £580k. A programme of works for 23/24 projects was approved in March 2023.

A local cycling and walking infrastructure plan (LCWIP) for the Waterside was approved by Hampshire County Council in November 2022 with a separate plan currently being prepared for the remainder of the District. These plans will help to guide future decisions on funding for walking and cycling infrastructure improvements.

The number of planning applications received during the year was 1,358 (1,363 in 2021/22). Of the 1,133 decisions issued 91% were determined within the nationally prescribed timescales (80% in 2021/22). The project to upgrade the Planning and Regulatory Services IT system is progressing and expected to complete in 2023.

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.

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.

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.

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.

Building control market share increased to 58%. Work with architects and builders continues to ensure the minimum standards are met and the market share is maintained and improved.

Work continues with local communities to take forward a shared vision for the future of their towns through the preparation of Neighbourhood Plans. Ringwood's Neighbourhood Plan was subject to public consultation in Feb/Mar 2023.

Key performance indicators	Unit	Target	2021/22	2022/23	RAG
Number of houses completed each year (as set out in the Annual Authority Monitoring Report)	Num	400	79	TBC-July23	
Number of green infrastructure projects delivered each year	Num	3	3	3	
Number of Biodiversity Net Gain projects delivered each year	Num	-	4	15	
Additional employment floorspace created within the district	m ²	-	3,591m ²	TBC-July23	
New Forest District Council building control market share	%	55%	55%	58%	
Determination of planning applications within the nationally prescribed time frames	%	Major 60%, Minor 70%, Other 80%	Major 90%, Minor 65%, Other 85%	Major 100%, Minor 81%, Other 86%	
Number of projects that New Forest District Council are involved in to deliver sustainable transport options	Num	-	9	13	



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 in the Housing Strategy 2018.

Since a peak of over 90 households in emergency accommodation in June 2022, the number has now reduced to 49, with 20 awaiting to move into longer term accommodation – progress that has been aided through the provision of three additional council owned Temporary Accommodation schemes during 2022/23. And with plans moving forward to refurbish the Parsonage Barn Lane Hostel in Ringwood, more family temporary accommodation is due to complete in the current year. £180k grant funding secured to prevent the use of temporary accommodation for prison leavers.

Our Multi-Agency approach has evolved to focus on building specific partnerships with single agencies or small groups of local voluntary groups. Strategic Partnerships across Hampshire have continued to work on improving hospital and prison discharges.

The Government funding of £729k to fund Rough Sleeper Services for the next 3 years has been secured. This includes employment and counselling services to support rough sleepers back in to work. Two specific buildings for rough sleepers are now in use and the complex rough sleeper cohort reduced from 8 to 1, and rough sleepers on any given night reduced from 30 to 1.

The Social Housing Decarbonisation Fund has awarded the council £560K to deliver 70 Air Source Heat Pumps this year with 3 members of staff undergoing qualifications in PAS2035 Retrofit Assessment. New retrofit modelling software has been procured and the pilot hot water and heating flat upgrade scheme project has commenced.

The Empty Homes Strategy has been delivered bringing 47 properties back into use and we are currently working on bringing further 72 homes back into use.

During the year a total of 101 new affordable homes were provided across the New Forest, with 50 delivered

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.

by the council. 12 new build homes featured enhanced energy efficiency measures and access to electric vehicle charging points, and 23 are addressing the priority need for temporary accommodation. To date a total of 285 additional council homes have now been completed towards the target of 600 additional homes by 2026, with a further 144 in the pipeline or under construction.

Partnerships with Mental Health services go from strength to strength and joint focus is turning to how the MH Practitioner can be funded in the long term.

NFDC has been involved in the co-production of the HCC Care Leavers protocol and is enhancing relationships with practitioners by delivering County Wide training.

Compliance Monitoring has been enhanced with bi-monthly Strategic Compliance Board, monthly Fire Safety Operational Group, quarterly Fire Safety Strategies Group, and the Annual Compliance Report has been published and received scrutiny from EMT and the Housing Overview & Scrutiny Panel.

New Tenant Satisfaction Measures will require NFDC to report compliance annually to Government in 2024 and two Landlord Forums have been held in 2022 to support a safe and thriving private rented sector and support the council to tackle homelessness.

Key performance indicators	Unit	Target	2021/22	2022/23	RAG
Additional council homes delivered by 2026 (cumulative figures)	Num	600	24 (235)	50 (285)	
Additional affordable homes delivered by others	Num	60	N/A	51	
Prevention duty cases successfully prevented	%	50%	56%	56%	
Private sector property inspections resulting in Category 1 hazards	%	<40%	27%	24%	
Rough sleepers entering accommodation pathway	%	32%	19%	70.25%	
Households in external emergency B&B accommodation	Num	<70	79	49	



People and places

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

In support of the arts and cultural heritage of the New Forest the Culture in Common programme has launched and is led by our partners Energise Me. A programme director and a programme administrator have been employed to deliver the 3-year programme. Culture in Common is a community engagement project and Community Anchors have been recruited and trained to ensure that the cultural programme is developed by the targeted local communities. A business and development plan have been written and submitted to the Arts Council England. The district council are a member of the managing consortium.

A number of projects have been delivered, including "Halloween in Hythe", the Totton Lantern Procession, Family Support Services Christmas event with song writing in New Milton, Junk Band workshop with military families, Rap workshop, and Clay Model and Walk Workshops.

As part of our work with the Arts Council England we received partnership funding to recruit a Creative and Cultural Development Officer post. This post has taken on the development of Folio and scoping of future arts and cultural offers within the district.

A Resident Insight survey was undertaken to gauge the views of our residents, resulting in a higher than average level of satisfaction across our services, according to national benchmarks LGA reports. Building on this work, a project has commenced to better understand our processes and service delivery from a customer perspective and the technology opportunities to improve the way we work in this area. The Waste and Operations ICT project contract has been awarded and will focus on improvements to the customer experience.

Total spend on Councillor Community Engagement Grants for 2022/23, was £68,792.16, (this included the spend of carry-over from 2021/22).

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.

The council also approved community grant awards to 13 organisations of £129,600 (revenue) and 6 organisations of £92,000 (capital). The continuation of Community Transport grants was also approved.

External funding has been identified for elements of the Litter Strategy Delivery with two-year funding secured for a 'Behavioural Insight Post' to help change people's attitude towards littering and its impact on our environment. Funding has also been identified for the second trial area for 'Smart Bins'.

Arrangements have been put in place to collect and dispose of specialist waste containing persistent organic pollutants, such as soft furnishings. Any mixed loads containing these items must now be incinerated and treated as a separate waste stream, in compliance with the legislation announced in August. Consequently, the approach to the removal and enforcement action taken in relation to fly tipping has been updated.

Key performance indicators	Unit	Target	2021/22	2022/23	RAG
Trees removed from NFDC land	Num	-	376	314	
Trees planted on NFDC land	Num	-	181	296*	
Total fly tipping incidents responded to	Num	-	2,613	2,552	
Specialist fly tipping** incidents responded to	Num	-	N/A	26	
Website optimisations resulting in an improved customer experience	Num	4	17	5	
Website accessibility (Target is government set benchmark)	%	87%	91%	89%	

* Figure includes 60 trees planted for Queen Elizabeth II Jubilee and 236 trees as part of 2:1. 700 whips were additionally planted to as part of Jubilee celebration.

** 'Specialist fly tipping' refers to the incidents that have health or other implications, and require specialists (e.g. asbestos or clinical waste).



Finance, investment and corporate services

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

A balanced budget for 2023/24 was set by the Council in February 2023 with a Council Tax increase of 2.99% in line with the Government's parameters. The council's Medium Term Financial Plan was updated as part of that budget setting report, and actions are underway to address the forecast deficit over the medium term.

Additional support was made available in response to the Cost of Living and energy crisis. Using the Household Support Fund, food vouchers totalling £701,950 were distributed to 8,737 households along with £99,350 to support 363 financially vulnerable households with their housing costs. The government provided Council Tax Support Funding of £208,018 to support households in receipt of Council Tax Support with their council tax bills for 23/24. To date 4,058 households have been supported, totalling £139,681.

A Cost of Living Steering Group has been established with partners to support the Food Larders and 5 Community Hubs with focus on the promotion of the support available, including providing funding of £17,700 to 22 organisations for the provision of warm spaces.

Other support has included 458 businesses being granted £4,356,538 of COVID Additional Relief Funding and a one-off £150 Council Tax Energy Rebate payment was awarded to 53,631 eligible households totalling £8,044,650, and £321,117 to 7,262 households from our discretionary energy rebate scheme. Additionally, the Government has provided funding of £1,435,200 for the Energy Bill Support Scheme and £236,000 for the Alternative Fuel scheme. These schemes support households not eligible for the direct payment support, with a one-off payment of £400 and £200 respectively. These schemes commenced during February 2023 and end on 31 May 2023. To date we have distributed £317,000 to 828 households.

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.

The Platinum Jubilee Business Park has been completed and heads of terms have been agreed for 68% of the available space in support of business activity and jobs within the district. £150K was approved for the improvements at Salisbury Road Totton suburban retail units. Appletree Lettings acquired further residential properties and now holds 16 homes in its portfolio providing open market rental housing.

Planning permission was secured for the construction of the new operational depot at Hardley and the council is undertaking the tender process for the appointment of the building contractor.

Modernisation of digital systems continues across services, including an updated payment system, launch of the new housing management system (Locata), a refreshed audio-visual setup in the council chamber and continued adoption of Microsoft 365 tools.

Delivery of additional modernisation proposals will be driven by our customer and transformation objectives as well as continuous digital service improvements.

Key performance indicators	Unit	Target	2021/22	2022/23	RAG
Achieved a balanced budget with reasonable council tax increases	% / £	Greater of 2% or £5*	£5	2.99% / £5.63 (23/24 bud)	Green
General Fund budget variations	%	+/-3%	-8.10%	-2.74%	Green
HRA Fund budget variations	%	+/-3%	-	3.89%	Yellow
Value of Original Capital programme delivered	%	80%	-	84%	Green
Increase in the value of residential investment	£m	£8m	£3.4m	£5.1m	Yellow
Increase in the value of commercial investment	£m	£30m	£14m	£29.3m**	Green
Maintain high level of Council Tax collected	%	98.50%	98.53%	98.56%	Green
Maintain high level of NNDR collected	%	98.50%	98.45%	98.83%	Green
ICT incidents resolved with SLA	%	95%	96%	96.8%	Green

* 21/22 performance represents setting of 22/23 budget. Target represents setting of 23/24 budget.

** Reported figure includes invoiced and committed amounts for Platinum Jubilee Development.



Partnering and wellbeing

Improving the health and wellbeing of our community

Since the commencement of the second year of the contract in July 2022, Freedom Leisure have continually grown their membership base. Health and Fitness memberships increased by 6.2% in total during the period of July 2022 to March 2023 with just under 2,000 people joining a health and fitness membership.

Membership Numbers have grown by a net 371 members, totalling 5,966 members across the portfolio at the end of March, is the highest number it has been since the contract commenced. Free swimming for under 3's saw 1,339 attendees during the year and nearly 10,000 attendees to active lifestyle classes across all sites.

Freedom Leisure have also largely concluded their £2.4million capital investment programmes at three of the five district leisure centres as at the 31st March. Applemore, Ringwood and Totton improvements included a new reception and café areas, upgraded changing rooms and new soft play facilities.

The contract with MyTime Active at Dibden Golf Centre has shown strong performance, with pay and play golf participation levels increasing, up on pre pandemic levels. The popularity of golf has continued with participation averaging 2,300 golfers per month and the clubhouse hosting several festive functions and weddings during the winter months.

The council continues to work closely with sports clubs to encourage increased levels of participation in sport, which has included supporting the development of new football facilities in Ringwood.

The council's Health and Wellbeing Plan has been adopted to support the outcomes identified in the 'Strategy for the Health and Wellbeing of Hampshire'. The identified priorities included 'Increasing Physical Activity' and 'Improving Mental Wellbeing' as well as 'Working in Partnership' with both community, regional and national partners.

The Food and Safety team inspected 100% of the high risk, non-compliant food businesses within the set timescales in the Food Standards Agency Recovery Plan. A total of 683

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.

food premises received an inspection, of which 150 were new food businesses setting up in the district. Currently 82% of food businesses in the New Forest have the top food hygiene rating score of 5 compared to the national average of 77% of businesses.

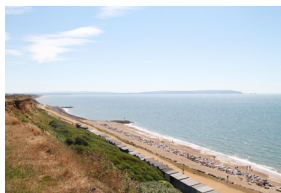
A review of the Taxi Tariff has been undertaken, with a subsequent increase in fares to support the local taxi trade and the Taxi Licensing Policy is being revised and updated, in order that it reflects all statutory standards and best practice guidance to ensure a safe, inclusive, accessible and attractive service across the New Forest.

Event guidance has been produced for licensed premises which gives advice on the control of noise from premises and health and safety guidance, to assist businesses in running events safely and successfully whilst reducing the likelihood of noise complaints.

Community safety remains a high priority. Public space cameras operate in 7 towns and villages across the District, providing an active deterrence to crime and disorder. The council's CCTV Service actively tracked 527 offences between January and December 2022. 109 partners and professionals attended the 'No Age for Abuse' webinar training event convened by the Community Safety team at the end of 2022. The event highlighted the need for additional therapeutic support for victims of domestic abuse, provided partners with additional tools and resources when responding and supporting this particular vulnerable group.

The upgrade and the digital platform for the Appletree Careline remained on target throughout 2022, commencing the transition stage of switching from an analogue to digital system in early 2023.

Key performance indicators	Unit	Target	2021/22	2022/23	RAG
Participation in Community Safety engagement events and completion of annual crime and disorder survey	Num	5	5	14	Green
Residents' satisfaction on the low level of reported crime and anti-social behaviour within the district	%	95%	97%	96%	Green
Inactivity levels	%	-	28.7%	18.4%	Green
Level of investment in the leisure centres by Freedom Leisure (cumulative)	£	£2,407,900 (by Jan 23)	N/A	£2,095,000	Yellow
Support Communities through programmes to improve the mental wellbeing of residents (cumulative)	Num	3	3	5	Green
Increase the engagement with lower socio-economic communities (cumulative)	Num	3	3	6	Green
Sedentary adults with recognised medical conditions enrolled in the Freedom Leisure Active Lifestyles referral programme	Num	100	339	347	Green
Inspections of higher risk and non-compliant food businesses to improve public safety	%	98%	83%	100%	Green



Environment and coastal services

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

Following the appointment of the Climate Change & Sustainability Manager in November 2022 work is now underway across all four work programmes identified in the Climate Change and Nature Emergency report and Action Plan 2023 - carbon reduction, nature recovery, climate resilience and programme management. With the oversight of the Climate Change and Nature Steering Group, progress has been made on both internal and external projects, with a number of initiatives being driven by services and/or in partnership with key stakeholders.

Notable projects in development include energy assessments of key corporate sites, investigations into fleet and depot electrification, creation of a community renewable energy programme, and collaboration between housing, planning and environmental colleagues to deliver energy and biodiversity improvements across the council's housing estate. Member and staff events have taken place to raise awareness of climate and sustainability and build support to service improvements. Wider engagement included a focused stakeholder event with partners to inform them about the climate and nature emergency.

Cross-service working is underway to ensure that our response to the Climate Change and Nature Emergency is proportionate to the anticipated risks of climate change, and delivered in a way that contributes to corporate and district-wide sustainability.

The council approved a new Waste Strategy in 2022, which will increase recycling, and reduce waste and carbon emissions.

Procurement of goods and services to support the rollout of garden waste wheeled bins in 2024 and the wider service change in 2025 is underway.

Work with Hampshire partners to understand local implications of national waste and recycling policy changes continues. An operations ICT system supplier has been appointed and contract mobilisation is now underway, for implementation by 2024, which will support the council's Waste Strategy.

Plans and funding opportunities to protect our coastline continue to be developed. Christchurch Bay Strategy has been progressing with completion due early 2024.

Priorities

Ensuring sustainability is at the centre of our decisions to preserve resources and the environment for future generations.

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.

Investment planning for Hurst to Lymington (H2L) Strategy is to commence around Autumn 2023.

Work on the delivery of future Flood and Coastal Erosion Risk Management (FCERM) activities has continued through the development of two strategies, with NFDC being involved at both project team and board level. NFDC continued to work with BCP Council on the delivery of the Christchurch Bay and Harbour FCERM Strategy. The draft shortlist options appraisal report has been completed and further engagement with local communities is being planned for June 2023. Investment planning for the Hurst to Lymington (H2L) Strategy is to commence around Autumn 2023.

Hurst Spit recycling works have been completed, circa 7,600m³ of shingle was recycled from North Point back onto the main body of the spit to ensure it has greater resilience to storm events.

The council installed a further 12 public electric vehicle charging points in 2022-23. Phase 2 of the installation programme is progressing with the planned ultra-rapid hub in Ringwood and additional rapid charging points at Lymington St Thomas Street car park.

Key performance indicators	Unit	Target	2021/22	2022/23	RAG
Household waste sent for reuse, recycling, and composting	%	55%	33%	33.4%	Red
Number of electric charging points	Num	10	29	12	Green
Total CO2 emissions saved through electric charging points (cumulative)*	kg	9,250kg	7,275kg	18,000kg	Green
Climate change action plan delivered against target	%	Monitor	-	Adopted in 2023	Green

*Data (including target) reflects cumulative CO2 emissions saved through electric charging points since programme launch in January 2022.



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 council maintains a database on key employers in the district, which helps to inform and target business engagement activities. The council publicises opportunities to support growth and resilience via a business e-newsletter and dedicated social media. Just over 3,500 businesses across the district were subscribed to the business support e-newsletter this past year.

The council administered the government's Covid support Additional Restrictions Grant 6 for businesses, allocating 162 grants totalling £647,590.

The council continued to promote the value of apprenticeship schemes to businesses, as well as the support available to employers. Liaison with the local Job Centre Plus continued to promote services and engage with jobseekers, residents and businesses, and the council has worked closely with providers of skills training, including the Solent Local Enterprise Partnership, to encourage businesses to take up the opportunities presented.

The Central and West Hampshire Youth Employment Hub was a partnership between New Forest District Council, other local councils and the Department for Work and Pensions. The Hub connected with and listened to young people, offering skills training and routes into employment, and worked closely with employers and training and education providers. The Hub provided ongoing face to face support to 86 young people from across the district.

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 council engages with the Department for International Trade to identify key inward investment and to share progress on investment sites.

The council has initiated schemes to support our high streets. The New Forest Shop Doctor programme aims to improve the customer experience in identified town centres

Priorities

Continuing to work with partners and businesses 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 to participating businesses. The 2023 programme was open to independent retail and hospitality businesses in Hythe, Lyndhurst, Brockenhurst, New Milton, Barton on Sea and Milford on Sea. 78 local businesses were visited, and feedback has been delivered directly to businesses and via feedback events for the towns.

The council provided a short-term loan to the New Forest Enterprise Centre during 2022 to facilitate a major refurbishment project. The centre continues to perform well in terms of occupancy, providing premises to over 60 businesses and organisations.

The council's own investment in property within the district continues to provide accommodation for businesses operating out of the New Forest. The joint project within the Portfolio Holder for Finance, Investment and Corporate Services to build the Platinum Jubilee Business Park is an excellent example of this council playing a significant role in supporting the New Forest economy.

Key performance indicators	Unit	Target	2021/22	2022/23	RAG
Business engaged in the business engagement programme	Num	100	1,633*	357	Green
Film:New Forest - value of filming in the district	£	£75,000	£234,750	£245,300	Green
Subscribers to 'Helping local businesses grow' e-news	Num	3,000	3,687	3,566	Green
New Forest locations available to Film and TV productions via Film:New Forest location database	Num	80	81	107	Green

*Figures for 21/22 include businesses benefiting from Covid support.

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FINANCIAL MONITORING 2022/23

GENERAL FUND OUTTURN 2022/23

	Feb-22	Feb-23	Outturn 2022/23			
	2022/23 £'000's Original Budget	2022/23 £'000's Updated Budget	2022/23 £'000's New Variations Expend.	2022/23 £'000's New Variations Income	2022/23 £'000's New Variations Rephasings	2022/23 £'000's Outturn Position
PORTFOLIO REQUIREMENTS						
Business, Tourism and High Streets	297	310	-7	0	-5	298
Environment and Coastal Services	4,100	4,372	56	-128	-93	4,207
Finance, Investment and Corporate Services	3,778	3,216	228	-290	-237	2,917
Housing and Homelessness Services	2,025	3,375	-8	-9	-313	3,045
Leader	496	570	-18	0	-92	460
Partnering and Wellbeing	3,013	3,150	-114	-1	-58	2,977
People and Places	3,713	3,997	-14	-49	-66	3,868
Planning, Regeneration and Infrastructure	2,696	2,690	-86	-120	-82	2,402
Multi Portfolio adjustments - To be allocated	0	228	-210	0	-18	0
	20,118	21,908	-173	-597	-964	20,174
Reversal of Depreciation	-1,589	-1,589	46			-1,543
Contribution (from) / to Earmarked Revenue Reserves	-38	-284	-402	71	964	349
NET PORTFOLIO REQUIREMENTS	18,491	20,035	-529	-526	0	18,980
Minimum Revenue Provision	1,571	1,626	-143			1,483
Contribution to Capital Programme Financing (RCCO)	1,750	850	825			1,675
Interest Earnings (Net)	-772	-772	10	-903		-1,665
New Homes Bonus	-366	-366				-366
GENERAL FUND NET BUDGET REQUIREMENTS	20,674	21,373	163	-1,429	0	20,107
COUNCIL TAX CALCULATION						
Budget Requirement	20,674	21,373	163	-1,429		20,107
Less: Settlement Funding Assessment						
Lower Tier Service Grant	-179	-179		-4		-183
Services/Other Grant	-276	-276		-9		-285
Business Rates Baseline	-3,997	-3,997				-3,997
	-4,452	-4,452	0	-13	0	-4,465
Locally Retained Business Rates	-2,185	-2,185		580		-1,605
Estimated Collection Fund (Surplus)/Deficit Business Rates	-199	-199				-199
Estimated Collection Fund (Surplus)/Deficit Council Tax	-253	-253				-253
Use of (-) / Contribution to (+) Variation Reserves	0	-699	-163	862		0
COUNCIL TAX	13,585	13,585	0	0	0	13,585
TAX BASE NUMBER OF PROPERTIES	72,122.70	72,122.70				72,122.70
COUNCIL TAX PER BAND D PROPERTY	188.36	188.36				188.36
GENERAL FUND BALANCE 31 MARCH	3,000	3,000				3,000

FINANCIAL MONITORING 2022/23

VARIATION ANALYSIS GENERAL FUND 2022/23

PORTFOLIO ADJUSTMENTS

Business, Tourism and High Streets

Economic Development - Salary /Supplies & Service underspends
Corporate Allocations re ICT rephasings

Outturn			
2022/23	2022/23	2022/23	2022/23
£'000's	£'000's	£'000's	£'000's
New	New	New	New
Variations	Variations	Variations	Variations
Expend.	Income	Rephasings	Total
-7			-5
-7	0	-5	-12
8			
99			
-66			
14	45		
87			
		-13	
		-1	-20
-83			
	-134		
	-25	-20	
			-53
-20			
17			
56	-128	-93	-165
	-49		
-27	-10		
	-27		
212			
-2	-44		
15	-130		
113	-23		
2	8		
	-15		
-23			
		-188	
-51			
		-49	
-12			
1			
228	-290	-237	-299
-5	-21		
4	15		
		-269	
20			
		-44	
-6			
-21	-3		
-8	-9	-313	-330
		-86	
-24			
		-6	
6			
-18	0	-92	-110

Environment and Coastal Services

Climate and Nature Action - £8k spend on revenue
Car Parks - Meter income collection/running costs +£60k, Employees various £30k, other £9k
Coast Protection - Maintenance underspend
Keyhaven - Employees costs & Income shortfall
Refuse Coll. - Transport +£86k (See Rec.), Op. +£38k, Tip Fees +£25k & ICT -£70k, net +£8k
Refuse Coll. - Special Collections income higher than budgeted
Refuse Coll. - Vehicle refurbishment underspend/rephase
Recycling - Non Op. Vacancies -£50k, Op. +£30k, Transport -£83k (see Refuse), other +£20k
Recycling - income - Glass sales -£68k, Trade Waste -£32k, Project Integra -£26k, other -£8k
Recycling - Vehicle refurbishment underspend/rephase
Corporate Allocations re ICT rephasings
Pension costs allocation
Net Other

Finance, Investment and Corporate Services

Commercial Investment Properties - net additional rents
R&B - Housing Benefits Admin (£27k salaries underspend, DCLG £10k variation on budget)
R&B - Rent Allowances Benefits
R&B - Rent Rebates
R&B - NNDR Collection (DCLG Grant £44k & net other -£2k)
R&B - Council Tax Collection (DCLG Grant -£130k & net other +£15k)
Corporate Management (external audit fee +£68k, SA10* +£56k, other £-11k, DCLG Grant -£23k,)
Treasury Management (HRA Debt Mngt Fee Income)
Covid-19 NFDC (Department for Business, Energy & Industrial Strategy Grant)
Pension Increase Act - Added Years Pension (variation to budget)
Contingency - Corporate Plan Priorities
Contingency - Other
Corporate Allocations re ICT rephasings
Pension costs allocation
Net Other

Housing and Homelessness Services

Stillwater Park
Homelessness
Homes for Ukraine
Shared Amenities Contribution
Corporate Allocations re ICT rephasings
Pension costs allocation
Net Other

Leader

UK Shared Prosperity Fund
Registration of Electors - Canvasser Salaries Underspend
Corporate Allocations re ICT rephasings
Net Other

FINANCIAL MONITORING 2022/23

VARIATION ANALYSIS GENERAL FUND 2022/23

PORTFOLIO ADJUSTMENTS

Partnering and Wellbeing

	Outturn			
	2022/23 £'000's New Variations Expend.	2022/23 £'000's New Variations Income	2022/23 £'000's New Variations Rephasings	2022/23 £'000's New Variations Total
Air Pollution - Rephase DERFA Grant				-9
Pest Control - income shortfall	-1	24		
Public Lighting - Electricity underspend	-37			
Health & Leisure - AMR Underspends	-317			
Health & Leisure - Contractual Payment Provision	287			
Health & Leisure - Salary Underspends	-11			
Health & Leisure - income		-25		
Community Safety supplies & Services underspends	-13			
Corporate Allocations re ICT rephasings			-49	
Net Other	-22			
	-114	-1	-58	-173

People and Places

Eling Tide Mill - Running costs grant not paid -£32k & Maintenance underspend -£4k	-36			
Grants - Rephase x 4 grants not completed in 22/23			-43	
Open Spaces - Maint. etc overspend +£15k / DC income -£37k & Other income -£5k	15	-42		
Open Spaces - Committed CIL Maintenance Expenditure - See Reserve below	7			
Corporate Allocations re ICT rephasings			-23	
Net Other		-7		
	-14	-49	-66	-129

Planning, Regeneration and Infrastructure

S106 Monitoring Income (into reserve)		-69		
Building Control - Overspend salaries/Shortfall income	17	37		
Policy- Underspends Salaries and Supplies& Services/Additional Income	-71	-47		
Policy (Trees/Env Action) Underspends Salaries	-24			
Development Management - Additional Income		-41		
Net Other	-8			
Corporate Allocations re ICT rephasings			-82	
	-86	-120	-82	-288

Portfolio adjustments - Non Direct

ICT Work Programme			-18	
Reallocated to Services	-210			
	-210	0	-18	-228

TOTAL PORTFOLIO ADJUSTMENTS

	-173	-597	-964	-1734
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NON-PORTFOLIO ADJUSTMENTS

Minimum Revenue Provision				
Contribution to Capital Programme Financing (RCCO)				
Contribution to/from(-) Earmarked Reserves	-402	71	964	
TOTAL NON-PORTFOLIO ADJUSTMENTS	-402	71	964	633

GRAND TOTAL ADJUSTMENTS (Credited to (-) / Debited from (+) Budget Reserves)

	-575	-526	0	-1101
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FINANCIAL MONITORING 2022/23

REVISED HOUSING REVENUE ACCOUNT BUDGET
2022/23

	Feb-22	Feb-23	Outturn 2022/23	
	2022/23 £'000 Original Budget	2022/23 £'000 Updated Budget	2022/23 £'000 New Variations	2022/23 £'000 Outturn Position
INCOME				
Dwelling Rents	-28,414	-28,094	-5	-28,099
Non Dwelling Rents	-672	-652	-6	-658
Charges for Services & Facilities	-732	-756	-15	-771
Contributions towards Expenditure	-60	-60		-60
Interest Receivable	-58	-58	-135	-193
Sales Administration Recharge	-33	-33	7	-26
Shared Amenities Contribution	-256	-256	-20	-276
TOTAL INCOME	-30,225	-29,909	-174	-30,083
EXPENDITURE				
Repairs & Maintenance				
Cyclical Maintenance	1,196	1,324	40	1,364
Reactive Maintenance	3,648	4,136	42	4,178
Supervision & Management				
General Management	6,209	6,385	-134	6,251
Special Services	1,377	1,831	-161	1,670
Homeless Assistance	91	131	-18	113
Rents, Rates, Taxes and Other Charges	81	81	61	142
Provision for Bad Debt	150	150	110	260
Capital Financing Costs - Settlement Adjustment	8,156	8,156		8,156
Capital Financing Costs - Development Strategy	397	397	-210	187
TOTAL EXPENDITURE	21,305	22,591	-270	22,321
HRA OPERATING SURPLUS(-)	-8,920	-7,318	-444	-7,762
Contribution to Capital - supporting Housing Strategy	9,120	9,120	0	9,120
HRA Total Annual Surplus(-) / Deficit	200	1,802	-444	1,358
Use of HRA Reserve for Major Projects	-200	-200	26	-174
HRA TOTAL ANNUAL SURPLUS(-) / DEFICIT	0	1,602	-418	1,184

FINANCIAL MONITORING 2022/23

CAPITAL PROGRAMME OUTTURN 2022/23

	Portfolio	Feb-22	Feb-23	Outturn 2022/23		
		2022/23 £'000's Original Budget	2022/23 £'000's Updated Budget	2022/23 £'000's New Variations Expend.	2022/23 £'000's New Variations Rephasing	2022/23 £'000's Outturn Position
Sustainability Fund - Unallocated	ENV/ALL	500	300	-300		
Sustainability Fund - Crow Lane Solar Panels	ENV/ALL		200	26		226
Disabled Facilities Grants	HSG (GF)	1,200	900	-37		863
South East Regional Coastal Monitoring Prog (22-27)	ENV & COAST	1,978	1,466		383	1,849
South East Regional Coastal Monitoring Prog (18-21)	ENV & COAST		363		-295	68
South East Regional Coastal Monitoring Prog (12-17)	ENV & COAST		12	-1		11
Barton Horizontal Directional Drilling Trails	ENV & COAST	225	50		-50	
Milford Promenade Handrail	ENV & COAST	115	115	-44	-6	65
Hurst Spit Beach Shingle Source Study	ENV & COAST	100	15		-13	2
Public Convenience Modernisation Programme	PEOPLE & PL	300				
Public Convenience Refurbishment - Lymington Quay	PEOPLE & PL		235			235
Public Convenience Modernisation Programme - Barton on Sea	PEOPLE & PL		32			32
Public Convenience Changing Places - Brockenhurst	PEOPLE & PL				2	2
Public Convenience Changing Places - Hythe	PEOPLE & PL				3	3
Public Convenience Modernisation Programme - Tech. advisor	PEOPLE & PL		15	5		20
Health & Leisure Centres	PART & WELL		2,014		-305	1,709
New Depot Site: Hardley	F,I & CS	4,000	500		-293	207
V&P; Replacement Programme	F,I & CS	3,081	1,800	45	-106	1,739
Smarter Working; Future Delivery (Office 365)	F,I & CS		75	-29		46
Economic Sustainability & Regeneration Projects						
- Crow Lane Ringwood	F,I & CS	4,995	5,667	-653		5,014
Station Road, New Milton	F,I & CS		5,430			5,430
1b Junction Road, Totton (Inv Prop)	F,I & CS			237		237
Unit 800 Ampress Park, Wellworthy Road (Inv Prop)	F,I & CS			2,078		2,078
Appletree Property Holdings	F,I & CS			442		442
Transport Schemes	P, R & I		100	3		103
Open Space / Mitigation Schemes	P, R & I	680	1,410	-25	-125	1,260
TOTAL GENERAL FUND CAPITAL PROGRAMME		17,174	20,699	1,747	-805	21,641
HRA - Major Repairs	HRA	5,500	5,500	-217		5,283
Major Structural Refurbishments	HRA	1,000	1,000		-635	365
Fire Risk Assessment Works	HRA	3,000	3,000		-585	2,415
Estate Improvements	HRA	200	200	16		216
Development Strategy	HRA	14,200	10,200	2,457		12,657
Disabled Facilities Grants	HRA	1,000	1,000	141		1,141
TOTAL HRA CAPITAL PROGRAMME		24,900	20,900	2,397	-1,220	22,077
GRAND TOTAL CAPITAL PROGRAMME		42,074	41,599	4,144	-2,025	43,718

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CABINET – 5 JULY 2023

PORTFOLIO: LEADER / ALL

RESOURCES & TRANSFORMATION OVERVIEW & SCRUTINY PANEL – 22 JUNE 2023

NFDC TRANSFORMATION PROGRAMME UPDATE

1. RECOMMENDATIONS

- 1.1 That the Overview and Scrutiny Panel note the Transformation Programme Update as contained in this report and provide feedback to the Cabinet.

1. INTRODUCTION

- 1.1 The purpose of this report is to provide an update to council members on the role and status of the transformation programme

2. BACKGROUND – THE WHY

- 2.1 NFDC has been fortunate in being able to maintain core services to a great standard without draining reserves or selling assets. This is borne out by continuing high levels of customer satisfaction demonstrated through the resident's survey. However, having already rationalised NFDC operations, maintaining that level of satisfaction will be harder as funding pressures continue despite the need to step up for new challenges.
- 2.2 Research has already been undertaken to establish our current position and understand potential opportunities to become a more efficient and dynamic if we rethink services focussing better on our customers. This, in itself, would target releasing a minimum of £1M. in savings to support the MTFP but the programme also needs to allow for our ambitions in terms of new opportunities, building in flex to achieve corporate priorities and positioning the organisation to respond to emerging risks and additional pressures.
- 2.3 In October 2022 cabinet approved the case for NFDC undertaking a transformation programme to deliver a leaner, more efficient organisation, characterised by leading business practices, sustainable service delivery and a skilled and motivated workforce, and most importantly ensuring that our residents and customers are at the heart of our decisions.
- 2.4 This programme will examine and consider change in all aspects our services are provided spanning, how NFDC uses its assets, organisation design and leadership, processes, and new technology to deliver an efficient, agile, responsive organisation characterised by leading edge business practices, sustainable service delivery, excellence in customer service and a skilled and motivated workforce.

3. WHERE ARE WE

- 3.1 From the initial research, significant opportunities were identified around how we engage and serve our customers. Specific work is now being undertaken to further understand the experience of our customers and build on the findings of the recent Residents Insight Survey.
- 3.2 Given the, now widespread, use of web-based services across local government, this research aims to understand why residents and businesses rely so heavily on traditional ways of dealing with NFDC. This research work involves questionnaires, focus group discussions and street surveys to capture the diverse views of people

across the district at all levels. It will help build our understanding of our residents changing needs, societal shifts and where new technology could have a positive impact for residents and in turn release efficiencies.

- 3.3 To develop the outcomes and benefits that result, it was recognised that NFDC would need to bring in Transformation Programme expertise. The new Transformation and Improvement Manager is now in post and is working up plans and governance for the next strategic cycle to 2027. This builds on the work already undertaken to shape the transformation framework around key themes and building blocks;



- 3.4 Several projects within these themes are already progressing and, if need be, will be wrapped into Transformation Programme governance as it becomes established. Highlights of this progress include:

- i. Customer Service - The NFDC website has been transformed in the last two years but there are still changes we can make to optimise the site. Several improvements are underway designed to help customers find what they need more easily and so reduce walk up or telephone enquiry workloads. These quick wins will free up resource to support the wider transformation as it addresses more fundamental changes for future service. Ongoing Customer Research as mentioned above (para 4.2).
- ii. People - Output to work with the management team to help them build the people and leadership skills required to move the organisation forward. Tenders are currently being evaluated for partner to deliver development agenda. The intranet is also being redeveloped to support 21st century working. New team web pages are being developed to enable team collaboration, information sharing and communication.
- iii. Digital - To establish an IT environment with suitable tooling for services, staff and management. The ICT team continue to establish a platform conducive to transforming the organisation. Services now moving to the cloud, collaboration environments launched, operational applications renewal underway. Systems replacements are also underway for Operations/Housing/Planning & Regulatory Services which will form a part of the digital landscape for the future organisation in due course.
- iv. Property & Accommodation - Required to define a future estate that will be appropriate for the Future NFDC. Options are being evaluated to understand the market/financial impact of estate strategies.

- v. Business Reviews - New Wastes Services IT allowing adoption of new services able to respond quickly and efficiently to customer requests and reports. Business Analysis and technology deployments now underway.
 - vi. Delivery - A key enabler for Transformation will be our ability to track and assess progress. A new Performance Manager is now in post currently working on the development of the Corporate Plan to draw out objectives that can be used to measurement benchmarks for all activity.
- 3.5 Whilst these projects progress, Transformation as a programme is in start-up. An interim board will be assembled to ensure oversight of the programme as it takes shape, chaired by its sponsor, The Strategic Director for Corporate Resource and Transformation, and lead by the Transformation Assistant Director and Transformation Manager.

4. PROGRAMME INITIATION

- 4.1 In June/July the Programme will seek to verify:
- the case for change,
 - SMART corporate objectives associated with NFDC vision, and
 - design principles for transformation.
- 4.2 This is an essential platform that will define the scope and nature of changes to follow. Staff and member engagement will be instrumental to help shape this future vision.
- 4.3 Clear strategic objectives will allow the programme to review the NFDC backlog of pending and live projects to ensure all are aligned and consistent with transformation outcomes. The Terms of Reference for the officer Capital and Change Board will be updated to allow it to review projects and decide how they will progress.
- 4.4 During the Autumn of 2023 an initial “Roadmap” for the next four years will be completed outlining the key phases of change, major milestones and significant dates we anticipate planning around. It will be supported by a more detailed plan of change over the next 12 months at activity level. Resource planning will also be completed in outline allowing us to identify any additional capabilities that will be required for delivery.
- 4.5 With outline activity and resource planning it will be possible to present outline financial planning for the programme based on estimated cashflows and spend profiles against committed benefits realisation for cashable and quantifiable benefits.

5. GOVERNANCE

- 5.1 During the next quarter the key governance elements will also be defined and documented and will include:
- Terms of Reference for the main governance bodies (Programme Board, Benefits Realisation, Assurance),
 - Risk and Issue management tooling and process,
 - Delivery and financial reporting regimes,
 - Change/configuration controls, and

- Templates, Webpages, Collaboration Sites.

- 5.2 Programme governance will be implemented, and a formal board will be setup with authority to minimise decision making delays. Once Transformation governance is operational any projects currently underway with impact on programme outcomes will move across to Programme oversight and management. This will mean they will start reporting progress, risk, issues and actuals to the programme as part of an integrated delivery of change.
- 5.3 The board will ensure oversight of the programme as it moves forward, chaired by its sponsor, The Strategic Director for Corporate Resource and Transformation, and lead by the Transformation Assistant Director and Transformation Manager and will report to the EMT and Cabinet.

6. NEXT STEPS

- 6.1 The Transformation Strategy will be presented to Cabinet later this year detailing plans, finance, governance and a change catalogue of all projects we may consider for delivery and highlighting the ones we know at present must proceed to deliver the Councils strategic objectives.
- 6.2 Before firming up planning, it is vital to maintain engagement with NFDC staff – the programme will conduct a series of open staff events to share Transformation thinking. Four will be held at Appletree Court and two at the Depots. The purpose will be to build understanding of what is planned, gauge the appetite for change and key issues that will cause concerns and gather commentary, suggestions, criticisms to help build confidence and ownership for change.
- 6.3 Branding and communications planning will also be launched to give the programme a recognisable identity and prepare for a pro-active campaign designed to engage members, staff and customers to build support and ownership. This will be captured in a programmes Stakeholder and Communications Management Plan

7. CONCLUSIONS

- 7.1 The programme has needed time to establish a leadership team and complete building its evidence base to make the case for change. The next quarter will be critical in building organisation and planning needed to be able to make the right changes within a controlled environment: necessary to focus resource on changes that deliver a return on investment.

8. FINANCIAL IMPLICATIONS

- 8.1 Benefits will span cash releasing, non-cash releasing and quantifiable impacts. Under best practice for benefits realisation management, it is expected that the programme will contribute to resolving the MTFP gap by delivering savings of at least £1M by FY26/27. Additional cash benefits will be targeted to allow for our ambitions in terms of new opportunities, building in flex to achieve corporate priorities and positioning the organisation to respond to emerging risks and additional emerging pressures, currently outside of the latest published Medium Term Financial Plan.
- 8.2 No additional financial requirements over that already agreed at this time. Wherever possible the programme will seek to involve NFDC staff for delivery and therefore minimise reliance on external resources except where capacity or skills types are not available.

8.3 More detailed future funding requirements will be confirmed as part of the September reporting cycle.

9. CRIME & DISORDER IMPLICATIONS

9.1 n/a

10. ENVIRONMENTAL IMPLICATIONS

10.1 Sustainability will likely be a core objective and part of the business case for every project commissioned to deliver the Future NFDC building on the actions already delivered by the Council in its response to the Climate and Nature Emergency. Within the programme itself, the carbon profile is small but there will be day to day attention to reduce any carbon impact arising from how we deliver change – primarily based on avoiding unnecessary travel and minimising waste wherever possible.

11. EQUALITY & DIVERSITY IMPLICATIONS

11.1 The delivery of transformation programme will give regard to equality impact assessments throughout, especially within services where changes are proposed.

12. DATA PROTECTION IMPLICATIONS

12.1 Data protection will be treated as a matter for compliance wherever change may impact existing operations regarding the information we seek to capture and how it is retained to manage and deliver services.

13. PORTFOLIO HOLDER COMMENTS

13.1 (Required for reports to the Cabinet)

For further information contact:

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Transformation and Improvement Manager
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Adam.hobbs@nfdc.gov.uk

Background Papers:

Transformation Programme Report:
Cabinet– 5 October 2022
HM Treasury Green Book

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RESOURCES & TRANSFORMATION OVERVIEW AND SCRUTINY PANEL – 22 JUNE 2023

PORTFOLIOS: ENVIRONMENT & SUSTAINABILITY, FINANCE & CORPORATE

DEVELOPMENT OF A NEW OPERATIONAL SERVICES DEPOT AT HARDLEY INDUSTRIAL ESTATE

1. RECOMMENDATIONS

- 1.1 The panel are requested to consider the proposal to allocate £7.8M of Capital funding towards the new depot facility and give feedback to Cabinet.

2. INTRODUCTION

- 2.1 NFDC is seeking to develop land at Hardley Industrial Estate for use as an operational services depot. The proposed scheme shall comprise staff and operational vehicle parking, storage, fuelling, and vehicle washing facilities, a vehicle maintenance workshop and office units. This development shall be in accordance with the current planning permission granted on 8 February 2023.
- 2.2 This new depot will serve as an operational centre for the east of the district. One of the Council’s three existing depots – “Claymeadow” in Totton – will be decommissioned and planning permission sought for an alternative development, most likely housing.

3. BACKGROUND

- 3.1 The Council operates a range of frontline services within the “Place Operations” department. This includes waste and recycling collections, fleet maintenance, street cleaning, grounds maintenance, public toilets, corporate tree management and inspection, pest control, cemeteries, engineering works and parking and enforcement. These services are delivered by over 200 staff and over 200 vehicles/plant.
- 3.2 The geographic size of the NFDC area is such that these services are currently provided from three depots, as follows:

Depot name	Location	Services provided
Marsh Lane Depot	Marsh Lane, Lymington	Waste/recycling, street cleaning, fleet maintenance, parking and enforcement, administration services, vehicle washing and refuelling.
Claymeadow Depot	Hounslow Avenue, Totton	Waste/recycling, grounds maintenance, cemetery maintenance, street cleaning, corporate tree management, fleet maintenance, pest control, vehicle washing and refuelling.
Ringwood Depot	Christchurch Road, Ringwood	Primarily a waste/recycling depot with small street cleaning and grounds maintenance presence, vehicle washing.

3.3 In 2021, the Council commissioned a review of its depot provision, which was carried out by the consultant Wood Group UK Ltd who developed an Operational Depot Strategy. This Strategy reviewed:

- Current depot site capacities and limitations
- Future service delivery resource requirements
- Staff location requirements
- Transport implications
- Parking requirements
- Maintenance and storage requirements.

The output from these reviews were used to develop a consolidated view as to the best provision of depot facilities in support of service delivery across the District. This strategy concluded that the Hardley site would be an effective location from which to service the eastern side of the district, and that the Council should proceed with a relocation from Claymeadow to Hardley.

4. THE CASE FOR CHANGE

4.1 The three depots have served the Council well in terms of providing bases for the delivery of key frontline services. In recent years however it has become increasingly evident that the Claymeadow Depot will not be fit for purpose in the medium to long term.

4.2 The buildings and other structures at the Claymeadow site are approaching the end of their life, and do not currently provide the facilities or working environment suitable for modern operational services. Space on site is also an issue, with some office staff accommodated in portacabins, operational vehicles double parking, staff having to park vehicles on access roads, some equipment being stored outside, and limited capacity within the vehicle workshop. The new Waste Strategy, approved in 2022 and due for implementation in 2025, will require further capacity for parking of vehicles and storage of equipment.

4.3 The Claymeadow site, shown in **Appendix 1**, is bordered by a community centre, housing, a railway line, and a road. This means there is no capacity to expand the current depot footprint to alleviate some of the issues described above, and the proximity to a residential area is not the ideal location for an operational depot. The location does however lend itself more favourably to an alternative use, such as housing, subject to securing planning permission.

4.4 The Council is investing in the modernisation of operational services via its new waste strategy and new ICT systems. A new operational depot at Hardley would be a further part of this modernisation that would deliver the following benefits:

- Provision of a more modern and comfortable working environment for staff, improving our ability to attract and retain staff in services with a traditionally high staff turnover.
- Health and Safety improvements, such as greater separation of staff parking and operational vehicle parking, and reduced reversing on site through use of one-way systems.
- A larger and purpose-built vehicle workshop that will improve servicing of the Council's fleet and associated efficiency.

- Better facilities for storage and care of Council vehicles, plant, and equipment.
- Capacity for an expanded vehicle fleet (particularly once the new waste service is implemented)

5. DETAILS OF THE PROPOSAL

- 5.1 The Council owns the freehold of a former industrial site known as Unit 8, Hardley Industrial Estate, Hardley, comprising approximately 1.29 hectares (3.19 acres) of land. The site forms part of a larger industrial estate, the freehold of which is also owned by the Council. The industrial estate is accessed from Hardley Roundabout on the A326. The site is currently vacant, and the Council secured planning permission for a new depot on this site on 8th February 2023.
- 5.2 The site plan can be seen at **Appendix 2**. It is estimated that once developed into an operational depot, it will have a useful economic life of at least 60 years.
- 5.3 The proposal has been designed to accommodate the services currently operating from the Claymeadow Depot, provided by 93 staff. In addition, the site will also accommodate an expanded service resulting from, for example, the new waste strategy. The facility will consist of the following key elements:
- New buildings comprising a store, a 4-bay vehicle repair and maintenance workshop, and a single storey office building and staff welfare facilities.
 - External stores - These pre-fabricated buildings would be set out as a single storey consisting of 14 separate storage units of differing sizes, each with a separate external access
 - A fuel store located approximately centrally within the site
 - An open-air materials storage compound
 - A one-way system, so that one access is used for depot vehicles arriving at the site and one used for depot vehicles leaving the site. Both accesses will have a sliding gate and vehicle access barrier.
 - A staff car parking area which will be accessed through an access to the south of the site. The development proposes a total of 75 car parking spaces for office and operative staff, together with appropriate cycle parking provision on-site.
 - A vehicle wash-down area
 - Inclusion of electric vehicle charging points (“EVCP”) in the staff parking area with a network of underground ducting, servicing all vehicle parking zones, to facilitate any future EVCP requirements.
- 5.4 The Council operates a fleet of Large Goods Vehicles to deliver services, and as such requires an Operator’s Licence from the Driver and Vehicle Standards Agency “DVSA.” Under its current licence, NFDC’s three current depots are registered as Operating Centres. NFDC will be required to apply to the DVSA to register the new depot location as an Operating Centre. The location of the site, nature of the operation and a good record of compliance with the terms of our Operators Licence mean that the council is

well-placed for a successful application at this site, which will be made during construction so that the Traffic Commissioner can assess the site as a near-complete depot.

- 5.5 The existing Clay Meadow depot site is shown on the attached location plan at **Appendix 1**. On 7 October 2022, Council secured an external market valuation of £1.15M for the site, assuming the benefit of a residential planning permission for 26 properties, of which 35% would be affordable homes. The market valuation asserted the site was a good location for residential development and its relatively small scale would be appealing to housebuilders. There is limited supply of land for the development of new homes on a brownfield site. Options for exactly how the site will support the District's housing needs will be assessed, to deliver the best possible outcome.

6. PROCUREMENT PROCESS

- 6.1 On 19th January 2023 an open tender was advertised on the South East Business Portal in line with NFDC standing orders and in accordance with public sector procurement rules. Six contractors returned bids which were then evaluated and scored on 40/60 (quality/cost) basis.
- 6.2 Evaluation was supported by a team of design discipline experts who reviewed technical proposals and quantity surveyors who provided detailed analysis of the cost response. This team was responsible for reviewing the submissions to provide technical feedback and points of clarification to the evaluation team.
- 6.3 Following tender evaluation, which also included interviews, a preferred bidder has been identified. That preferred bidder will form part of the recommendation to Cabinet.

7. STAFF IMPLICATIONS

- 7.1 There are currently 93 roles based at Claymeadow Depot, providing the services detailed in 3.2 above. All roles currently based at this depot will relocate to the new site, to benefit from the improved modern facilities. In November 2022, briefings were held with staff at the Claymeadow depot. This involved displaying the maps and plans, with artists impressions, and explaining the layout and facilities provided at the new site.
- 7.2 As per previous workplace relocations, such as the 2018 relocation of around 45 staff from Lymington Town Hall to Appletree Court, staff will be compensated for any additional mileage incurred in line with relevant Local Agreements.

8. FINANCIAL IMPLICATIONS

8.1 Project Cost

- 8.1.1 Table 1 below identifies spend during 2022/23 and the previously approved budget remaining. It also includes the costs required to complete the development of the site. The overall sum required includes the construction of the development and equipment on site as well as contingency. The delivery costs exceed the current approved remaining budget by £1,007,000 (including project contingency). These additional costs are anticipated to be offset

through the anticipated Capital Receipt to be realised from the Claymeadow Depot Site.

Table 1

Spend during 2022/23	Budget	Approved budget Feb 2023		Approved
	C/Fwd into 2023/24 (1)	2023/24 (2)	2024/25 (3)	Budget Remaining =(1)+(2)+(3)
£207,000	£293,000	£4,875,000	£1,625,000	£6,793,000 (a)
Project Completion Costs				£7,800,000 (b)
Financial consequences, not yet budgeted:				
Additional Delivery Sum Required =(b)-(a)				£1,007,000
Anticipated Capital Receipt - Claymeadow Depot				£1,150,000

8.1.2 Project Completion Costs include contractual costs, third party delivery support, non-contractual elements (such as office fit-out and ICT) and a project contingency.

8.2 Financing

8.2.1 The Council's Capital Strategy, adopted by the Council in February 2023 outlined the Capital Financing Requirement to 2025/26, which includes an assumption of expenditure on the delivery of the Council's new depot.

8.2.2 The Council will utilise a combination of funding from the Capital Programme Reserve, the Capital Receipts Reserve and Revenue Contributions towards Capital Programme financing to finance this new operational asset. The Capital Receipt to be released from the sale of the Claymeadow Depot site will finance the Additional Delivery Sum Required, as outlined in table 1 above.

8.2.3 The Council has spent approximately [£326,000] on professional fees and charges, planning fees, design fees and other costs on the project to date (£207,000 during 2022/23, and £119,000 in prior years).

8.2.4 As noted in paragraph 3.4 above, a recent external valuation (October 2022) gave a market value of £1.15M for the Clay Meadow Depot site assuming the land had the benefit of planning permission for 26 homes, 35% of which being affordable homes. The Council's General Fund will seek a sale at Market Value for this site.

8.2.5 The Council has received a recent (November 2022) external valuation for the Hardley site assuming planning permission for the development. The valuation gave an opinion of market rental at £195,000.00 per annum for the completed Hardley development based on a letting of the proposed buildings and yard to a hypothetical third party to generate a rental income and increase the capital value of the site on an investment basis.

8.3 Ongoing Revenue costs

8.3.1 Overall, the ongoing operating costs of the Hardley Depot should be broadly similar to those of Claymeadow (budget of £100,000 per annum).

- Energy costs will be lower as a result of the new site being far more energy efficient.
- Reactive and planned maintenance costs should be low for the first few years, although these will gradually increase after the site has been in use for a few years.
- Servicing costs will be greater as there will be more equipment that requires statutory PPM.
- National Non-Domestic Rates will be higher for the larger site.
- Most other operating costs (e.g. water, sewerage, cleaning, insurance) should be cost neutral.

8.3.2 The Depot Strategy (see 3.3) calculated that in terms of waste/recycling collection rounds, the relocation would add on average 6 miles per vehicle per day. Based on the current collection rounds, this could equate to an additional c£30k of fuel per annum. However, the new waste strategy and new in-cab technology will give an opportunity to restructure collection rounds and maximise their efficiency, to reduce the impact of the relocation. The depot will also be prepared for future electrification of parts of the fleet.

9. KEY RISKS

- 9.1 Any construction project will be subject to the risk of unforeseen costs, time delays and reduction in the quality of delivery. From inception, the project team has taken a proactive approach to risk management and has taken the time to understand and mitigate key risks whilst seeking to maximise opportunity where possible.
- 9.2 Risks to the quality of delivery have been mitigated by the development of a detailed contractual specification setting out the Council's requirements, The contractor has been selected through a rigorous open tender process to deliver the project of works pursuant to an industry standard JCT Design and Build contract and the contractor's contractual performance and quality of delivery will be monitored throughout the project. The Council has engaged a technical advisor to provide project management services to deliver the project including in respect of the tender process, costs management, project reporting, contract, and performance management and co-ordinating with the contractor and other professional services.
- 9.3 By taking a proactive approach, the project team has set realistic parameters in terms of potential changes to time and budget meaning that the costs and completion date presented within this report are risk adjusted. Key risks are presented below.
- 9.4 Materials Cost Inflation (cost) - The construction industry is currently experiencing unprecedented inflation in the cost of materials. Prior to confirmation of the preferred bidder, shortlisted contractors were asked to confirm their fixed price bid and that it shall remain valid until the point of tender award. Although this risk has been transferred to the contractor, the project team will work collaboratively with them to explore alternative materials and methodologies to lessen the impact of any future inflation.

- 9.5 Contractor Insolvency (time/cost/quality) - This would cause a potentially significant impact to project delivery time and cost but is mitigated by undertaking financial checks during the tender phase and payments being made based on monthly valuations of work by the consultant technical advisor. It is noted that the risk of sub-contractor insolvency is held by the main contractor
- 9.6 The tender process included the Council's detailed design requirements for the depot but there will be elements of the design and the Council's precise requirements which will need to be worked through before the "start on site".
- 9.7 Service delivery – there is a risk of some staff not wishing to transfer from the existing depot to the new site. This could present a risk to operational service delivery. However, this is mitigated by having early conversations with staff and payment of additional mileage – see section 7 of this report for further information.
- 9.8 The Clay Meadow Depot valuation assumes the site has the benefit of planning permission for residential development as mentioned above. Were the site to be sold without the benefit of planning permission the value may be reduced by a future purchaser pricing in "planning risk". The valuation factors in estimated site clearance and demolition costs, but there is a risk that site clearance is more expensive than assumed in the valuation.

10. CRIME & DISORDER IMPLICATIONS

- 10.1 The current depot location at Claymeadow is susceptible to break-in and theft, resulting in two significant break-ins involving theft of equipment over the last three years. The new site will be much more secure by design.

11. ENVIRONMENTAL IMPLICATIONS

- 11.1 The project is seeking to provide a development which meets the requirements of BREEAM Excellent. BREEAM is an abbreviation of 'Building Research Establishment Environmental Assessment Method' and is a sustainability assessment method that is used to masterplan projects and buildings. An 'Excellent' rating represents a sustainability performance in the top 10% of UK new non-domestic buildings.
- 11.2 A BREEAM rating is achieved by gaining a target amount of mandatory and optional credits. Targets fall under a variety of categories such as management, transport, waste, energy and water efficiency, thermal performance and health and wellbeing.
- 11.3 The assessment encompasses every stage of the development's lifespan, from inception through to demolition. Credits can be gained, for example, by utilising locally sourced construction labour and providing training opportunities; specifying and constructing with locally sourced materials that can readily be recycled at end of use; incorporating energy efficient lighting and heating systems (fittings and controls); controlling construction waste by reusing demolition materials onsite and separating waste streams for recycling thereby minimising materials going to landfill.
- 11.4 This development proposes the use of solar PV roof panels for local power generation – this will reduce emissions and the cost of energy. There will also be the use of permeable paving to reduce the amount of surface water being returned to drain with natural planting around the perimeter of the site providing a green backdrop and natural screening, all of which should provide BREEAM credit.

- 11.5 To benefit from the chosen contractor's experience, the scheme has been tendered as design and build so the detailed design and extent of the environmental measures to be incorporated have yet to be fully defined. The project team propose appointing a retained BREEAM specialist to work with the contractor and ensure the ambition to achieve BREEAM Excellent is achieved.
- 11.6 As highlighted in 8.3.2, the operational vehicle mileage may increase once the relocation has occurred. However, moving to the new depot will be an important enabling factor for the Council's waste strategy, which itself will help the New Forest reach a recycling rate of 55%+ once service changes are made.

12. EQUALITY & DIVERSITY IMPLICATIONS

- 12.1 The Hardley depot will be fully compliant with all relevant standards for accessibility, it is a requirement of the contract that the design and construction comply with Part M of the Building Regulations, all relevant disability guidance from the Centre for Accessible Environments, BS8300 and the Disability Discrimination Act. This will offer improved levels of access for staff and visitors to the site.
- 12.2 Staff rest and welfare facilities have been designed with diversity in mind, with staff engaged on the best mix of facilities to meet current and future need.

13. DATA PROTECTION IMPLICATIONS

- 13.1 Requirements for storage of physical or electronic data at the Hardley Depot will comply with the council's corporate policies on General Data Protection Regulations.

14. NEXT STEPS AND GOVERNANCE ARRANGEMENTS

- 14.1 Following Council approval to proceed, the construction contract will be entered into, and the contractor will be notified that they may commence project mobilisation.
- 14.2 After a period of additional survey work and detailed design and planning it is expected that the contractor shall mobilise to site within twelve weeks of award. It is anticipated that construction of the development shall take in the region of 58 weeks and be complete by the end of 2024.
- 14.3 The Waste Programme Board is the Board overseeing the Hardley project, waste strategy, and Operations ICT project. Its membership consists of three members of EMT and three members of Cabinet. It will act as the Project Board for this scheme and will set out parameters for a smaller project specific steering group to work within to manage the development and make decisions as required through the mobilisation and delivery process. This Steering Group will be led by the Strategic Director for Corporate Resource and Transformation. Regular progress reporting shall be maintained via the issuing of monthly reports and through regular Waste Programme Board Meetings. It is also intended to deliver ad-hoc updates to Overview and Scrutiny as the scheme progresses.

15. CONCLUSIONS OF THE WASTE PROGRAMME BOARD

- 15.1 The current Claymeadow depot is not fit for purpose in the longer term, with neither the capacity nor the current facilities being suitable for the Council's needs. A 2021 review of overall depot provision recommended that a site at Hardley be utilised as a

replacement for the current Claymeadow site. This new depot will be an important part of the modernisation of operational services.

15.2 The Hardley site is owned by the Council and received planning permission in February. Since then, a compliant tender process has been carried out and a preferred bidder identified. Including non-contract costs, as well as capital receipts to offset some of the cost, this will lead to a total budget of £7,800,000.

15.3 There will be 93 posts affected by this relocation, and the council will financially support additional travel costs for a 1-year period. The new depot will have improved facilities for the benefit of all staff.

15.4 The Waste Programme Board supports the proposal to proceed with the project, as outlined within the report.

<p>For further information contact:</p> <p>Chris Noble Assistant Director – Place Operations 023 8028 5389 chris.noble@nfdc.gov.uk</p> <p>Andrew Smith Estates and Valuation Service Manager 023 8028 5123 Andrew.smith@nfdc.gov.uk</p>	<p>Background Papers:</p> <p>Planning Committee Report, February 2013 - Hardley Plan.pdf (newforest.gov.uk)</p>
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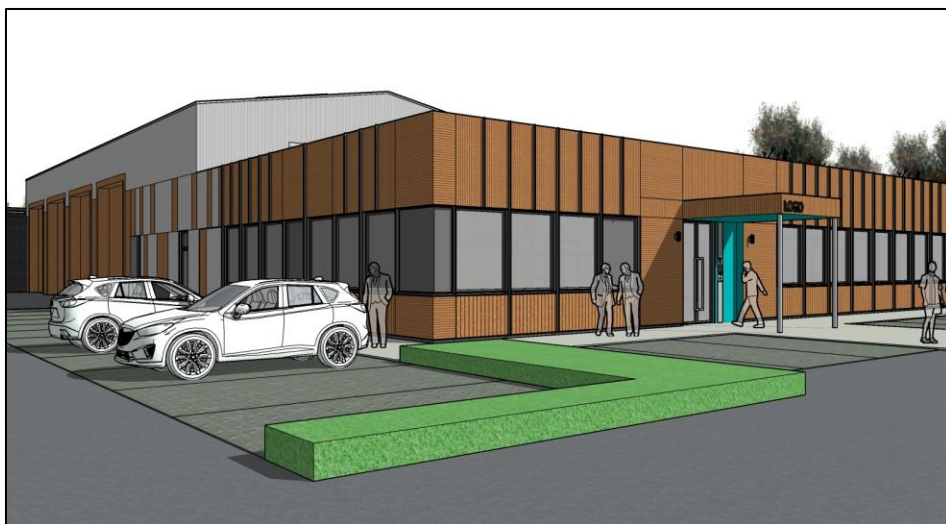
Appendix 1 - Clay Meadow Depot Plan



Appendix 2 - Site Plan Hardley Depot and artists impressions



Site plan



Corner view



View from Access Road



Elevated view

Resources and Transformation Overview and Scrutiny Panel

Commercial and Residential Property Annual Report 2022/23

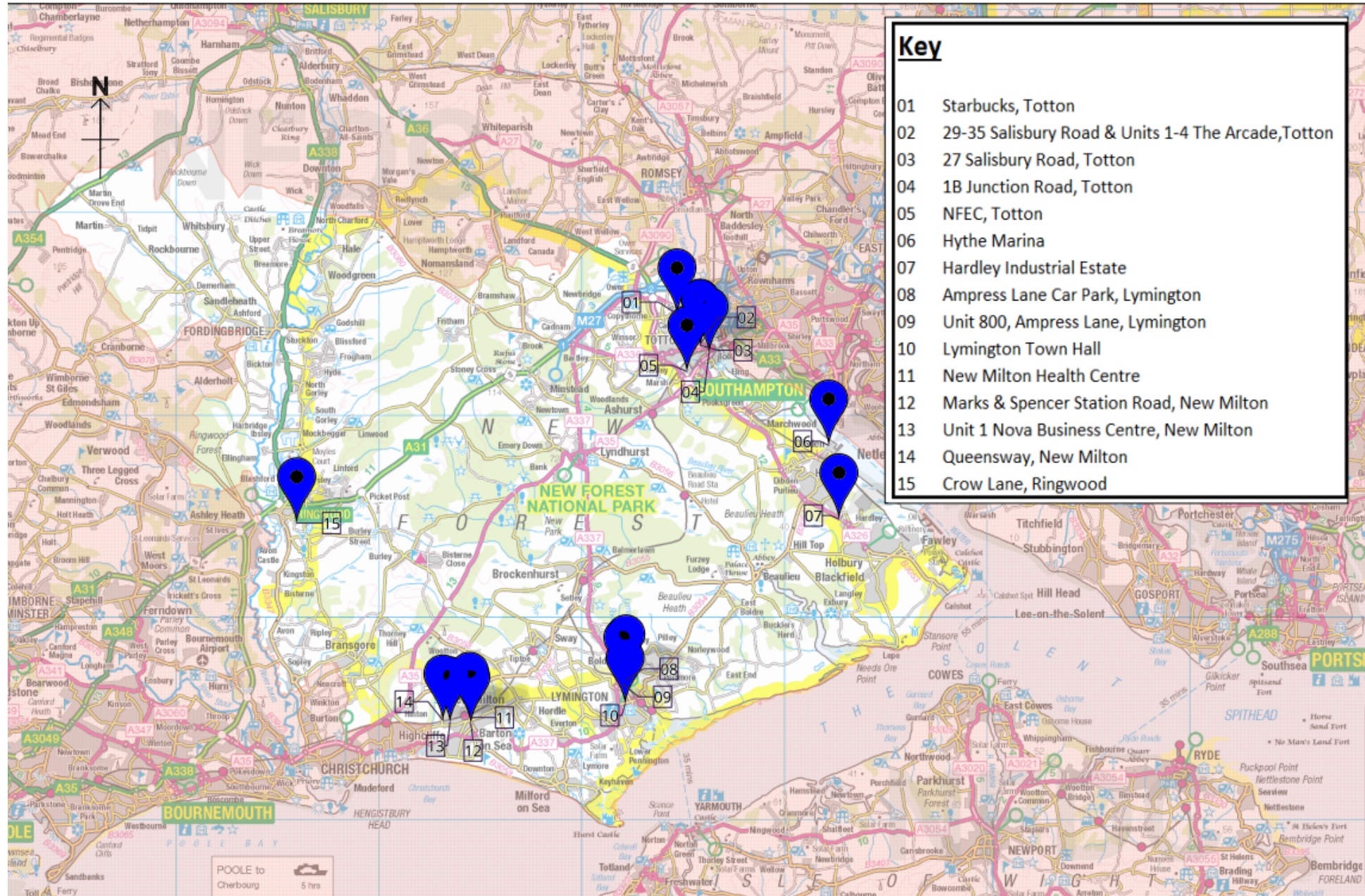
22 June 2023

Within this update

- Commercial Property report 2022/23
 - Aims and Objectives Investment Activity
 - Net Income Summary
 - Financial dashboard
 - Overview of 2022/23
- Residential Property Company report 2022/23
 - Aims and Objectives Investment Activity
 - Return to NFDC
 - Financial dashboard
 - Overview of 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 internal cash and reserves
- Council approved (12 Dec 2022) a revised and updated asset investment strategy with a further £20M available financed from internal cash and reserves and supplemental borrowing (Public Works Loan Board) when required
- The Commercial Property Panel (CPP) comprises the Chief Executive, Strategic Director Corporate Resource and Transformation (Chief Finance Officer), Strategic Director Housing, Communities & Governance, Portfolio Holder - Finance & Corporate and Chairman of the Resources & Transformation Overview & Scrutiny Committee.
 - CPP 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 CPP's remit also includes an overview of operational real estate development



Commercial Property Strategy Investment Activity

	Existing Employment Site £M's	Development Site (Platinum Jubilee) £M's	Total £M's
2017/18	2.20	-	2.20
2018/19	0.25	-	0.25
2019/20	2.53	2.25	4.78
2020/21	3.26	0.17	3.43
2021/22	3.27	2.53	5.80
2022/23	7.75	5.01	12.76
Total	19.26	9.96	29.22

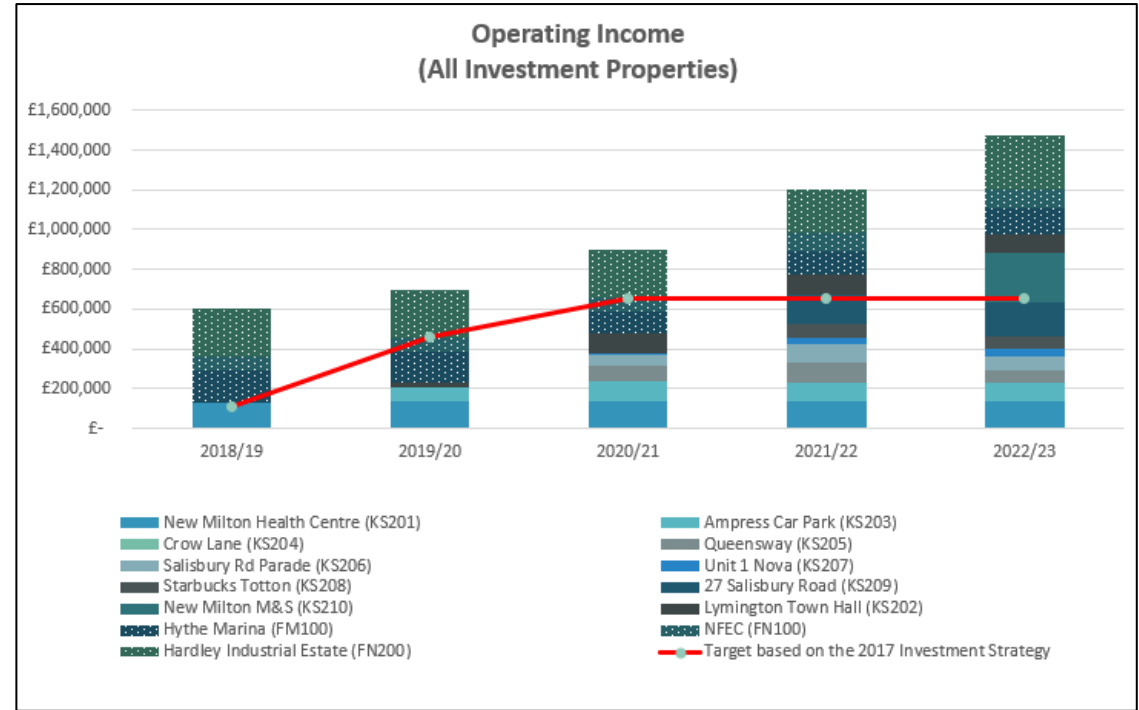
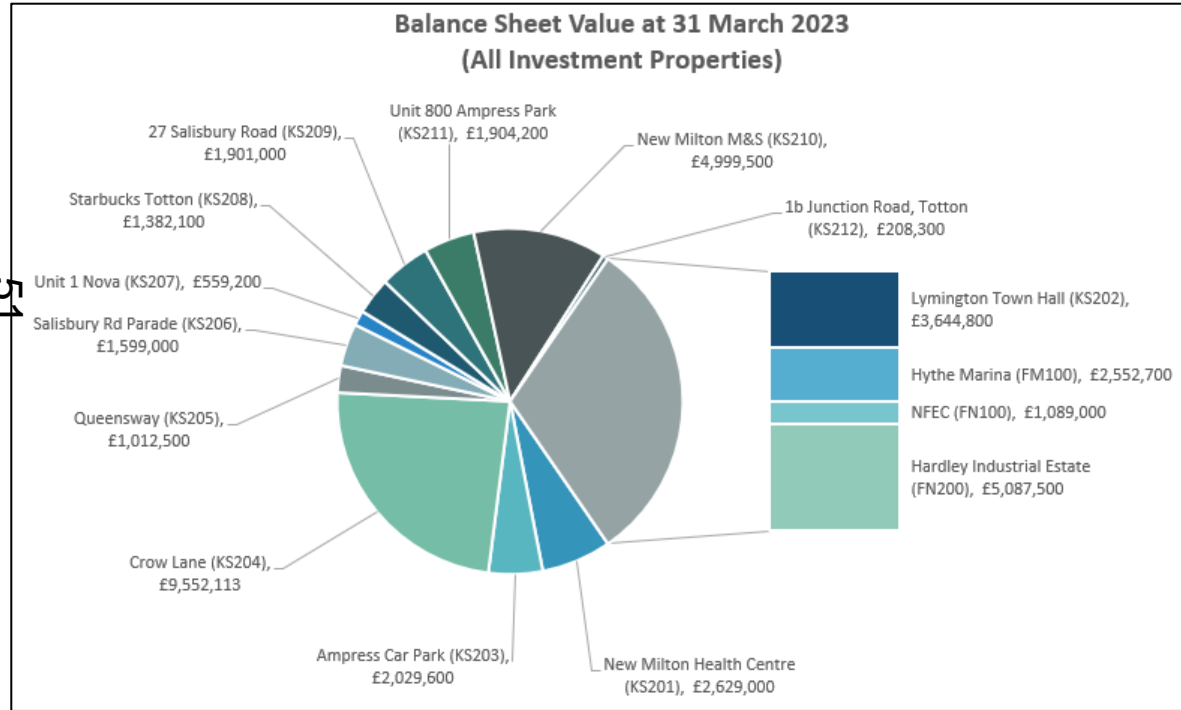
Commercial Property Net Income Summary

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	2025/26 £'000's
Within General Fund Budget	-100	-62	-166	-165	-470		
Forecast Assumption in MTFP						-200	-200
TOTAL CUMULATIVE	-100	-162	-328	-493	-963	-1,163	-1,363

Commercial Financial Dashboard: Balance Sheet Value & Operating Income

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Financial Dashboard: Annual Rate of Return

Property	Balance Sheet Value at 31/03/23	Net Income 2022/23	Annual Rate of Return at 31/03/23
Hythe Marina	2,552,700	134,571	5.27%
New Forest Enterprise Centre	1,089,000	89,748	8.24%
Hardley Industrial Estate	5,087,500	270,544	5.32%
Lymington Town Hall	3,644,800	91,821	2.52%
	12,374,000	586,684	4.74%
2017 Investment Strategy			
New Milton Health Centre	2,629,000	135,260	5.14%
Ampress Car Park	2,029,600	97,363	4.80%
The Parade, Salisbury Road Totton	1,599,000	74,323	4.65%
Queensway, New Milton	1,012,500	57,835	5.71%
Unit 1 Nova Business Park, New Milton	559,200	35,000	6.26%
Drive-Thru, Salisbury Rd, Totton (purchased 21/22)	1,382,100	66,259	4.79%
27 Salisbury Road (purchased 21/22)	1,901,000	168,861	8.88%
	11,112,400	634,901	5.71%
85 Station Road, New Milton (purchased 22/23, projected income)	4,999,500	249,881	5.00%
Unit 800 Ampress Park (purchased 22/23, projected income)	1,904,200	94,650	4.97%
1b Junction Road, Totton (purchased 22/23)	208,300	0	
Platinum Jubilee - Crow Lane (completion 2023)	9,552,113	0	
	16,664,113	344,531	

Capital appreciation for assets acquired under the 2017 Investment Strategy = £543k

What we did in 2022/23 (Purchases)

Marks & Spencers New Milton

- Completed July 2022
- Freehold purchase
- New 10-year lease to M&S
- Newly refurbished unit which provides local economic benefit through a vibrant high street

Unit 800 Ampress Park Lymington

- Completed March 2023
- Modern clean unit
- Supporting local employment within an important business park

1B Junction Road Totton

- Small ground floor retail unit acquired as part of a larger Housing Development which secured 7 new residential flats in the building
- Presently on the market to let

What we did in 2022/23 (Development)

Platinum Jubilee Business Park

- New business park development of 7 buildings for light industrial use (16 units) and 2 buildings for offices (4 units)
- Main contractors Amiri
- Practical Completion achieved 27 April 2023
- The development will be delivered below the overall budget. Negotiations are ongoing with the contractor to agree the final accounts.
- Heads of terms agreed for 64% of the available space let (May 2023) for 9 tenants (at agreed annual rents totalling £401,000)
- Leases now completed for units C2, D3, D2, D4, B2 and G (as at 12 June 2023)
- Tenant businesses include a healthcare technology company, a specialist heating supplier, a social media agency and a swimming pool design and build company.
- Additional PV panels were incorporated into development where most appropriate (units A – D) providing an average of 4kW of electricity per unit and an estimated annual carbon saving of over 13 tonnes for the Estate.
- EV charging provision for ALL units (20 charging stations installed on the site with 2 outlets per charging station)
- Amiri maintained very high standards of site health & safety throughout the construction, achieving over 71,000 safe hours of working.

Platinum Jubilee: Images

images courtesy of Amiri

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Sustainability Features (Images courtesy of Amiri)

- EPC Rated – A
- Solar roof panels (PV)
- Electric vehicle charging points
- Cycle stores
- BREEAM – Very Good



PV roof panels to Blocks A, B, C and D



Cycle & Waste bin stores



High levels of natural light



EV Charging Points for all units

Contact 📞 02380 285564

Out of hours 📞 02380 285250



APPLETREE PROPERTY
LETTINGS LTD

[HOME](#) [APPLICANTS](#) ▾ [OCCUPIERS](#) ▾ [CONTACT US](#) 🔍

WELCOME TO APPLETREE PROPERTY LETTINGS LTD

WE ARE A LOCAL LANDLORD PROVIDING
GOOD QUALITY HOMES FOR HOUSEHOLDS
WITH A CONNECTION TO THE NEW FOREST

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 (up to 40%) and loans at a commercial rate of interest
- Loans made by NFDC to Appletree Property are secured by legal charges
- At present a £8M funding tranche has been made available
- 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
- Company offers tenancies typically 7-12 months.

Appletree Property Holdings Limited

Structure and Governance

- Appletree Property Holdings Limited is a private limited holding company whose sole shareholder is NFDC.
- The company has 2 subsidiaries, Appletree Property Lettings Limited and Appletree Residential Developments Limited.
- The Board comprises 4 Directors, 2 Officers and 2 Members, the Chairman being Cllr Steve Davies.
- Board meetings are held about every 3 months, considering in particular the Property Manager's business update report to the Board.
- the Annual General Meeting is held in October each year, including the annual presentation to the shareholder.
- The Company's annual accounts are prepared by external accountants.
- The Company has no employees, The Council's Property Manager is the day to day manager of the lettings business, supported by the Council's Property Management Officer, all reporting to the Service Manager, Estates & Valuation and through to the Board.

Appletree Property Holdings Limited
Investment Activity and Steady State Annual Rent 19/20 to 22/23

Year of purchase	Acquisitions	Total Cost £	Monthly Rent £'s	Steady State Annual Rent £
19/20	2	505,975	1,990	23,880
20/21	5	1,566,354	6,030	72,360
21/22	5	1,527,110	5,690	68,280
22/23	4	1,481,654	5,735	68,820
TOTAL	16	5,081,093	19,445	233,340

Appletree Property Holdings Limited

Return to NFDC 19/20 to 22/23

Year	Equity £	Debt £	Interest Return £ (full year)	Mgmt Fee (@6%) £	Return on overall investment %
19/20	201,700	304,275	16,735	1,433	3.59
20/21	342,600	1,223,754	59,352	4,342	4.07
21/22	371,300	1,155,810	57,732	4,096	4.05
22/23	441,800	1,039,854	61,101	4,129	4.40
TOTAL	1,357,400	3,723,693	194,920	14,000	4.11

Appletree Property Holdings Limited Vacancy Periods

Acquisitions		
Year	No of Properties acquired	Average Void Periods (days) per year
19/20	2	68
20/21	5	82
21/22	5	85
22/23	4	125

Re Lettings		
Year	No of Properties relet	Average Void Periods (days)
21/22	2	47
22/23	6	26

- Higher 22/23 average due to acquisition of 2 properties that required considerable refurbishment works and 1 property which had 2 applicants refused due to affordability concerns.

Appletree Property Holdings Limited What we did in 22/23 and overall

Property purchases in 2022/23

- 4 properties acquired in 2022/2023
- Properties in all areas of the district are being considered

... and overall

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- 16 properties in the portfolio
- The 16 properties acquired are located: one in Lymington, seven in Totton, two in Ashurst Bridge, five in Blackfield and one in Calmore
- 5 x 2 bed properties, 11 x 3 bed properties

.... and ongoing

- Since 1st April 2023 there have been no further offers or purchases to date because of increased interest rates (loans made by NFDC linked to base rate) and a lack of suitable properties in the market. House prices may fall in response to interest rate rises over the next few months and the company remains engaged with local agents.

Summary

Commercial Property Summary

- £29.22M commercial property spent to acquire or construct 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
- Platinum Jubilee Business Park has been completed with estimated 150-200 direct jobs being supported once fully let
- Further commercial property investments presently “on pause” save for exceptional opportunities

Appletree Holdings Summary

- Presently approval has been given for £8 million of the £10 million pot to be invested in the project
- Expenditure to date is £5,081,093.
- 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.

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ICT Update

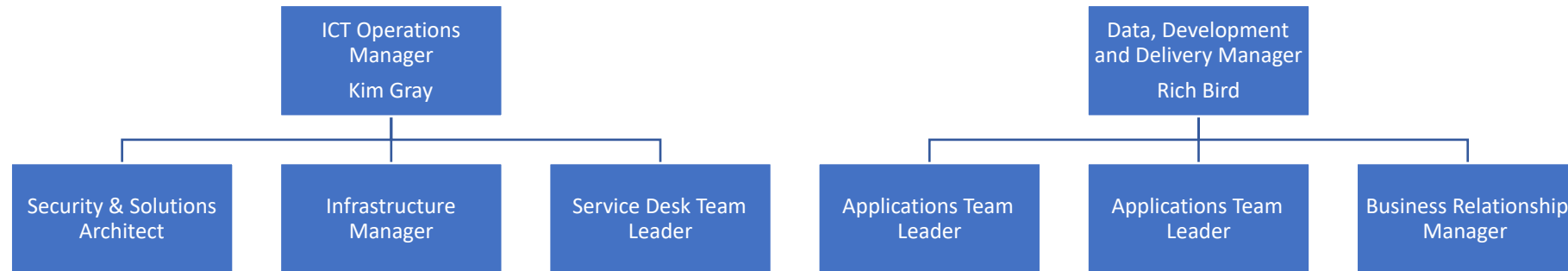
June 2023

**Resources and Transformation Overview and
Scrutiny Panel**

ICT Update Agenda

1. Introduction to ICT
2. Digital Strategy 2022-2025
3. ICT Operations Update
4. ICT Delivery Update
- 8 5. Work Programme Financials 2023/24
6. Work Programme Update 2023/24
7. Questions

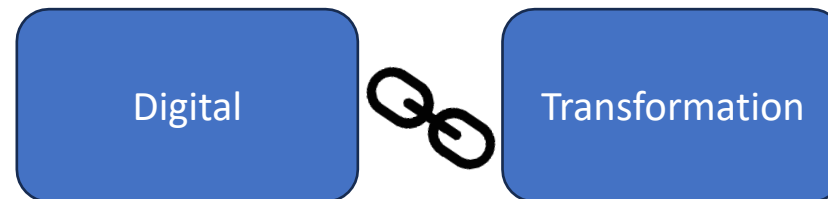
Introduction to ICT



- ICT Leadership Team reporting into Assistant Director (Rebecca Drummond)
- ICT Team Leader group providing management and supervisory support
- Total team of 27 ICT professional providing multiple services including:
 - Service Desk Technical Support
 - Security and Cyber Threat Support
 - Management of Server and Networking Infrastructure
 - Support and ongoing maintenance of software and line of business Applications
 - Project management team delivering new projects and solutions
 - Business Relationship Management for our internal and external stakeholders and suppliers

Digital Strategy 2022 - 2025

- ‘*Customer first, digital by design*’ is the ethos of the NFDC Digital Strategy. With the following principles at the heart of the strategy:
 - All services will adopt full end to end digital business models
 - All services will actively use data to inform decision making and report performance in real-time
 - The council will develop its workforce to realise the business benefits of digital service delivery
 - The council will therefore design its services around the needs of our customers, choosing effective and efficient digital solutions to fulfil those needs.
 - We will also design our digital services to accommodate customers who need assistance, or who are unable to navigate our digital solutions.
- Financial Commitment: £625K per year for 3 years
- The Digital strategy must continue to align with the Transformation Strategy and upcoming Corporate Plan



ICT Operations – led by Kim Gray, ICT Operations Manager

Service Desk

- **All services will actively use data to inform decision making and report performance in real-time**
 - Enhanced reporting
 - New service management tool (ICT Portal)
 - Review/refine service management processes

Infrastructure

- **End to end digital business models that support digital natives and our non-digital customers**
 - Azure migration
 - Server monitoring and alerting environment
 - Modern Device Management: W11, Windows Hello, Autopilot

Security

- **New innovations and change through Digital Project Delivery**
 - Security Alerting replacement
 - Maintaining accreditations
 - Review/refine security and solutions processes

ICT Delivery – led by Rich Bird, Data Development Delivery Manager

Data

- **All services will actively use data to inform decision making and report performance in real-time**
 - NFDC Data Strategy and Data Warehouse
 - Information Governance and Architecture

Development

- **End to end digital business models that support digital natives and our non-digital customers**
 - Maintaining, Developing and Updating our existing Applications
 - Microsoft 365 Adoption including Champions and User Groups
 - Low code development using Microsoft Stack and new Integrations

Delivery

- **New innovations and change through Digital Project Delivery**
 - Digital Service Improvement Process
 - Resource Management (Contractors, Project Review Group, Realistic Planning, Governance)
 - Project Reporting based on Power BI

Financials – ICT Work Programme 2023/24

Work Order	Project Narrative	TOTAL PROJECT BUDGET	TOTAL PROJECT SPEND TO DATE	REMAINING BUDGET
2022/23 PROJECTS STILL ONGOING				
291093	Regulatory Services Project (Accolaid replacement IDOX)	£ 420,000.00	£ 339,420.00	£ 80,580.00
291100	HPSN2 Migration	£ 87,000.00	£ 48,606.00	£ 38,394.00
291104	Azure Cloud Migration	£ 150,000.00	£ 144,676.00	£ 5,324.00
291108	Heycentric Implementation	£ 50,000.00	£ 46,150.00	£ 3,850.00
2022/23 PROJECTS MOVED ONTO 2023/24				
291094	NFDC Website/portal platform upgrade	£ 125,000.00	£ 24,469.00	£ 100,531.00
291099	Apps - Operations	£ 360,000.00	£ 23,750.00	£ 336,250.00
291106	Intranet Project	£ 50,000.00	-	£ 50,000.00
291107	Learning Management System	£ 20,000.00	-	£ 20,000.00
2023/24 NEW PROJECTS				
tbc	Contact Centre Software	£ 100,000.00	-	£ 100,000.00
tbc	Customer Relationship Management (CRM)	£ 150,000.00	-	£ 150,000.00
tbc	Data & Management Reporting	£ 75,000.00	-	£ 75,000.00
tbc	Single Sign-On for Identity	£ 30,000.00	-	£ 30,000.00
tbc	IT Service Mangement Platform	£ 25,000.00	-	£ 25,000.00
TOTAL PROJECTS		£1,642,000.00	£ 627,071.00	£1,014,929.00

ICT Work Programme 2023/24

Source	Project	January	February	March	April	May	June	July	August	September	October	November	December
Digital WP	Azure Cloud Migration												
Digital WP	Intranet Project												
Digital WP	Learning Management System												
Corp WP	Northgate API												
Digital WP	Operations Project												
Digital WP	Regulatory Services Project												
Digital WP	Contact Centre Software												
Digital WP	Customer Relationship Management (CRM)												
Digital WP	Data and Management Reporting												
Corp WP	Hardley Depot ICT Build												
Digital WP	IT Management Platform												
Digital WP	NFDC Website/portal platform upgrade												
Digital WP	M365 Adoption												
Digital WP	Single Sign On for Identity												
Digital WP	Software Upgrade Activity												
74 Digital WP	Members End User Devices												
DSI	TLF Tenant Satisfaction Surveys												
DSI	Eco Online Chemicals Module (H&S)												
DSI	Void Utility Management (Utilita)												
DSI	Lone Worker Module												
Procurement	Automated Telephone Payments												
DSI	Direct Debits Automation												
DSI	Citizen Labs												
Corp WP	Appletree Lettings												
Corp WP	CCTV - Analogue Line Replacement												
Corp WP	Appello lifeline system												
Corp WP	CCTV - Deployable Cameras												
DSI	Parity Software Online Cloud												
Procurement	MFD - Re-Contract and Replace hardware												

TODAY

Grey = Planned, Green = In Progress, Amber = In Progress with Medium Risk, Red = In Progress with High Risk

Recommendation

- The Resources and Transformation Overview and Scrutiny Panel are asked to note the contents of this update.

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RESOURCES AND TRANSFORMATION OVERVIEW AND SCRUTINY PANEL

WORK PROGRAMME 2023/2024

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
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22 JUNE 2023			
Annual Performance and Provisional Budget Outturn	To receive the Annual Performance and Provisional Budget report	Written Report	Alan Bethune / Rebecca Drummond
Transformation Programme Update	To receive an update on the Transformation Programme (See Financial Strategy T&F report to Panel on 17/11/22)	Written Report / Presentation	Rebecca Drummond / Adam Hobbs
Commercial and Residential Property Annual Report	To receive the annual report on progress with Commercial and Residential Property	Presentation / Written Report	Andrew Smith
Environment and Sustainability: Development of a new operational services depot at Hardley Industrial Estate	To receive a report on the development of the new depot	Written Report	Andrew Smith
Terms of reference for the Panel	For information	On agenda	
ICT Update	To receive an update on progress with the ICT Service	Report or Presentation	Rich Bird / Kim Gray
Council Tax Reduction Scheme Task and Finish Group	To establish arrangements for the operation of the Group for 2023.	Agenda Item	Ryan Stevens

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
Financial Strategy Task and Finish Group	To establish arrangements for the operation of the Group for 2023.	Agenda Item	Alan Bethune / Andy Rogers
21 SEPTEMBER 2023			
ICT Update	To receive an update on progress with the ICT Service	Report or Presentation	Rich Bird / Kim Gray
Transformation Programme	To consider the proposed Transformation Programme	Report	Rebecca Drummond / Adam Hobbs
16 NOVEMBER 2023			
ICT Investment Vs Benefits Realisation	To receive a KPI assessment of ICT Investment Vs Benefits Realisation (Requested by Financial Strategy T&F Group in report to this Panel on 17 November 2022)	Written Report	Rich Bird / Kim Gray
Council Tax Reduction Scheme	To receive the recommendations of the Task and Finish Group	Written Report	Ryan Stevens
Complaints Annual Report	To receive an annual overview of complaints received, and dealt with by the complaints team	Report	Karen Grimes / Amanda Wilson
Financial Strategy Task and Finish Group	To receive the recommendations of the Task and Finish Group	Written Report	Alan Bethune
18 JANUARY 2024			
Asset Maintenance and Replacement Programme	To receive details of the proposed programme and pass any comments to Cabinet.	Written Report	Alan Bethune

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
Capital Strategy	To receive details of the proposed strategy and pass any comments to Cabinet.	Written Report	Alan Bethune
28 MARCH 2024			
ICT Update	To receive an update on progress with the ICT Service	Report or Presentation	Rich Bird /Kim Gray
Council Tax Reduction T&F – Arrangements for 2024	To agree arrangements for the Council Tax Reduction T&F meetings for 2024	Discussion	Ryan Stevens
TO BE CONFIRMED			
Procurement Update	To receive regular updates summarising procurement activities	Report	Gary Jarvis
Customer Services Review	To receive the Group's findings and recommendations	Written Report	Ryan Stevens

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